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Letter from the CEO & Chair

What a difference a year makes. 2021, like the year before it, was heavily affected by the Covid-19 pandemic. In-person study abroad and intercultural exchange were challenged by health concerns, travel restrictions, and the economic consequences of the pandemic.

But, with resilience, innovation, and trust in our 75 years of experience in intercultural exchange, 2021 was a year of optimism and action at AFS.

We learned three key things in 2021:

• In-person study abroad and virtual exchange are a perfect mix for delivering intercultural education worldwide. Nothing can replace the power of a young person connecting with a host family and local community in person, learning first-hand about their role in making the world a better place. But these programs are often not available to all who want and need them, and that’s why virtual exchange is so important to expanding access to intercultural learning. Innovation and flexibility must drive intercultural learning programs worldwide.

• AFS adds a global perspective to local education, which far too often is missing. AFS puts learners at the center, guiding and supporting them as they reflect on their impact on the world around them, learn how to build bridges among cultures, and work together to create positive change. Participants in all types of AFS programs learn essential global skills they need to live, learn, contribute to society and change the world—and study after study proves this impact.

• Young people are eager to have a platform for social impact and changemaking. That’s why AFS was proud to integrate The Youth Assembly, an initiative previously managed by the Friendship Ambassadors Foundation, into our organization. This is a unique event with a global network of more than 20,000 alumni with a passion for making a difference. In the years to come, it will become a key ingredient in the lifelong AFS experience.

Throughout the year, we were inspired by the passion and commitment of our 50,000+ volunteers and staff to expand intercultural learning opportunities around the world; thousands of our amazing host families and schools who welcome young people into their homes, classrooms and communities; and the many program participants eager to start their journey as active global citizens.

We express our sincere gratitude to all our strategic partners and donors for supporting our vision year after year. We believe this Annual Report demonstrates how we can develop global citizens when we work together.

Daniel Obst
President and CEO

Amalie Ferdinand (AFS 1997)
Chair, Board of Trustees
AFS empowers all people it reaches with essential global skills—and the passion for making a difference. As a global organization with 100+ years of experience, we envision a world in which people from all backgrounds embrace differences and believe that we are stronger because of them, a world where individuals and institutions are empowered to actively work towards advancing global understanding, and take action for collective well-being and sustainable development.

Impact at a Glance

AFS 2021

Our educational curricula:
- Are transformative, approaching learning as a journey of change.
- Use a goal-based curriculum and methods.
- Focus on non-formal education, a complement to the classroom.
- See experiential learning as enhanced learning.
- Last a lifetime.

500,000+
Exchange program alumni

54
AFS Network Organizations

AFS operates in 98 countries

50,000+
AFS Volunteers

15,584 Schools we work with

Recognized by Education Ministries in 22 countries
Program Participants in 2021

Study Abroad Participants

5,678

6,634 AFS Host Families

6,634

Domestic Exchange Participants

7,300

Students and Teachers Participate in the AFS Effect+ Program

1,082

Classroom Exchange Participants

AFS Theory of Change

EXPERIENCE

STUDY ABROAD
Provide young people with immersive international or intercultural experiences.

LEARN

GLOBAL SKILLS
Support them with structured and facilitated intercultural learning journeys that lead to global competence.

PRACTICE

SOCIAL IMPACT
Give them real-world social impact and changemaking exposure through training, activities, and projects.

ACTIVE GLOBAL CITIZENS

Have the essential global skills they need to live, learn, work, and volunteer to contribute to society and change the world.

CREATE A MORE JUST AND PEACEFUL WORLD

Trainings and Events

14,094 Intercultural Training Program Participants

30,000 Intercultural Event and Webinar Participants

Geographic distribution of AFS study abroad programs:

WHERE STUDENTS COME FROM

Europe 3,447
Asia-Pacific 1,997
Latin America 744
Africa & Middle East 196
North America 204

WHERE STUDENTS ARE HOSTED

Europe 3,089
Asia-Pacific 276
Latin America 303
Africa & Middle East 49
North America 1,752

New Global Affiliates joined AFS in 2021: Better World (Korea) and Sputnik (Sri Lanka)
What AFS exchange students, host families, volunteers and alumni say about their AFS experience:


Exchange students and host families say they improved their adaptability, critical thinking, self-awareness, open-mindedness thanks to their AFS experience.

Alumni confirm their exchange program helped them better communicate and collaborate with people from different cultures and backgrounds.

Exchange students feel like they are part of a global community.

Alumni say their AFS program helped them become active global citizens.

Exchange students are satisfied with their experience and would recommend AFS to others.

Alumni say AFS helped them develop the ability to adapt in a diverse workplace environment.

 Volunteers would recommend volunteering for AFS to others.

