



Global Citizenship: No Longer Optional

ANNUAL REPORT 2020





Content

Letter from the CEO & Chair

Pages 04 - 05

AFS 2020 Impact At-A-Glance

Pages 06 - 07

Donors, Sponsors
and Funding Organizations

Pages 08 - 09

AFS Response to Covid-19

Pages 10 - 11

Finances

Pages 12 - 15

Leadership

Pages 16 - 17

Network Organizations

Pages 18 - 19

Letter from the CEO & Chair

The year 2020 will be remembered by the profound impact of the Covid-19 pandemic on the world—and AFS is no exception.

For the first time in our organization's 105-year history, we had to make the difficult decision to stop all of our exchange programs. In the interest of the safety of our participants, host families, volunteers and staff, we undertook a massive global repatriation effort that brought all 7,000 students safely home to their natural families.

The challenge of the pandemic highlighted the tremendous power of the global AFS network: the relentless commitment of our volunteers and staff to the AFS mission; the solidarity and the spirit of global citizenship of each and every AFSer in times of crisis; and the importance of continuing to build innovative programs with reliable partners that address our impact goals: develop active global citizens; globalize schools and institutions; and expand access to intercultural learning.



We are grateful to our strategic partners and donors for supporting our vision in these challenging times. Despite the incredible challenges in 2020, we were able to continue to advance our impact around the world—often in new ways:

- Expanded access to intercultural education to thousands of people through innovative virtual programs and partnerships.** We launched new virtual AFS Global You programs for teens: truly global, high-impact, educational, and fun virtual programs that build young people's personal and professional changemaker mindset and skills. Our Global Competence Certificate program reached new milestones in developing global competence for students, staff or faculty, professionals across a variety of disciplines with partners like Education New Zealand (ENZ), Malaysian Ministry of Education, Clemson University, or Cultural Vistas. We transformed the bp Global STEM Academies into virtual education programs for 110 scholarship recipients using an innovative social impact and intercultural learning curriculum. With the support of the Cyril Taylor Charitable Foundation, the AFS Effect+ Program brought to life the UN Sustainable Development Goals (SDGs) in a new virtual curriculum that empowered students to become Active Global Citizens implementing concrete actions and social impact projects.

.. ————— ..

“My favorite thing about the program has been the knowledge shared and how we can use it in the classroom.”

A Brazilian teacher,
AFS Effect+ participant

.. ————— ..



- Upgraded the educational curriculum to better support young people in creating social impact**, in collaboration with the University of Pennsylvania's Center for Social Impact Strategy (CSIS).
 Our students will experience study abroad, learn global skills, practice social impact and return home to become active global citizens. The curriculum combines virtual and in-person learning, and students will receive a certificate in social impact.
- Continued to build an international coalition of people dedicated to global competence and inter-cultural learning**, partnering with the Organisation for Economic Co-operation and Development (OECD) to host the launch of the first ever assessment of global competence within the Programme for International Student Assessment (PISA). Presented at our virtual AFS Global Conference which convened 500 leaders from 75 countries, PISA results confirm the need for cross-sectoral collaboration in developing these skills. Additionally, we were honored by the remarks of OECD's Andreas Schleicher who labeled AFS as the "gold standard in intercultural exchanges."

AFS was born during a global crisis. The organization was created as a volunteer ambulance corps in 1915, and then reactivated after the start of World War II. Our founders transformed AFS into a global organization that builds understanding among people from diverse backgrounds to create a more just and peaceful world. If the crisis of the last year has made the challenges of connecting globally in a meaningful way apparent, it has also strengthened our commitment to service and volunteerism. As we continue to connect people across cultures and differences to transform the way we view and treat one another, we pledge to do so with a commitment to address racial inequalities, power discrepancies, and bias recognition.

We express our sincere gratitude to all AFS program participants, alumni, volunteers and staff around the world whose work champions AFS values and makes the work of our global organization possible.

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

Daniel Obst
President and CEO

"The sessions were amazing and they restored my hope in humanity. Having these young people be so switched on and not just passionate about global connectedness, but that it was already kind of a priority for them."

