

# Updated Snapshot: Brazil (BRA)

## Statement

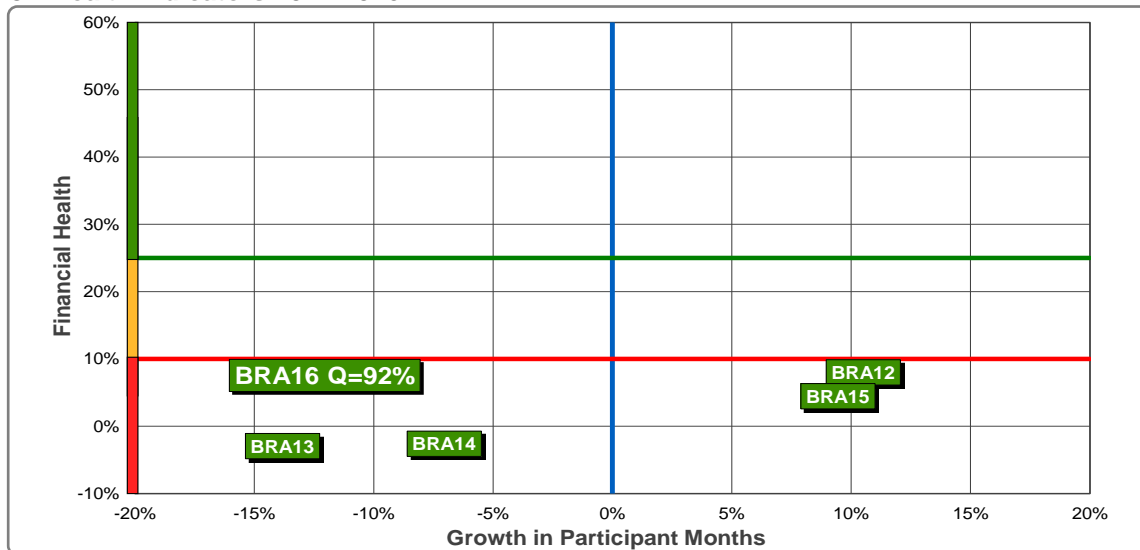
2016 is a year that reflects tremendous external challenges for AFS Brazil, the most important one being a huge currency exchange variation during the recruitment period (from 2,28 to 4,34). Nevertheless this crisis was an opportunity to embrace and develop new programs for 2017, focus on repositioning as an educational partner, and regroup volunteers around mission and continuity. At this point, recruitment for 2017 has already surpassed that of 2016 and volunteers and staff are inspired to increase our impact.

## Partner Organizations 2016

ARG	AUS	AUT	BFL	BFR	BIH	BOL	BRA	CAN	CHI
CHN	COL	CRC	CRO	CZE	DEN	DOM	ECU	EGY	ESP
FIN	FRA	GER	GHA	GUA	HKG	HON	HUN	INA	IND
ISL	ITA	JPN	KEN	KOR	LAT	MAS	MEX	NED	NOR
NZL	PAN	PAR	PER	PHI	POL	POR	RSA	RUS	SLO
SRB	SUI	SVK	SWE	THA	TUN	TUR	USA	VEN	

■ Sending to: 35
 ■ Hosting from: 28

## 3D Health Indicators 2012-2016



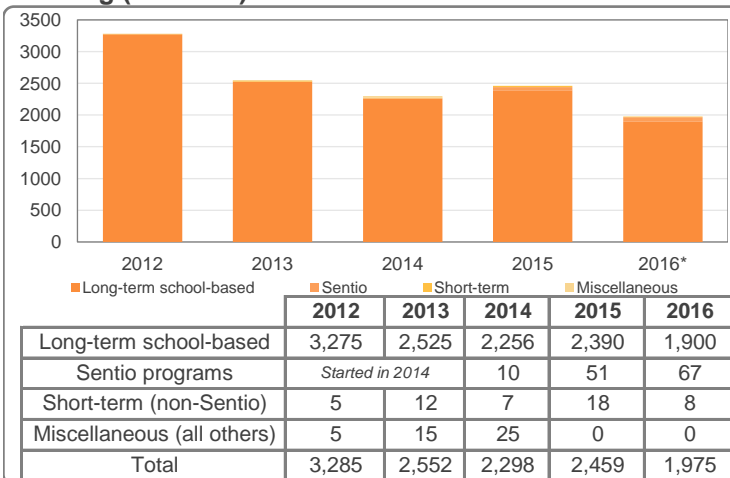
## KPIs

Yr	Growth	Finances	Quality
16	-16%	8%	92%
15	+8%	4%	89%
14	-9%	-3%	87%
13	-16%	-3%	86%
12	+9%	8%	85%

