Building Peace by Fostering Justice
The 2009 Annual Report of the American Friends Service Committee
Children in Zimbabwe welcome visitors from AFSC’s Mozambique program.
Photo: Leocadia Rutsvara

COVER PHOTO:
Teacher training in Faryab Province, Afghanistan.
Photo: Aziz Yaqubi
The American Friends Service Committee is a practical expression of faith, grounded in and governed by Quaker principles.

Our faith tells us that conflicts can be resolved nonviolently...

...that enmity can be transformed into friendship...

...strife into cooperation...

...poverty into well-being...

...and injustice into dignity and participation.

Over the decades since our founding in 1917, our programs have evolved, but our faith has always remained the same. We know that human society doesn’t have to be defined by violence, despair, and hatred. Instead, we can nurture the positive emotions we all share—kindness, compassion, empathy, and a recognition of all those around us as being part of our larger family. Every day we can see what love can do.

This year’s Annual Report covers a period of tremendous upheaval. In 2009, natural and manmade disasters, wars, and the growing reach of poverty, have made our work all the more important. Yet financial realities forced the Service Committee to trim budgets, and even close some programs and offices. Those losses have challenged our Board, staff, and volunteers.

But like our supporters, our faith never wavered. Even in times of great challenges, this Annual Report presents stories of hope and goodwill that serve as milestones on the long journey yet before us. In times of trial, we work to transform conditions and relationships that threaten to overwhelm what is precious in human beings.

Whether you are a supporter of the American Friends Service Committee or are simply seeking information about our work and mission, we invite you to see in these pages the victory of compassion. By working together—the poor and the materially comfortable, the disenfranchised and the powerful—we share among us the burdens of our brothers and sisters in this nation and around the world.

Let us always respond to the cry of a child in need, let us reach out to those in despair, let us offer opportunity to those who have little. Let us build peace by fostering justice. Let us do it together.
There is no single path to peace; no pre-determined protocol that allows conflict to transform effortlessly into contentment. Conditions of unrest are as varied as the people involved, as complex as the history of the region, as intricate as the biases and beliefs that limit opportunity. That’s why we must remain flexible when we seek to build peace by fostering justice.

Every situation is different—but some constants guide our work. In areas of stress and inequality, progress must be built on understanding. We must be willing to listen before we act, and ensure that our efforts are guided by locally determined needs. Moreover, our work must be built on and upheld through community involvement. Finally, every effort is designed to enhance the systems for conflict resolution. We don’t seek to solve one problem—we want to build the social structures that can address all conflicts long after our assistance is no longer needed.

There is no single path to peace because peace is not the goal but the path itself.

The American Friends Service Committee is at work in many nations and across the country. The examples on these pages illustrate the work we do in concert with those who walk the path with us.

INTERNATIONALLY: In Cambodia, locals in search of a fair vote trusted AFSC to help organize local elections in the Bay of Kompong Som. In China, youth volunteers at our 9th annual Summer Workcamp taught English and environmental lessons and did service work to help children in need in rural Hunan. In Colombia, Mexico City, and Brazil, we worked with and among youth gangs to transform conflict and violence into cooperation and security. In Croatia, professional social workers and therapists learned how to use therapeutic gardening to help special needs groups. In Cuba, an AFSC field research project assessed prospects for inter-institutional collaboration with peace churches. In the Democratic Republic of Congo, AFSC focused on trauma healing with training for women’s, children’s, and anti-rape organizations. In Israel and Palestine, we fostered dialogue with study and speaking tours. In Kenya,
we gathered people from many African nations to discuss methods of restorative justice so participants could develop new strategies for peacebuilding. In **Malaysia**, our legal workshop analyzed the rights of Muslim women under Sharia law. In **South Africa**, we provided a platform for ex-combatants from Namibia, Zimbabwe, Mozambique, and Angola to become peace builders.