Alumni indicate that their study abroad experience motivated them to better understand challenges and issues facing the world.

Volunteers find their work for AFS meaningful.
Meet any AFS alumni and there’s a good chance they will tell you that their AFS experience changed their life. Better still, there’s a good chance it led them to devote their lives to the AFS mission - building a more just and peaceful world. This has certainly been my experience whenever I meet AFS alumni across the globe, and it makes me proud to work for AFS. So how can AFS ever possibly improve on the impact we already deliver? This is the "problem" and "challenge" we are tasked with thinking about and addressing. And let me start by saying, what a sincere privilege that is.

While it might not be the first words that come to mind when describing AFS, AFS is an educational organization. And not just any educational organization, but one with a tremendous wealth of knowledge and expertise in intercultural learning and global competence education developed and honed over 75 years of running study abroad programs. But we cannot be satisfied with that. Rather, we must constantly evolve - to stay modern and relevant, to build on what we already do well, to add new expertise to our existing expertise, and to reach more people with this expertise.

In 2021, we are proud to share the many ways we did just that - evolving how we deliver our impact and to whom. We know nothing can replace in-person experiences and we are eager to get study abroad to where it was before the pandemic. We are equally excited about virtual exchange, which emerged during the pandemic and demonstrated its educational impact way beyond these extraordinary circumstances. We are eager to dig deeper into this field, and grow its potential to innovate and expand the reach of AFS.
A new school year for thousands of exchange students

More than 5,000 high school students from 50+ countries went on their AFS exchange program.

In 2021 AFS exchange programs ran in countries where health and safety conditions allowed and student visas were possible, with close monitoring of the Covid-19 pandemic by the AFS Global Risk Management team.

The largest number of exchange students came from Italy, Germany, Thailand, Argentina and Chile. The most popular destinations for study abroad were the United States, Italy, Canada, France and Denmark.

To prepare for their experience abroad, 1,000+ exchange students joined the virtual AFS Global Student MeetUp in June 2021. For those AFSers who remember the days of taking a boat or a bus, this virtual experience recreated that sense of community - but on a global scale that is only possible online. They connected with one another across countries and got a feeling for what to expect on their student learning journey.

AFS programs are learning and changemaking opportunities

Before, during and after their exchange program, every AFS student benefits from a curriculum based on a proven educational methodology that AFS has developed over 75 years.

Since 2020, AFS has been partnering with the University of Pennsylvania’s Center for Social Impact Strategy (CSIS) to support young people to become leaders in their local community and the world.

Students traveling on AFS exchanges participated in the online learning program to connect with the global AFS community; learn from experienced AFS volunteers; and develop skills in cultural awareness, intercultural communication and social impact.
AFS expands impact and access by going beyond physical exchanges

AFS partners with more than 30 academic institutions, not-for-profit organizations, corporations and government agencies, including Education New Zealand, The Hormel Institute, Colombian ICETEX and The Cyril Taylor Charitable Foundation to deliver impact through digital education programs.

Our Global Up, Global You, and Effect+ programs reached 5,000+ participants in 2021, including high school and university students, teachers and other educators.

AFS Global You programs—short-term, flexible, online certificate programs—enhance young people’s global competence and communication skills, connect them with global peers to explore diverse cultures.

In 2021, Global You Adventurer and Global You Changemaker programs reached over 450 students from 53 countries. The programs are truly global, with scholarships and different language options available to ensure the inclusion of different perspectives from around the world. In 2021:

- 59 Finnish and U.S. American students received scholarships to join a specialized cohort of AFS Global You Changemaker, funded by the Finnish National Agency for Education and the U.S. Embassy in Helsinki. In addition to social impact and global changemaking, the cohort featured a unique emphasis on the importance of cultural exchange between the U.S. and Finland.
- AFS Paraguay received scholarship funding from the Paraguayan Association of Professional Graduates and the U.S. Embassy in Paraguay. They provided 43 Global You Changemaker scholarships and support for turning the students’ social impact capstones into viable community service projects in local communities.
- AFS Japan received funding from the Morimura Houmeikai Foundation to grant scholarships for a special cohort of the Global You Adventurer program. The awardees included diverse students from Japan, Sri Lanka, the Philippines, Thailand, and Hungary.
- AFS Malaysia awarded a scholarship to Ain Husniza, a 17-year-old student, to join the Global You Changemaker program. Ain created the hashtag #MakeSchoolsSaferPlace to encourage other teenagers to come forward about problems they face at school.
- AFS Canada received sponsorship from the Stavros Niarchos Foundation (SNF) and AFS continued in 2021, two years after it was launched to provide scholarships for Greek students to participate in study abroad programs and to re-establish AFS Greece after 27 years of absence from the country.