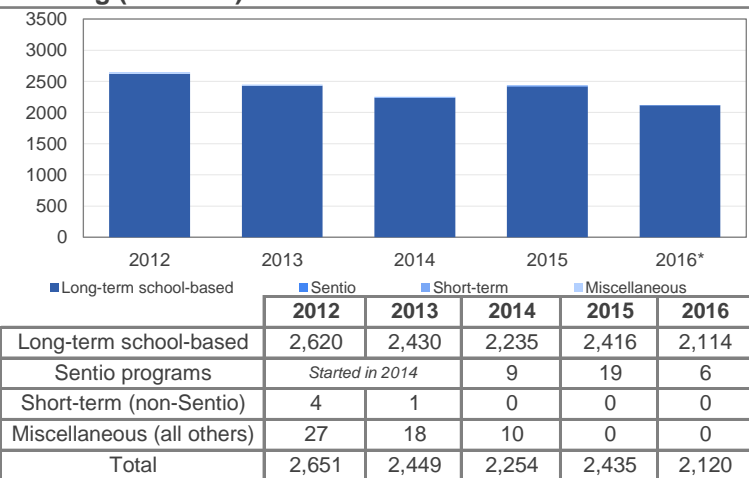
## NPPR Status

Yr	Phase
16	Phase I
15	Phase I
14	Phase II
13	Phase II
12	No phase

## Sending (Pax Mos) 2012-2016



## Hosting (Pax Mos) 2012-2016



## Quality Assessment 2014-2016

Quality	Hosting CSE				Sending CSE				PSE	Overall Eval Score	Bonus/ Penalty	Final Quality Score
	host fam	school	other stu	other nat fam	stu	nat fams	other host fams	other schools				
2016 Network Total	78%	85%	94%	92%	94%	92%	78%	85%	92%	88%	-1%	87%
2016 (CSE16, PSE16-15)	89%		93%	91%	96%	94%	76%	82%	100%	90%	+2%	92%
2015 (CSE15, PSE15-14)	69%	88%	93%	88%	95%	93%	75%	82%	100%	87%	+2%	89%
2014 (CSE14, PSE14-13)	78%		79%	82%	91%	96%	73%	91%	90%	85%	+2%	87%

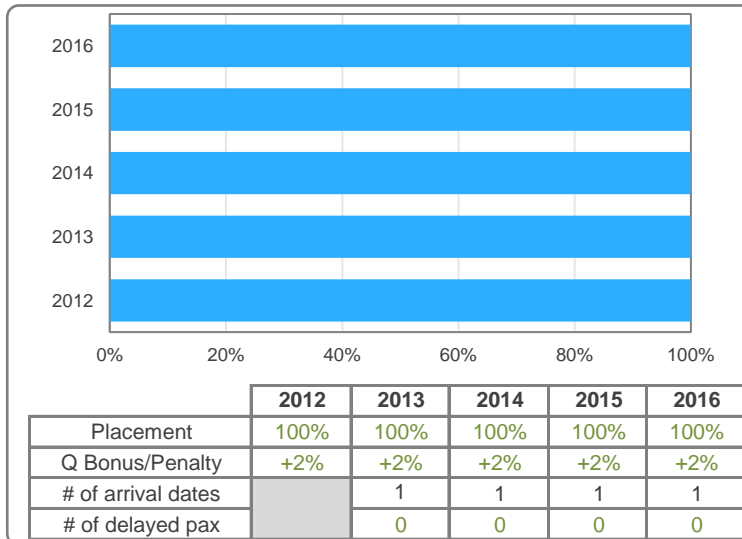
## Key Financial Numbers in Effective USD 2013-2015

Finances	Annual Turnover	% of total	Total Expenses	% of total	Net Results	% of unr. net assets	Current Assets	% of expenses	Unr. Net Assets	% of expenses
2015 Network Total	183,453,070	100%	178,003,152	100%	5,449,918	8%	116,051,027	65%	70,545,137	40%
2015	3,522,745	2%	3,420,978	2%	101,766	39%	2,142,712	63%	258,251	8%
2014	4,139,191	2%	3,856,061	2%	283,130	165%	2,982,332	77%	171,743	4%
2013	3,743,537	2%	3,737,125	2%	6,412	***	1,553,199	42%	-97,185	-3%

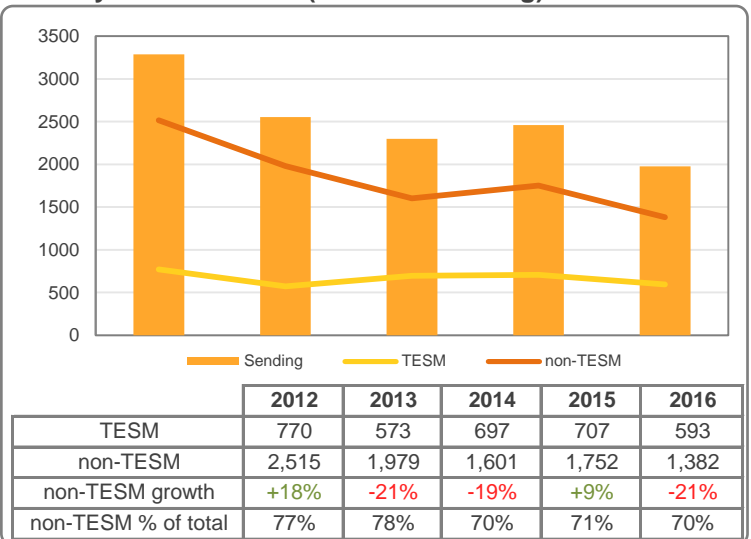
\*\*\*Unrestricted Net Assets is meaningless because these are negative