A New Zealand teacher,
participant in the AFS Global Competence
Certificate program

AFS 2020

IMPACT

at-a Glance

AFS

Study Abroad Participants

2,741



effect +

2,926

AFS
Host Families

AFS Effect + Program:
4,700+ participants from 11 countries

✓ The Cyril Taylor Charitable Foundation provided support for the AFS Effect+ for the Classroom, including virtual capacity building for 150 teachers.

55

AFS
Network
Organizations

STEM

ACADEMY

bp Global STEM Academies
now virtual:
110 scholars from 22 countries

✓ More than **90% of the scholars** earned the Advanced Certificate on Global Citizenship for Social Impact, from AFS & the University of Pennsylvania's Center for Social Impact Strategy.

#AFSeffect

GLO BAL YOU

global UP

AFS Global You Adventurer virtual exchange:
276 students from 39 countries:

✓ **25% of all participants** received significant financial assistance through **full and partial scholarships** from AFS organizations or partners like the Queensland Government Dept. of Education International (Australia), The Costa Rica United States Foundation for Cooperation (CRUSA), and Teens of Color Abroad (USA-based).

Global Up programs:

2,560 learners participated in Global Up programs leveraging the AFS Global Competence Certificate

✓ **70 new AFS staff and volunteers** became **Qualified Facilitators** of the program; and **81 new facilitators** were trained among staff of AFS Global Affiliates, non-profits, and higher education institutions.



2020 AFS Volunteer Awards for outstanding service:

✓ **Claudia Chiaperotti**, AFS Italy (Intercultura) wins the **AFS Galatti Award** for longtime commitment, dedication and exceptional journey with the organization to advance the AFS mission and create an impact.

✓ **Lut Severijns, Bart, Tobias, Sam, and Aiden Hendrickx**, AFS Belgium Flanders win the **Peggy and Art Howe Award** for outstanding service of AFS volunteer families.

✓ **Harold Stivens Guerrero García**, AFS Colombia and **Witko Tamm**, AFS Sweden win the **Young AFS Volunteer Award** for exceptional contributions to the organization under the age of 30.

50,000+

AFS

Volunteers



global competence certificate



Global Competence Certificate Special Edition program for students whose exchange programs were interrupted by the pandemic:

5,862 learners and **77 facilitators** engaged in **650 sessions** in **5 languages**. More than **83% of participants** gave a **positive evaluation** of the program, indicating that it helped them make sense of their intercultural learning experiences during the pandemic.

Global virtual events

reached thousands of people in 2020:

✓ AFS Global Conference had **500 registered participants**, and **4,500 individuals** who watched the live opening ceremony.

✓ AFS International held **six webinars** on study abroad and intercultural learning during Covid (in partnership with OECD) to reach **1,500 people**.

✓ Global AFS events for volunteers reach **500 people** (AFS Global Ideathon engaged **300 participants** from **70+ countries**, and the Global Volunteer Meetup reached **200 participants**).

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.



.. ————— ..

*“Even with all the challenges
we’re facing, these experiences help you discover
yourself, learn from other cultures and see
the world from a new perspective.
I would 100% recommend it, you may regret
many things, but you’ll never regret
this kind of opportunity.”*

Marielis Peña, AFS exchange student
from Venezuela to Switzerland

.. ————— ..



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Foundation Matching Gifts
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Above and Beyond the Call of Duty:

AFS Response to Covid-19



In 2020 thousands of AFS students suddenly learned that they would have to end their AFS experience due to the Covid-19 pandemic. While our Network has navigated many crises, this was the first time ever in our long history that we cancelled all of our programs everywhere to protect our participants. AFS staff and volunteers worked around the clock to ensure a safe return home for our participants:



- Volunteers and staff coordinated with dozens of airlines, through flight cancellations and changes, charters, government organized repatriation, and challenges of domestic travel.
- Many volunteers and staff personally drove or accompanied students to take their flights, provided accommodation and meals to those who could not travel immediately, and were available at all times to resolve different challenges.
- AFS worked with ministries of external affairs, embassies and consulates in all countries to ensure safe travel of AFS students, e.g. the Argentinian ambassador in Norway met AFS students at the airport to ensure their safety, the Danish military organized a bus and led our participants through a locked down Poland to Copenhagen.