**IN THE UNITED STATES:** In **Illinois,** our Chicago office hosted a remarkable and encompassing conference on countering military recruitment efforts in our nation’s schools. In **Missouri,** a new AFSC program examined the relationship between health care and war spending. In **New York,** AFSC reached many young adults with the Brooklyn anti-gun violence mural youth team. In **Ohio,** AFSC led a campaign against home foreclosures in Akron and Cleveland. In **Oregon,** AFSC’s United Voices youth group organized “Beats for Peace” concerts and workshops on issues of economic justice and peace. In **Pennsylvania,** AFSC produced an engaging and provocative community theater production involving people from Israel and Palestine exploring the conflict. In **Washington, D.C.,** AFSC’s Peace and Economic Justice Program conducted the Human Rights Learning Project in seven city schools. In **Washington State,** AFSC Freedom Schools empowered more than 100 students to better understand their communities and issues of justice.

Imagine a poverty-stricken urban neighborhood with some 820,000 young people between the ages of 12 and 25. Almost half never made it through high school, and all feel the pressure of uncertainty and economic stress, and fear for their safety. This is the “Colonia Miravalle,” a region of Mexico City known for its violence. Many of the young residents who band loosely together in unstable “Urban Youth New Tribes” sell drugs and defend their territory from rival gangs.

AFSC worked with local groups to customize training programs for the New Tribe youths. Twenty-five leadership workshops held between November 2008 and June 2009, trained 300 local youth on social skills, reproductive health, conflict resolution and mediation, group identity and empowerment. We even started a dialogue between the gangs and police—increasing the opportunity for lasting change.

According to Jorge Lafitte, AFSC’s director of Latin America/Caribbean programs, as a rare U.S. organization working on urban violence in Latin America, AFSC’s programs may pave the way for programs in the region.

By bringing together many in the community, the pilot program solved practical difficulties and uncovered new opportunities. The lessons learned can be applied more widely in Colonia Miravalle and in other cities seeking to free themselves from the fear of urban violence.
The war between the government and rebel groups is over in Burundi; the last rebels signed a peace accord in 2005. Now the citizens of Burundi are working hard to repair their shattered society, in spite of post-war obstacles in a poor nation.

Unemployment limits opportunities and families struggle to care for their children. For many, the end of conflict has not healed the emotional or physical wounds of war. Women and girls are particularly vulnerable in situations where violence erupts and the populace feels powerless.

In Burundi, AFSC trained women in trauma healing techniques. These new leaders return to their neighborhoods and villages and help others still suffering from past violence. AFSC also provided the women with goats and gardening supplies. With this practical assistance, the women are raising the goats, growing vegetables, and launching cottage industries. Their determination and hard work ensure nutritious food for their families, and extra money for school fees or home repairs. Each participant is committed to passing on the hope of self-reliance and prosperity, ensuring that benefits will multiply in their communities.

As is true across the country, Denver, Colorado, faces anti-immigrant bias. Yet AFSC believes that all people deserve respect and that every person is entitled to basic human rights.

So AFSC in Denver is leading a strong effort to educate citizens about the human rights of immigrants in order to contribute to a more accurate and reflective discussion. The program provided factual information in the face of myth or unfounded bigotry, and continued to build a network of people who will take action in support of immigrant rights.

The Denver office developed a faith-based curriculum to be used in houses of worship, and a DVD entitled “Who is My Neighbor?” to spread the word. A speakers’ bureau provided the city with experts who would speak for free at public events. Often those speakers were paired with members of the immigrant community so the audience could hear the direct experience of immigrants in their communities.

The results aren’t just good for the city of Denver. By creating activists this program provides support for national immigration policy discussions and lessons on fostering justice for immigrants.
Healing Wounds and Increasing Self-Reliance

Whether suffering is caused by a natural or manmade disaster, by political insecurity, by intractable poverty, or by systemic oppression, the urge to provide basic humanitarian aid is part of the compassionate human nature.

AFSC takes its approach from the old adage: Give a man a fish and he eats for today. Teach a man to fish and he eats for a lifetime. Our solutions must do more than provide the basics to sustain life. Our efforts on behalf of people in need must also lay the groundwork for peace and prosperity. Disasters—manmade and natural—affect every community at one time or another. But communities without resources before the disaster suffer more profoundly after the disaster.