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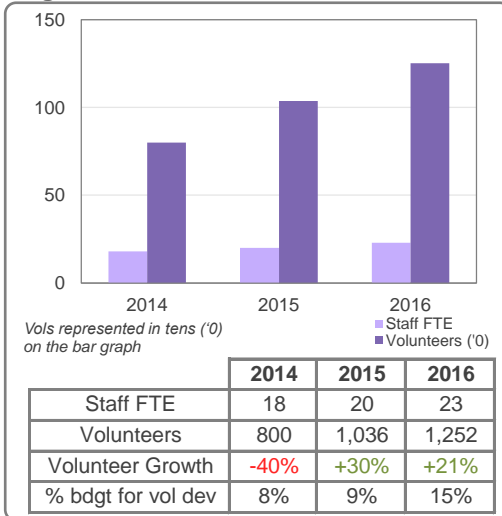
## On-time Placement Performance



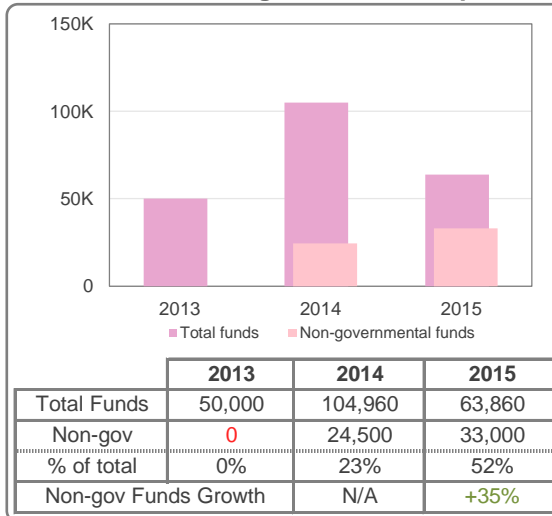
## Country Diversification (Pax Mos Sending)



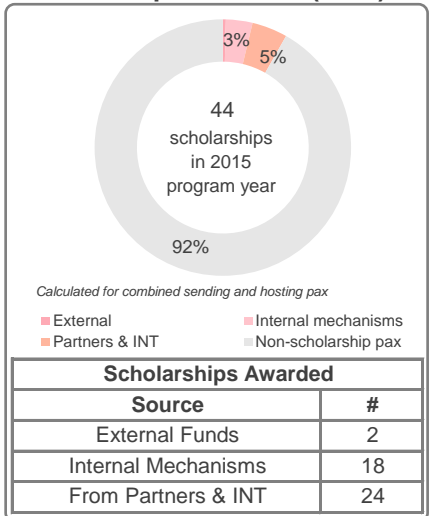
## Organizational Structure



## External Fundraising for Scholarships



## Scholarships Awarded (2015)



## Education and ICL

Learning Program Participants (started and completed)			
Level	W	1 - 3	QT
Staff & Vols	203	0	17
% of Total	15.9%	0.0%	1.3%

W = What Every AFSer Should Know About Intercultural Learning.  
1 - 3 = LP levels 1, 2, and 3; QT = Qualified Trainers

Orientations								
	PD	A	PA	MS	PR	EOS	PoR	Other
Pax	●	●	●		●			
Host Fams		●	●			●		
Nat Fams	●				●			
Sch/CPOs		●			●			
Attendance:	0% (blank)	1-25% ●	26-50% ●	51-75% ●	76-100% ●			

PD = pre-departure, A = arrival, PA = post-arrival, MS = mid-stay, PR = pre-return, EOS = end-of-stay, PoR = post-return, Oth = other

## AFS Market Share and Competitor Landscape

Estimated Market Share (Latest Year Available)		
Outbound	Inbound non-fee paying	Inbound fee & non-fee
3.5%	N/A	N/A

Non-fee paying = not paying tuition and hosted in volunteer host families;  
Fee paying = paying tuition and often hosted in paid host families

Competitors	
Sending (sc programs)	Hosting (sc programs)
Rotary, YFU, Experimento/CI	Rotary, YFU
Sending (18+ programs)	Hosting (18+ programs)
AIIESEC, STB, CI	AIIESEC, CI, Universities

## Educational System and Accreditation

Educational Designation & Credit Agreement	
<input type="checkbox"/>	Designated as an Educational Entity
<input type="checkbox"/>	(Full) Credit Agreement
<input type="checkbox"/>	(Partial) Credit Agreement

## Ties to the World around AFS

International Exposure and Collaboration with Others	
<input type="checkbox"/>	Joint project/new affiliation
<input type="checkbox"/>	External forum or event

## Market Environment

Market Trends and Forecasts
School level mobility decreased significantly in the last 2 years (since 2014) due to disadvantageous foreign exchange rates. There is a marked preference for English speaking destinations and more families inquire about the option of customization in their programs. It is uncertain at this point if they would be willing to pay for this additional cost. English-speaking Canada remains the most sought after destination. Nonetheless, AFS in Brazil has worked to diversify sending successfully.