Building partnerships to make study abroad more inclusive

Governments, foundations, corporations and individuals partner with AFS to advance access to intercultural learning and exchange.

- Since 2018, AFS Japan has partnered with Japan’s Ministry of Education, Culture, Sports, Science and Technology (MEXT) to provide 1,000 scholarships through the Kakushiki program, focused on facilitating intercultural exchange and understanding between teenagers in Japan and 20 other Asian countries.
- AFS-USA facilitates The U.S. Department of State’s Kennedy-Lugar Youth Exchange and Study (YES) Program that builds bridges between Americans and people from countries of strategic importance to the United States.
- AFS Hong Kong received sponsorship from HKJC Charities Trust, Chater Masonic Scholarship Foundation, Jane Gellman Scholarship and various corporate partners to provide scholarships for Hong Kong students to study abroad in 50 destinations.
- AFS and bp significantly expanded their partnership to catalyze young changemakers worldwide. The new AFS Global STEM Changemakers Initiative, funded by bp, a global integrated energy company, was launched to provide 5,000 young people worldwide with immersive learning experiences through STEM, global competence, and sustainability-focused intercultural exchange programs.

The initiative will span the next five years (2022-2026), enabling selected young scholars to participate in one of three distinct programs designed to empower underrepresented populations, especially young women, with pathways to STEM education, leadership, and social impact.

- The partnership between the Stavros Niarchos Foundation (SNF) and AFS continued in 2021, two years after it was launched to provide scholarships for Greek students to participate in study abroad programs and to re-establish AFS Greece after 27 years of absence from the country.

2021 saw growth in AFS Greece’s global reach: new collaborations with AFS network partners to offer more destinations to Greek scholars, new digital program offers, the foundation of a local chapter in Cyprus, and the induction of AFS Greece as a member of the European Federation for Intercultural Learning (EFIL). In the first two years of the partnership, AFS Greece sent 34 Greek and Greek Cypriot students to 16 destinations worldwide. Program participation increased by 70% compared to the first year, also attracting fee-paying students. AFS Greece also resumed its hosting activities, enabling Greek families to welcome foreign students into their homes.
Educating Young People to Care for the World

We live in remarkable times. Over the last few decades, we have witnessed the expansion of our global imagination. We saw how accelerated interactions, digital connectivity, travel cooperation and innovation the world over transformed our sense of the world and the many lives with whom we share our planet. Millions moved in search for better and safer lives, creating new opportunities for mutual understanding across cultures.

At the same time, the very forces that created such opportunities have also made the world more volatile, more complex, more uncertain. Today, we witness important threats to environmental sustainability and rising inequality within and across nations. We observe growing xenophobia, aided by the unprecedented spread of fake news and misinformation travelling on the very digital highways that were meant to connect us.

It follows that ours is a world that requires mindful, informed, compassionate and ethical human beings, able to understand themselves in changing environments and build relationships across cultures. We need to nurture the capacity to detect problems affecting humanity, the imagination to envision possible worlds, and the courage to commit to making a difference within each person’s realms of influence.

From those who founded AFS until today: we recognize that peace pivots on our capacity to respect human dignity and understand each other across differences. This is why our approach to nurturing global and intercultural citizenship is rooted in research, propelled by thoughtful innovation and monitored through impact studies.

Our programs address everyone—young people, families and volunteers—whether we meet them in person or online. Whether we are supporting Students and Host Families through their Learning Journey, or nurturing teachers and young adults through the Global Competence Certificate, we encourage people to think big and act practically, to bridge distances and deepen understanding, and to work courageously for a world where people feel connected across cultures, space, and time.

Few missions are more consequential and urgent for our collective future.

by Veronica Boix Mansilla
AFS Education Committee Chair, and Principal Investigator and Executive Committee member at Project Zero at Harvard Graduate School of Education
Research backs the educational impact of AFS programs

Academic assessments of intercultural competence are a powerful tool to legitimize educational exchanges and to give them a positive role in the school curricula of the future. That’s why Mattia Baiutti, a researcher with Fondazione Intercultura (AFS Italy), and a team of international researchers, have developed The Intercultura Assessment Protocol which focuses on the intercultural learning that normally is not taken into consideration by national education systems. This set of tools can be used by teachers with two aims: to facilitate the return of exchange students into their home schools, and foster students’ self-awareness and critical thinking.

The Intercultura Assessment Protocol fits well with the current trends in European education: to switch assessment from knowledge to competence – intercultural competence in this case – and it has already been adopted by many schools in Italy. This demonstrates our commitment to measuring and reporting on the educational value of our programs.

Virtual exchanges have a meaningful immediate impact on the development of global competence among high-school aged youth around the world, according to the AFS Global You Virtual Exchange Impact Study, conducted by independent researchers, and funded by a grant from The Stevens Initiative.