“Whilst it was an exhausting experience for many, it also brought a lot of good into our work. We reviewed our ways of working, focused on digital engagement, streamlined processes and took a step closer to our customers. We were there for them, open for questions and worries. Helping and supporting in the best possible way, and alert on constant updates and information to share.”

Staff at AFS Finland

21 JANUARY

AFS China updates the AFS Network about a new virus that may affect exchange programs.

30 JANUARY

All current AFS hosting programs close in China and Hong Kong.

4 FEBRUARY

AFS volunteers, staff, and host families race to get students home as China begins to lock down.

9 MARCH

AFS suspends current hosting activities in Italy, and students start returning home.

11 MARCH

World Health Organization (WHO) declares a Covid-19 pandemic.

14 MARCH

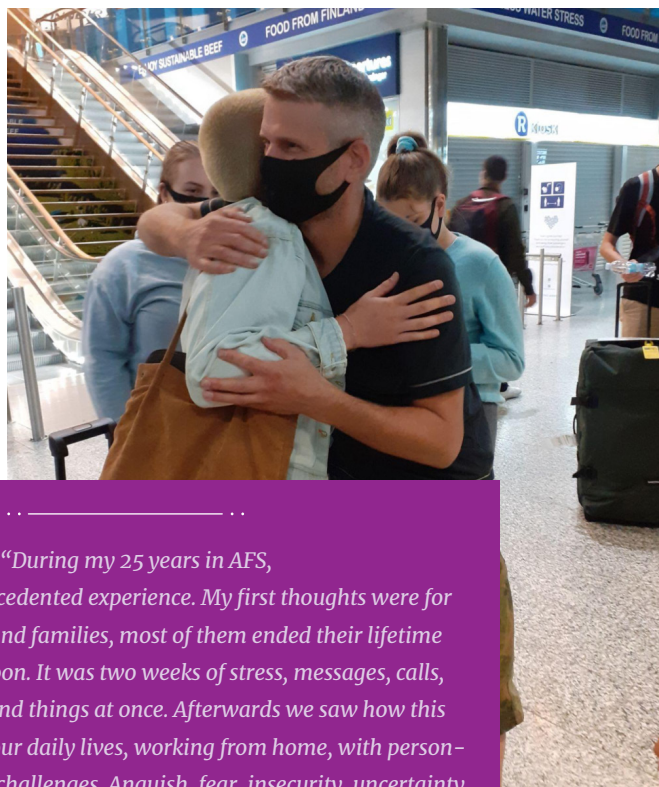
AFS International Board of Trustees holds an emergency meeting and decides to suspend all exchange programs around the world and repatriate participants. AFS Network begins working around the clock to repatriate almost 7,000 AFS exchange students worldwide.

27 MARCH

Thanks to AFS volunteers and staff, 75% of exchange students make it home in less than two weeks. Almost 6,000 students join an AFS online program to process their experience.

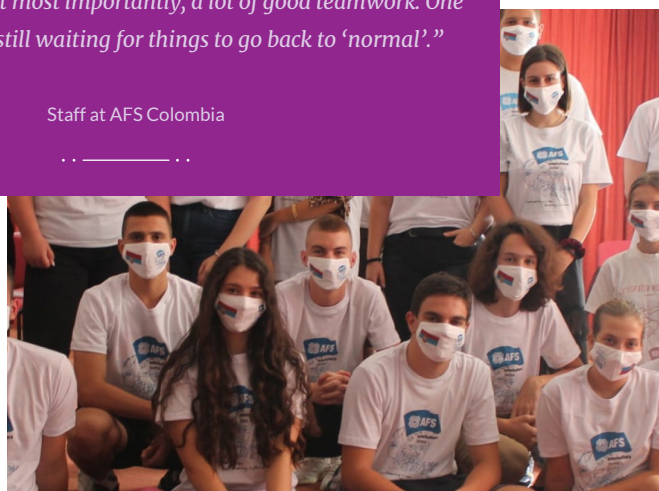
2021

One year after the start of the Covid-19 pandemic, more than 2,000 AFSers were studying abroad again in almost 50 countries.



