

Global Citizenship as a Path to Peace





Contents

Letter from the CEO & Chair
Page 04

AFS 2021 Impact at a Glance
Page 06

The Future is Blended: In-Person Study
Abroad Meets Virtual Exchanges
Page 12

Educating Young People
to Care for the World
Page 18

Anyone, Anywhere Can Take Action:
How AFS Creates the Changemakers
and Volunteers of Tomorrow
Page 24

Donors, Sponsors
and Funding Organizations
Page 30

Finances
Page 34

Leadership
Page 38

Network Organizations
Page 42



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.


Amalie Ferdinand (AFS 1997)
Chair, Board of Trustees


Daniel Obst
President and CEO



AFS 2021 Impact at a Glance

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.

- 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

 Schools
we work with
15,584

 Recognized
by Education Ministries
in **22** countries

Program Participants in 2021

Study Abroad Participants

5,678



6,634



AFS Host Families

319



Domestic Exchange Participants

effect +

7,300 Students and Teachers Participate in the AFS Effect+ Program



5,108

Virtual Exchange Participants receiving the AFS Global Competence Certificate



Classroom Exchange Participants

1,082

Trainings and Events

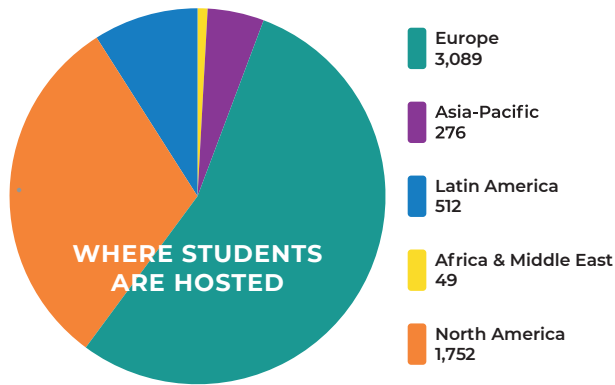
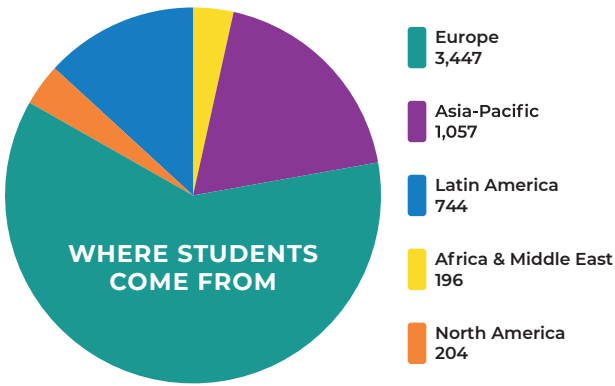


14,094 Intercultural Training Program Participants



30,000 Intercultural Event and Webinar Participants

Geographic distribution of AFS study abroad programs:



New Global Affiliates joined AFS in 2021:
Better World (Korea) and Sputnik (Sri Lanka)

AFS Theory of Change



CREATE A MORE JUST AND PEACEFUL WORLD

What AFS exchange students, host families, volunteers and alumni say about their AFS experience:

Preliminary exchange student and host family data come from the AFS Customer Service Evaluation in 2021.
Volunteer data was collected through the AFS Volunteer Service Evaluation in 2021.
Alumni data is reported in the global research report, *Creating Global Citizens: The AFS Effect* "published in 2019."

90%

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

90%

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

83%

Exchange students feel like they are part of a global community

87%

Alumni say their AFS program helped them become active global citizens

85%

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

84%

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

95%

Volunteers would recommend volunteering for AFS to others

83%

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

92%


Volunteers find their work for AFS meaningful





The Future is Blended:

In-Person Study Abroad Meets Virtual Exchanges

 **by Efrem Fisher**
Chief Programs Officer, AFS Intercultural Programs

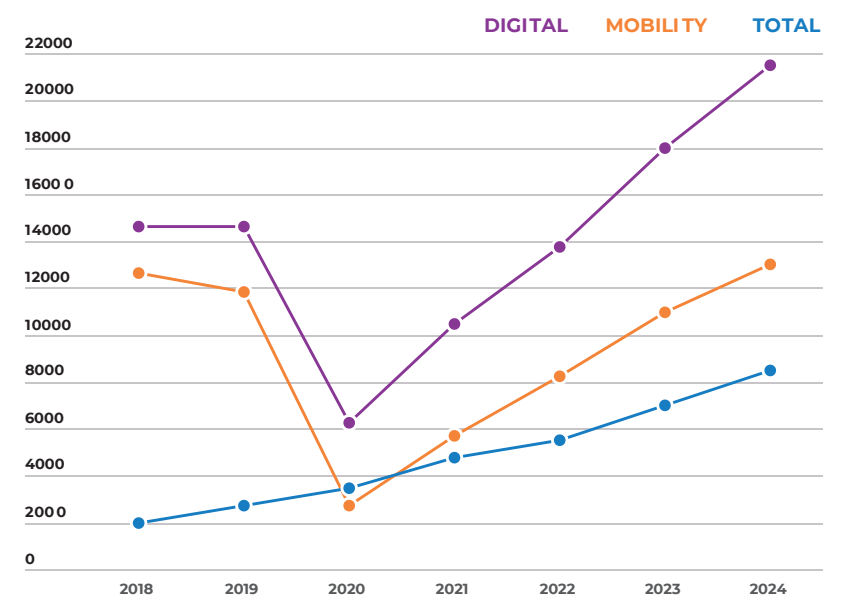
Meet any AFS alumni and there's a good chance they will tell you that their AFS experience changed their life. Better still, there's a good chance it led them to devote their lives to the AFS mission - building a more just and peaceful world. This has certainly been my experience whenever I meet AFS 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.

AFS's current and expected reach through mobility programs and digital educational offers



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 **#MakeSchoolaSaferPlace** to encourage other teenagers to come forward about problems they face at school.

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 Kakehashi 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 one of 30 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



by Veronica Boix Mansilla
AFS Education Committee Chair, and Principal Investigator and Executive Committee member at Project Zero at Harvard Graduate School of Education

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 traveling 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.



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.



The 11th Forum on Intercultural Learning and Exchange explored “The Values of Living Together: How to Assess Their Evolution Within Intercultural Student Exchanges.”

Academics, practitioners, educators and volunteers reflected on concrete ways to guide students through their intercultural learning experience. Organized by Fondazione Intercultura, the European Federation for Intercultural Learning (EFIL) and AFS Intercultural Programs, the Forum showcased the early results of the Fondazione Intercultura research “**Developing Intercultural Competence Through Adolescents’ Mobility.**”

This study explores which elements of exchange programs and personal traits of participants are more likely to contribute to the development of intercultural competence. The study run by Roberto Ruffino, Secretary General at Fondazione Intercultura; Mattia Baiutti, Researcher and School Training Coordinator at Fondazione Intercultura and Darla Deardorff, Executive Director of the Association of International Education Administrators (AIEA) has concluded that there is a need to develop a more evidence-based theory on pupil mobility, the need to personalize orientations and support participants according to intercultural development stages as well as design exchange programs on academic evidence-based research.

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 Hansel, PhD; Corinna Howland, PhD; Linda Stuart, AFS Intercultural Programs with data assistance from Anaïs Chauvet.





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 our interconnected 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.

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.

Partnering with schools to enhance global education

Intercultura (AFS Italy) reinforced its support for schools and teachers, with activities reaching more than 2,000 people in 2021. This involved 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.

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.

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.





Anyone, Anywhere Can Take Action:

How AFS Creates the Changemakers and Volunteers of Tomorrow



By Lucas Welter
Chief Organizational Development & Strategy Officer, AFS Intercultural Programs

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.



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.



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, webinars, workshops, and alumni engagement tasks. Her leadership and communications skills have made her a great Sending Coordinator of her local chapter.



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.

AFS alumni on the forefront of important social issues



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 life-long 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.



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

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.