The results of the study demonstrate that short virtual exchanges, such as the five-week AFS Global You Adventurer, provide immediate growth in aspects of youth global competence, especially in terms of having a more positive view of peers from other cultures, being able to actively withhold judgment of others, and their cross-cultural communication skills.

The study was conducted thanks to a research grant AFS received to participate in The Stevens Initiative’s “Strengthening the Field: Catalyzing Research in Virtual Exchange.” The study included over 150 high school students from 35 countries, aged 14–17 years old, who participated in the AFS Global You Adventurer. Authors of the study are Bettina Hanel, PhD; Corinna Howland, PhD; Linda Stuart, AFS Intercultural Programs with data assistance from Anaïs Chauvet.
Schools and educators are critical to advancing global competence and intercultural learning in the classroom. To support educators, AFS launched Effect+ for the Classroom, with funding from the Cyril Taylor Charitable Foundation. This program engaged 300 teachers from over 15 countries in 2021. This program also developed a Toolkit for Educators as a free resource for teaching Active Global Citizenship and the UN Sustainable Development Goals (SDGs) to high school students, based on a modular and flexible curriculum. This program was recognized by UNESCO-APCEIU as an Education for International Understanding and Global Citizenship Education Best Practice.

Advancing digital education through long-term partnerships

The AFS Global Competence Certificate programs reached 1,000 learners in New Zealand and 13 other countries in Asia and South America thanks to AFS’s partnership with Education New Zealand Manapouki te Ao (ENZ) and Massey University. This demonstrates how AFS educational programs can support a national education strategy and deliver sound preparation for living in our inter-connected world. Thanks to the overwhelming success of this program, the partnership will continue as borders reopen and international travel is back on the agenda, with more than 420 learners benefitting from the New Zealand Global Competence Certificate in 2022.

The Global Competence Certificate is delivered through a suite of Global Up programs tailored for higher education, professional development or teens. It fosters self-awareness, and awareness of others, while helping learners manage their emotional responses and bridge across differences. Key Global Up partners in 2021 included Cultural Vistas, IIE, The Hormel Institute, Clemson University and many more.

Intercultura (AFS Italy) reinforced its support for schools and teachers, with activities reaching more than 2,000 people in 2021. This included webinars for teachers and headmasters on school internationalization and competences for a democratic culture, as well as school workshops for high school students around the country on the 2030 Agenda for Sustainable Development and intercultural dialogue.

What is the role of teachers in helping students develop global competence? Andreas Schleicher of OECD presented a snapshot of global competence development in Latin America, based on the most recent findings from OECD’s PISA study at the second Iberoamerican Week of Global Education. This event was organized by the Alianza Latinoamericana de Educación Intercultural, a regional body of 14 AFS organizations.

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Spanish secondary school teachers participated in a series of virtual trainings, following a new partnership between AFS Spain and the local municipality of Castellón, member city of the Spanish Network of Intercultural Cities. These sessions helped the schools integrate global and intercultural perspectives holistically into their curricula.

Partnering with schools to enhance global education
Anyone, Anywhere Can Take Action: How AFS Creates the Changemakers and Volunteers of Tomorrow

AFS has a vast potential for creating a positive change.

We know that from our alumni. Research shows that they recognize AFS programs helped them become active global citizens, ready to communicate and collaborate with people from different cultures and backgrounds, and eager to better understand challenges and issues facing the world. This is possible because of the AFS Theory of Change, which shows how we guide everyone who gets involved in AFS through immersive intercultural experiences, supported by intentional learning curricula, and opportunities to practice their social impact.

The global AFS volunteer force—50,000 strong—is one of our best assets to making a positive change in local communities. In addition to supporting our exchange programs and host families, AFS volunteers are learners. They are learners in various training programs that AFS offers on changemaking and social impact, they are facilitators of intercultural learning, and they are changemakers leading community projects and governing the future of AFS through local boards. It’s no surprise then that more than 90% of our volunteers find deep meaning in their volunteer work, and are committed to continue volunteering in the years to come.

We are proud that in 2021 The Youth Assembly became a part of the AFS portfolio of programs. This powerful event will be our key platform for gathering young people interested in all levels of social change, enabling them to connect with each other, learn from experts, and scale their impact. We are thrilled that The Youth Assembly will be another opportunity to go on an AFS journey and experience lifelong learning—and learning for life.
Recognizing AFS volunteers for their outstanding acts of global citizenship

50,000 volunteers around the world drive AFS forward and make it possible to achieve our mission of intercultural understanding. On International Volunteer Day, AFS Volunteer Awards were presented in three categories:

**AFS Galatti Award**
Zhang Xiuying (AFS China) and Benthe Johansson (AFS Denmark) received the AFS Galatti Award, which honors AFS volunteers whose longtime commitment, dedication and exceptional journey with the organization have advanced the AFS mission and created an impact.