"During my 25 years in AFS, this was an unprecedented experience. My first thoughts were for our participants and families, most of them ended their lifetime experiences too soon. It was two weeks of stress, messages, calls, logistics. A thousand things at once. Afterwards we saw how this pandemic affected our daily lives, working from home, with personal and professional challenges. Anguish, fear, insecurity, uncertainty about the future, but most importantly, a lot of good teamwork. One year later we are still waiting for things to go back to 'normal'."

Staff at AFS Colombia



- AFS organizations increased fundraising and advocacy efforts, e.g. AFS Germany raised urgent funds from approx. 2,000 donors, and joined advocacy efforts with other exchange organizations in Germany that resulted in €25M of public emergency funding for non-profit exchange organisations.
- Volunteers engaged in a number of social impact initiatives, e.g. AFS India volunteers organized activities to feed the poor and distribute masks, sanitizers and grocery kits, and conduct mental health sessions online.
- Most AFS staff worked fully remotely for over a year and worked harder than ever to continue the AFS mission.

Finances

AFS INTERNATIONAL FINANCES

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 below charts are excerpt from the financial statement of AFS International performed by the audit firm Eisner Amper.

The full financial statement can be found at: afs.org/about-afs.

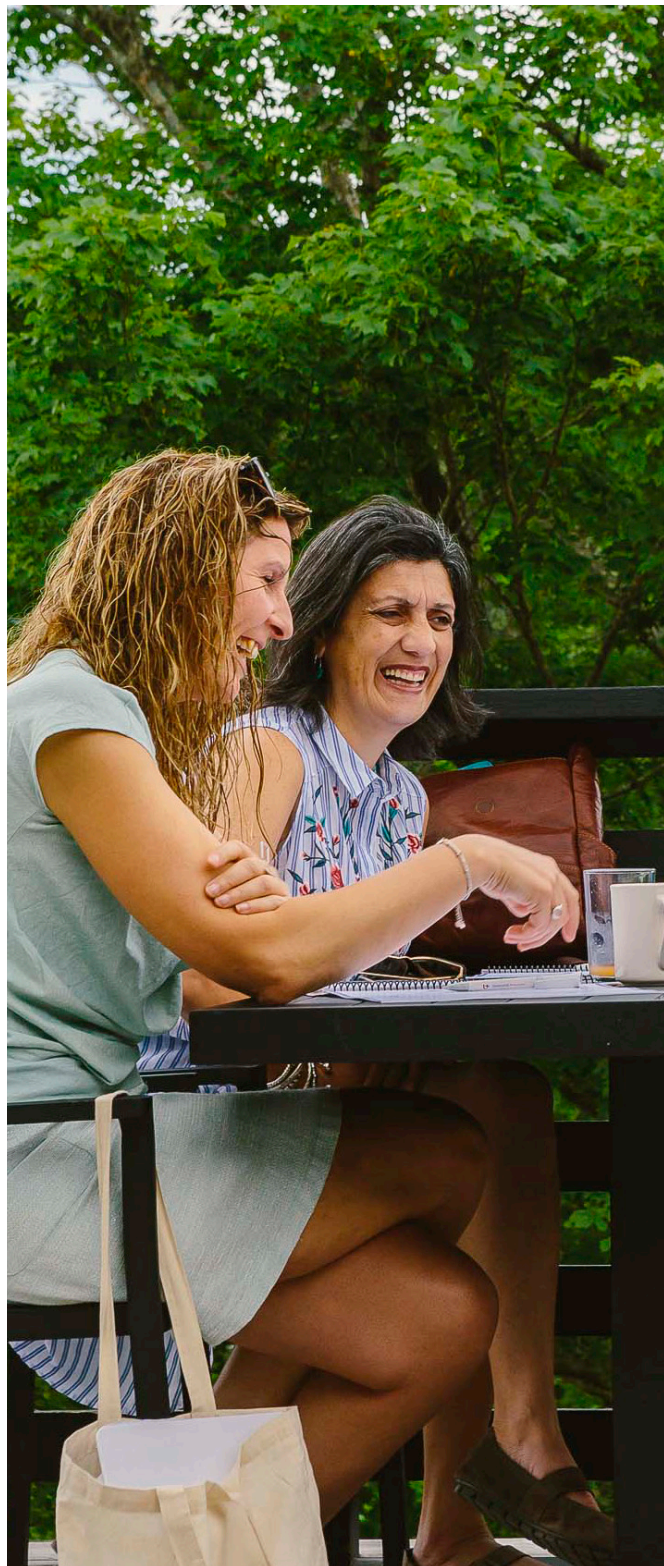


AFS INTERNATIONAL FINANCES

Statement of Financial Position (in US dollars)	2020	2019
ASSETS		
Current assets		
Cash and cash equivalents	4,334,844	8,498,577
Investments	2,552,788	207,611
Other assets	2,849,910	3,702,453
Total current assets	9,737,543	12,408,641
Noncurrent assets		
Property and equipment	176,858	233,171
Collective insurance account, net	1,327,509	1,193,512
Total noncurrent assets	1,504,367	1,426,683
TOTAL ASSETS	11,241,910	13,835,324
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	565,339	1,293,974
Due to partner organizations in clearinghouse	632,831	1,055,264
Other liabilities	2,207,333	3,376,129
Total liabilities	3,405,503	5,725,367
Net assets		
Without donor restrictions	5,242,486	6,205,975
With donor restrictions:		
Time and purpose restrictions	1,368,289	728,990
Perpetual in nature	1,225,632	1,174,992