Donors, Sponsors and Funding Organizations

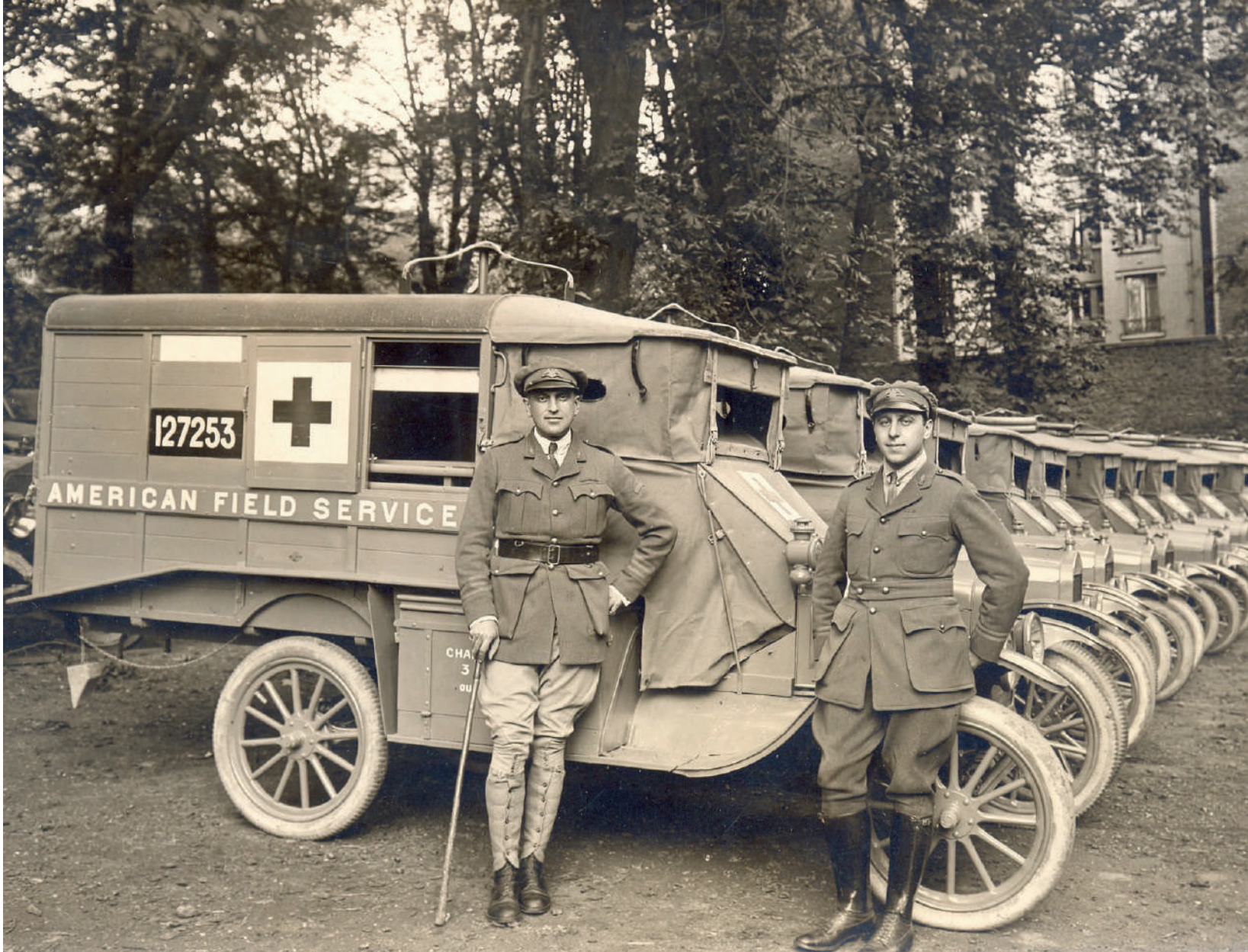
Thank you to all AFS Intercultural Programs contributors. With your support, AFS provides study abroad scholarships, intercultural educational resources for teachers and volunteer training programs. Below is a list of selected donors, sponsors and funding organizations that contributed to AFS International.

AB Productions	Global Gateway Advisors	Richard J. Spencer
Allan Goodman	Hats Kageyama	Richard Opper
Amalie Ferdinand	Helmut Schuster	Robert Horton
AmazonSmile	Hisashi Sasaki	Robert W. and Gladys S. Meserve
Andrea Rogers	J Brian Atwood	Charitable Trust
Anne Bowen	J Richard McIntosh	Robin Anthony Miller
Avery Dennison	James Newell	Robin Pratt
Bayard Clarkson	John Miner	Royal H. Fowler III
Bennett Elias	Julie Egenberg	Ruth and Milton Berman
Berit Enge	Karlheinz Muhr	Sally Sullivan
bp Foundation	Kathy and Joe Lauer	Samuel and Ellen Darce Davis
bp p.l.c.	Katsutoshi Shintani	Philanthropic Fund of the Jewish
Brett Sagel	Laura Johnson	Communal Fund
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Carol and Bill Marshall	Manitou Fund	Shuhei Sato
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Emily Wade	Paula and Tom Canning	William Quandt
Eric Davis	Peter Robinson	
Frederick Luedke	Piatt Gray	
Friendship Ambassadors Foundation	Priscilla Cordero	
Gail Bolte	Ramona Lawrence	