Zhang Xiuying has been an AFS volunteer since 2004, also serving as a host parent, contact person for AFS participants, and a facilitator of intercultural learning.

She developed the International Teacher Team training program connecting outstanding young teachers and academic leaders from China with peers in more than 20 countries. Over the past 16 years, more than 16,000 people have been impacted by her work.

Over the almost 50 years of dedicated volunteering, Benthe’s focus has always been on facilitating cultural encounters in her community—from starting and chairing a local AFS chapter, to emphasizing conflict resolution and support for new volunteers through workshops and seminars.

**Young AFS Volunteer Award**
Jonte Pietsch (AFS Germany) and Sweta Sadhu (AFS India) received the Young AFS Volunteer Award for Outstanding Service which recognizes AFS volunteers under the age of 30 whose exceptional contributions to the organization have made a difference in advancing the mission and goals of AFS.

Jonte is a motivator, supporter and implementer. He is a local AFS coordinator and a champion for virtual exchanges and digital events for participants and volunteers, which became much needed during the pandemic. Sweta has taken on community service, orientations, counseling, training, seminars, workshops, and alumni engagement tasks. Her leadership and communication skills have made her a great Sending Coordinator of her local chapter.

**Peggy and Art Howe Award**
Aline and René Lauzier (AFS Canada) received the Peggy and Art Howe Award for the outstanding service of AFS volunteer families. The Lauzier’s AFS adventure began in 1998, and they have welcomed nine students to their home. They started a local AFS chapter with only four volunteers, and now they count 60 volunteers in a strong, autonomous team whose tools and methods inspire everyone in AFS Canada.

**AFS volunteers worldwide also received recognition from various national institutions**

- Mary Porterfield, a longtime AFS-USA volunteer, received the Paul Simon Award for the Promotion of Language and International Studies for her demonstrated leadership in the promotion of language learning and international understanding, ultimately contributing to world peace.

- Babs Thies, AFS Germany’s volunteer, received The Order of Merit of the Federal Republic of Germany, the highest tribute awarded by the Federal President for special achievements in the political, economic, cultural, intellectual or volunteer field. Babs was recognized for her volunteer service, including more than 25 years as an AFS volunteer.

- AFS Portugal’s Rita Saias Santos was appointed as a consultant for the youth issues at the Civil House of the Presidency of the Portuguese Republic until 2026. Rita has served as the Board Chair of AFS Portugal and led the organization’s Presidency of the National Youth Council.
We recognize that we at AFS, and the entire international education community, can and must do better at educating ourselves and our communities, and taking effective action as individuals and organizations to tackle stereotypes, biases and systemic racial and discrimination injustices.

AFS joined the Diversity Abroad Network, the leading professional consortium of educational institutions, government agencies, for-profit and non-profit organizations dedicated to advancing diversity and inclusive good practices that increase access, achieve equitable diversity and foster inclusive excellence in global education.

Providing a platform for young leaders and active global citizens

Friendship Ambassadors Foundation (FAF) and its flagship program, The Youth Assembly, became a part of AFS Intercultural Programs in 2021. The Youth Assembly has been a global gathering of young leaders, social entrepreneurs, activists, and champions of sustainable development since 2004. Under AFS’ leadership, it will continue to provide a platform for meaningful dialogue and partnership between youth, civil society, the private sector, and the United Nations.

Youth leaders, UN and NGO experts who joined the Youth Assembly virtual dialogue organized by AFS in September 2021 emphasized the key role of young people in shaping the sustainable future of the planet, starting with local impact and embracing diversity.

The AFS Global Ideathon gathered 350 people from 70 countries to tackle 35 global challenges on topics like education for youth, volunteering, climate change, the gender gap in STEM, virtual communication, and various aspects of culture, such as virtual street art or fast fashion. For a second year in a row, this 48-hour digital event was run by AFS volunteers under the theme "Connecting for Global Change."

European Federation for Intercultural Learning (EFIL) received observer status at the Steering Committee for Education Policy and Practice (CDPPE), which oversees and advises the Council of Europe on education. This will enable AFS to share its expertise in intercultural learning, citizenship education, youth participation and civic engagement with the Council of Europe.

Holding ourselves accountable: Diversity, Equity and Inclusion at AFS

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Chile’s youngest president elected in December 2021, Gabriel Boric, studied abroad with AFS in 2001 (to France). Boric became a leader of education protests across the country in 2011, in which thousands of students demanded free, high-quality education for all. He was elected to Chile’s congress and served two terms as a deputy, becoming one of the first members of congress to come from beyond Chile’s two traditional coalitions in the process.