Total net assets	7,836,407	8,109,957
TOTAL LIABILITIES AND NET ASSETS	11,241,910	13,835,324
Statement of Activities (in US dollars)	2020	2019
OPERATING ACTIVITIES		
Public support and revenue		
Fees from partner organizations	9,121,612	12,608,141
Donation and grants	1,984,148	2,003,630
Travel operations	857,978	3,021,778
International conference fees and projects	579,967	1,051,017
Investment income	379,753	601,918
TOTAL PUBLIC SUPPORT AND REVENUE	12,923,458	19,286,484
EXPENSES		
Program services		
Partner services	6,185,392	9,828,851
Network fund services	5,193,643	8,331,962
Total program services	11,379,035	18,160,813
Supporting services		
Management and general	1,679,729	1,905,759
Fundraising expenses	26,212	26,932
Total supporting services	1,705,941	1,933,691
TOTAL EXPENSES	13,084,976	20,094,504
Change in net assets from operations	(161,519)	(808,020)
Non-operating activities, net	(112,032)	(260,572)
CHANGE IN NET ASSETS	(273,550)	(1,068,592)
Net assets at beginning of year	8,109,957	9,178,549
Net assets at end of year	7,836,407	8,109,957

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 2020 financial statements will be available once the annual audits around the world are completed.

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

AFS NETWORK FINANCES

Balance Sheets (in US dollars)	2019	2018
TOTAL ASSETS	158,863,650	163,129,935
TOTAL LIABILITIES	75,632,064	76,670,398
Unrestricted assets	65,386,451	69,623,478
Restricted assets	17,845,135	16,836,058
TOTAL NET ASSETS	83,231,586	86,459,537
TOTAL LIABILITIES AND NET ASSETS	158,863,650	163,129,935

Statement of Activities (in US dollars)	2019	2018
Program revenues	147,928,587	158,364,120
Contributions received		
Corporations, foundations & governments	16,656,481	29,997,508
AFS volunteer network	12,648	17,799
Individual donors	407,407	69,252
Other fundraising income	3,866,083	1,581,531
Contribution received subtotal	20,943,083	31,666,090
Interest & other income	10,495,319	9,412,644
TOTAL REVENUES	179,366,989	199,442,854
Program expenses	(88,036,949)	(145,481,676)
Other expenses (administrative and financial)	(87,391,365)	(53,283,573)
TOTAL EXPENSES	(175,428,313)	(198,765,249)
SURPLUS (DEFICIT)	3,938,675	677,605

Leadership

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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.

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