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



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 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

Statement of Financial Position (in US dollars)	2021	2020
ASSETS		
Current assets		
Cash and cash equivalents	6,692,391	4,334,844
Investments	2,718,909	2,552,788
Other assets	3,285,505	2,849,911
Total current assets	12,696,805	9,737,543
Noncurrent assets		
Property and equipment, net	152,747	176,858
Collective insurance account, net	1,392,094	1,327,509
Total noncurrent assets	1,544,841	1,504,367
TOTAL ASSETS	14,241,646	11,241,910
LIABILITIES AND NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	754,590	565,339
Due to partner organizations in clearinghouse	432,608	632,831
Other liabilities	1,715,712	2,207,333
Total liabilities	2,902,910	3,405,503
Net assets		
Without donor restrictions	8,382,855	5,242,486
With donor restrictions:		
Time and purpose restrictions	1,672,623	1,368,289
Perpetual in nature	1,283,258	1,225,632
Total net assets	11,338,736	7,836,407
TOTAL LIABILITIES AND NET ASSETS	14,241,646	11,241,910
Statement of Activities (in US dollars)		
	2021	2020
OPERATING ACTIVITIES		
Public support and revenue		
Fees from partner organizations	9,062,139	9,121,612
Donation and grants	2,948,745	1,994,148
Travel operations	-	857,978
International conference fees and projects	766,566	569,967
Investment income	219,961	379,753
TOTAL PUBLIC SUPPORT AND REVENUE	12,997,411	12,923,458
EXPENSES		
Program services		
Partner services	4,554,793	6,185,392
Network Fund services	4,203,695	5,193,643
Total program services	8,758,488	11,379,035
Supporting services		
Management and general	911,546	1,679,729
Fundraising expenses	11,440	26,212
Total supporting services	922,986	1,705,941
TOTAL EXPENSES	9,681,474	13,084,976
Decrease in net assets from operations	3,315,937	(161,518)
Non-operating activities, net	186,392	(112,032)
Change in net assets	3,502,329	(273,550)
Net assets at beginning of year	7,836,407	8,109,957
Net assets at end of year	11,338,736	7,836,407

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)	2020	2019
TOTAL ASSETS	122,550,180	158,863,650
TOTAL LIABILITIES	51,219,621	75,632,064
Unrestricted assets	52,245,684	65,386,451
Restricted assets	19,084,875	17,845,135
TOTAL NET ASSETS	71,330,559	83,231,586
TOTAL LIABILITIES AND NET ASSETS	122,550,180	158,863,650

Statement of Activities (in US dollars)	2020	2019
Program Revenues	88,208,720	147,928,587
Contributions Received		
Corporations, foundations & governments	23,383,625	16,656,481
AFS volunteer network	15,928	12,648
Individual donors	328,070	407,407
Other fundraising income	3,452,825	3,866,546
Contribution received subtotal	27,180,448	20,943,083
Interest & other income	11,654,401	10,495,319
TOTAL REVENUES	127,043,569	179,366,989
Program expenses	(66,205,379)	(88,036,949)
Other expenses (Administrative and financial)	(72,100,222)	(87,391,365)
TOTAL EXPENSES	(138,305,601)	(175,428,313)
SURPLUS (DEFICIT)	(11,262,032)	3,938,675

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



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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.

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Dr. Josephine Jim
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Lucas Welter
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Nicole Lebenson Angulo
Deputy Chief Organization Development Officer

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- **Martyn Barrett**, Emeritus Professor of Psychology at the University of Surrey, UK
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- **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 María 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:



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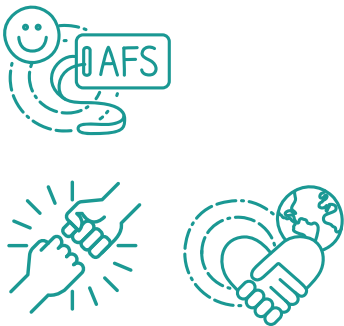
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#AFSeffect

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.



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