Amanda Magnani is a multimedia journalist, student and long-time AFSer. Her work focuses on topics like migrations and refugees, as well as climate justice. She studied abroad with AFS in 2011 (Brazil to Switzerland), saying that her experience taught her to be open-minded and suspend judgment in the face of differences. When the war in Ukraine broke out, Amanda rushed to the Ukrainian border to do what she does best: to give a venue for the refugee stories to be told, and document acts of courage and people stepping up to do whatever is in their power to help.

AFS alumni on the forefront of important social issues

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Donors, Sponsors and Funding Organizations

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.

AB Productions
Allan Goodman
Amalie Ferdinand
AmazonSmile
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Anne Bowen
Avery Dennison
Bayard Clarkson
Bennett Elias
Berit Enge
bp Foundation
bp p.l.c.
Brett Sagel
Carlo Fusaro
Carol and Bill Marshall
Carol Harrison
Cathleen and Keith Stock
Charles Maier
Cornelius Grove
Cristina Aby-Azar
Daniel Obst
David Blythe
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Edmund Kelley
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Frederick Luedke
Friendship Ambassadors Foundation
Gail Botte
Global Gateway Advisors
Hats Kageyama
Helmut Schuster
Hisashi Sasaki
J Brian Atwood
J Richard McIntosh
James Newell
John Miner
Julie Eigenberg
Karlheinz Muhr
Kathy and Joe Lauer
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Laura Johnson
Lucas Welter
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Mary Chalifour
Masco Corporation
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Stavros Niarchos Foundation
Susan Madden
Thane Pressman
The Hassler Trust
The Sharp Family Fund
Thermo Fisher Scientific
Tszuikko Scullion
Vishakha Desai
William G. Meserve
William McCoy
William Morris
William Quandt
Continuing the legacy of our founders

The AFS A. Piatt Andrew Fund was launched to honor the legacy of one of our founders and advance our mission today. The funds will support volunteerism and intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world. The Fund is established thanks to the generous support of A. Piatt Andrew’s descendants.

Learn how you too can support the legacy of AFS by visiting afs.org/donate
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. The following charts are excerpt from the financial statement of AFS International performed by the audit firm EisnerAmper. The full financial statement can be found at: afs.org/about-afs.

### AFS INTERNATIONAL FINANCES

<table>
<thead>
<tr>
<th>Financial Statement</th>
<th>2020</th>
<th>2021</th>
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<tr>
<td><strong>Statement of Financial Position (in US dollars)</strong></td>
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<tr>
<td><strong>ASSETS</strong></td>
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<tr>
<td>Noncurrent assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>152,747</td>
<td>176,858</td>
</tr>
<tr>
<td>Collective insurance account, net</td>
<td>1,292,094</td>
<td>1,227,509</td>
</tr>
<tr>
<td>Total noncurrent assets</td>
<td>1,444,841</td>
<td>1,304,367</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>14,241,646</td>
<td>11,241,910</td>
</tr>
<tr>
<td><strong>LIABILITIES AND NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>754,190</td>
<td>565,339</td>
</tr>
<tr>
<td>Due to partner organizations in clearinghouse</td>
<td>432,688</td>
<td>632,831</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>1,715,712</td>
<td>2,207,333</td>
</tr>
<tr>
<td>Total liabilities</td>
<td>2,902,910</td>
<td>3,405,503</td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>8,382,855</td>
<td>5,242,486</td>
</tr>
<tr>
<td>With donor restrictions:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time and purpose restrictions</td>
<td>1,672,623</td>
<td>1,368,289</td>
</tr>
<tr>
<td>Perpetual in nature</td>
<td>1,281,258</td>
<td>1,225,632</td>
</tr>
<tr>
<td>Total net assets</td>
<td>11,138,736</td>
<td>7,836,407</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>14,241,646</td>
<td>11,241,910</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Statement</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Statement of Activities (in US dollars)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public support and revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fees from partner organizations</td>
<td>9,062,139</td>
<td>9,121,612</td>
</tr>
<tr>
<td>Donation and grants</td>
<td>2,948,745</td>
<td>1,994,148</td>
</tr>
<tr>
<td>Travel operations</td>
<td>-</td>
<td>857,978</td>
</tr>
<tr>
<td>International conference fees and projects</td>
<td>766,566</td>
<td>569,967</td>
</tr>
<tr>
<td>Investment income</td>
<td>219,961</td>
<td>379,753</td>
</tr>
<tr>
<td><strong>TOTAL PUBLIC SUPPORT AND REVENUE</strong></td>
<td>12,997,411</td>
<td>12,923,458</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner services</td>
<td>4,554,793</td>
<td>6,185,392</td>
</tr>
<tr>
<td>Network Fund services</td>
<td>4,203,695</td>
<td>5,195,643</td>
</tr>
<tr>
<td>Total program services</td>
<td>8,758,488</td>
<td>11,379,935</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management and general</td>
<td>911,546</td>
<td>1,679,729</td>
</tr>
<tr>
<td>Fundraising expenses</td>
<td>12,440</td>
<td>26,212</td>
</tr>
<tr>
<td>Total supporting services</td>
<td>922,986</td>
<td>1,705,941</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>9,681,474</td>
<td>10,849,876</td>
</tr>
<tr>
<td><strong>Decrease in net assets from operations</strong></td>
<td>3,315,937</td>
<td>(161,518)</td>
</tr>
<tr>
<td><strong>Non-operating activities, net</strong></td>
<td>186,392</td>
<td>(112,032)</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>3,502,329</td>
<td>(273,550)</td>
</tr>
<tr>
<td><strong>Net assets at beginning of year</strong></td>
<td>7,836,407</td>
<td>8,209,957</td>
</tr>
<tr>
<td><strong>Net assets at end of year</strong></td>
<td>11,338,736</td>
<td>7,836,407</td>
</tr>
</tbody>
</table>
# Finances

**AFS Network Finances**

The AFS Network Finances reflect the combined financial activity of all AFS Partner organizations, which 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.

The information for the two 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. The compilation of the 2021 financial statements will be available once the annual audits around the world are completed.

The tables presented on the next page are not the result of an audit performed by one firm.

## AFS Network Finances

### Balance Sheets (in US dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets</th>
<th>Total Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$122,550,180</td>
<td>$51,219,621</td>
</tr>
<tr>
<td>2019</td>
<td>$158,863,650</td>
<td>$75,632,064</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted assets</th>
<th>Restricted assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$52,245,684</td>
<td>$19,084,875</td>
</tr>
<tr>
<td>2019</td>
<td>$65,386,451</td>
<td>$17,945,119</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Net Assets</th>
<th>Total Liabilities and Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$71,330,559</td>
<td>$122,550,180</td>
</tr>
<tr>
<td>2019</td>
<td>$83,231,586</td>
<td>$158,863,650</td>
</tr>
</tbody>
</table>

### Statement of Activities (in US dollars)

<table>
<thead>
<tr>
<th>Year</th>
<th>Program Revenues</th>
<th>Contributions Received</th>
<th>Total Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$88,208,720</td>
<td>$23,383,625</td>
<td>$111,592,345</td>
</tr>
<tr>
<td>2019</td>
<td>$147,928,587</td>
<td>$16,656,481</td>
<td>$164,585,068</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Corporations, foundations &amp; governments</th>
<th>AFS Volunteer Network</th>
<th>Individual Donors</th>
<th>Other Fundraising Income</th>
<th>Contribution received subtotal</th>
<th>Interest &amp; other income</th>
<th>Total Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$23,383,625</td>
<td>$15,928</td>
<td>$328,070</td>
<td>$3,452,825</td>
<td>$27,180,448</td>
<td>$11,654,401</td>
<td>$127,043,169</td>
</tr>
<tr>
<td>2019</td>
<td>$16,656,481</td>
<td>$12,648</td>
<td>$407,407</td>
<td>$3,866,546</td>
<td>$20,943,083</td>
<td>$10,495,319</td>
<td>$179,566,989</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>Program expenses</th>
<th>Other expenses (Administrative and financial)</th>
<th>Total Expenses</th>
<th>Surplus (Deficit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>($66,305,379)</td>
<td>($72,500,222)</td>
<td>$(138,305,601)</td>
<td>$3,938,675</td>
</tr>
</tbody>
</table>
| 2019 | ($88,036,949) | ($87,391,365) | $(175,428,313) | }
Leadership
AFS Board of Trustees

TERM TRUSTEES

Amalie Ferdinand (Chair)
Copenhagen, Denmark
Trade Union Consultant at Union of Education Denmark

Makiko Haraga (Vice Chair)
Tokyo, Japan
Independent Writer, Translator, Adjunct Lecturer at Tokyo Institute of Technology

Yasmin Ahmad Merican
Kuala Lumpur, Malaysia
Marketing Strategist, Brand Builder & Business Transformation Practitioner

Lennart D’hulst
Opwijk, Belgium
Expert HR Project Manager at NMBS

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Opwijk, Belgium
Expert HR Project Manager at NMBS

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Head of the Legal and Corporate Affairs at Cherry SSK SpA

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Massachusetts, USA
Principal Investigator and Steering Committee member at Project Zour, Harvard Graduate School of Education

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

Ernesto Rey Moreno
Bogotá, Colombia
Founder & CEO, Empresas REYMORENO

Dr. Willibald Plessner
Vienna, Austria
Independent Attorney at Law, Partner, Freshfields Bruckhaus Deringer LLP

Dr. Roberto Ruffino
Colle di Val d’Elsa, Italy
Secretary General of Fondazione Intercultura

Dr. Helmut Schuster
London, UK
Executive Advisor at lp

Ulrich Voss
Kronberg, Germany
Founder and Managing Partner at Kronberg Advisors
New Board Leadership

AFS Intercultural Programs elected Amalie Ferdinand as new Chair of the Board of Trustees, and Makiko Haraga as the Vice-Chair. Their extensive experience and skills will support AFS’s mission to build a more just and peaceful world by developing active global citizens, globalizing schools and institutions, and expanding access to intercultural education.

Amalie has strong skills bridging differences and designing solutions that work across cultures and different interests, stemming from her work as a Trade Union Consultant at the Union of Education Denmark. She has a deep understanding of educational issues and how changes in the labor market impact youth. She is an AFS exchange program alumna (to Guatemala) and has been active in AFS for more than twenty years in different roles, from serving as the Board Chair of AFS Denmark to facilitating AFS volunteer training and participating in local AFS activities.

Like Amalie, the new Vice-Chair, Makiko Haraga who works as an independent writer, translator, and adjunct lecturer at Tokyo Institute of Technology, has been involved with AFS as a Board member and in other capacities for many years.

AFS Partner Director Representatives

Tara Boyce-Hofmann
AFS USA
Rodrigo Casarejos
AFS Chile
Dr. Josephine Jim
AFS Hong Kong
Derya Komitoglu
AFS Turkey
Marcel Krause
AFS Germany
Ulrik Wehner
AFS Denmark

AFS International Executive Team

Daniel Obst
President & Chief Executive Officer
Rita Bangsén Jarecze
Chief Financial & Operational Officer
Efrem Fisher
Chief Program Officer
Ann’ Andreza Martins
Deputy Chief Programs Officer
Maria Grazia Brizi
Associate General Counsel, Corporate Secretary & Data Protection Officer
Hal Denton
General Counsel & Chief Risk Management Officer
Lucas Walter
Chief Organizational Development & Strategy Officer
Nicole Lebenson Angulo
Deputy Chief Organizational Development Officer

AFS Education Committee

Veronica Boix Mansilla (Chair), Principal Investigator and Steering Committee member at Project Zero at Harvard Graduate School of Education, and member of the AFS International Board of Trustees
Mohamed Abdel-Kader, Principal and Founder, Radial Global Advisory
Martyn Barrett, Emeritus Professor of Psychology at the University of Surrey, UK
Frédérique Brossard Barhaug, Professor of Education at VID Specialized University and Professor of Education at NLA University College, Bergen in Norway
Rodrigo Casarejos, Partner Director for AFS Chile, and AFS Partner Director Representative
Ana Carolina Cassiano, Head of Education Development, AFS Intercultural Programs
Josephine Jim, Partner Director of AFS Hong Kong, AFS Partner Director Representative
Daniel Obst (ex-officio), President & CEO of AFS Intercultural Programs
Roberto Ruffino, Secretary General of Fondazione Intercultura, and member of the AFS International Board of Trustees
Gustavo Sénéchal, diplomat with the Ministry of Foreign Affairs of Brazil, and member of the AFS International Board of Trustees
Ana Maria Velásquez, Associate Professor at the Faculty of Education of the Universidad de los Andes in Colombia

We thank the following trustees whose service ended in 2021:

Dr. 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

Isada Hiranwittakul
Bangkok, Thailand
Partner and Managing Director at The Boston Consulting Group (BCG), Head of BCG Thailand

Eric Lomeli
Texas, USA
Account Manager at Esri

Sachiye Kuwamoto
California, USA
Regional Director Japanese-American Citizens League, California

Life Trustees

We thank the following Partner Director Representatives whose service ended in 2021:

Luc Estape
AFS Switzerland

Junko Kawano
AFS Japan

Ingelborg Suppin-Fabisch
AFS Austria

We thank the following Executive Officers whose service ended in 2021:

Melissa Liles
Chief Global Engagement Officer

Veronica Boix Mansilla
AFS Intercultural Programs
#AFSeffect

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.

In 2021, AFS received Platinum Transparency rating by GuideStar, a premier destination for non-profit research and data for donors. Charity Navigator gives AFS 100/100 rating, encouraging donors to give with confidence.

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

You can find us at 5 Hanover Square, Suite 200, 2nd floor, New York, NY 10004, USA.
Call us at +1[212]209-0900 or e-mail us at info@afs.org.

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