We believe in teaching people to fish. At the same time, we show by example how to have safe and fair elections. We share skills that lead to well-being and prosperity and how to confront and overcome challenges. The result is communities that prove more reliant in the face of the next disaster.

This approach, of course, takes far longer than simply providing tents and rice (although we do some of that, too). We’re committed to staying with those we help; we’re glad to shoulder their burdens with them. It can take years, even decades, before affected regions stand alone. But with ongoing support, we see the fruits of this long-term work.

AFSC is quietly at work around the world, and these pages provide only a few examples of our outreach.

INTERNATIONALLY: In Afghanistan, AFSC focused on teacher training, community wellness, and building the capacity of community workers as peace and psychosocial health practitioners. In Bosnia and Herzegovina, we created a “classroom” in our Peace Gardens (where 815 gardeners grow vegetables and participate in multi-
Ethnic garden programs) to train 18 social workers from partner organizations as horticultural therapists. In Indonesia, where the effects of the tsunami are still felt, AFSC helped rebuild a sense of community in stricken areas, with programs for children, an emphasis on traditional culture, reconstruction of meeting houses, and discussions on women's empowerment as a part of religious teaching. In Jordan, we provided support for Iraqi refugees, including a land mine survivors’ clinic for artificial limb replacement and a “rehabilitation camp.” In North Korea, we continued long-term support of cooperative farms and agricultural institutes with technical exchanges and study visits with the U.S. counterparts with the goal of bolstering crop productivity. In Somalia, AFSC provided 9,000 essential drug kits and sanitary supplies to internally displaced people. In Zimbabwe, our Restoring Livelihoods program is helping women establish small, home-run businesses to stabilize income and dramatically reduce poverty rates.

**Spotlight on... COMPASSION IN GAZA**

Israel and Egypt’s closure of the borders into Gaza has severely restricted the flow of essential items including food, electricity, and medical supplies. For more than two years most Gazans have been trapped—prevented from leaving Gaza. At the same time, air attacks and rocket fire from Gaza into Israel and from Israel into Gaza continued and took the lives of many Palestinians and Israelis. Even after the devastation of the Israeli attack on Gaza at the end of 2008, the closure of Gaza continues, and prevents wide-scale reconstruction.

But AFSC was able—in a small but important way—to help dozens of Palestinian families repair their homes.

AFSC has worked in the Middle East for years, and our program with Palestinian youth formed the backbone of our outreach in Gaza. Over 4,000 young people have participated in our youth program over the last seven years, undertaking civic engagement projects with AFSC’s guidance.

When we wanted to provide humanitarian outreach to the people of Gaza, we turned to participants in the youth program to provide aid to their families and neighbors.

One group provided basic construction repairs to houses that had been damaged by the conflict in Gaza. They set tiles, poured concrete pillars, repaired windows, walls, and holes in roofs, patched sanitation facilities, and more.

Bashir Abuaita (45 years old) lives in a small house with ten relatives. The house, roofed insubstantially with asbestos, was pierced when an Israeli F16 shelled a house close to him the previous winter. The family used buckets to capture the rainwater that dripped in. He and members of his family suffer from asthma, and struggled to remain healthy and secure.

But the AFSC project helped this man to cover his roof in metal sheeting. “What you have done has improved our lives,” he says. “In the last few days, it’s rained—and my house is safe and dry.”
**Spotlight on... COMMUNITY HEALING IN WEST VIRGINIA**

Logan, West Virginia has been through a lot. The poor economy has weakened already low economic prospects for residents. In this environment, a young black woman was held captive, raped, and tortured by six white people. Residents feared that their county would become synonymous with hatred and sorrow.

Yet even in a time of need and tragedy, the people of Logan came together across racial lines to help neighbors in need. Two sisters, disabled senior citizens, lived in a house on a steep hillside. The stairs to the home had deteriorated so badly that the women were virtual prisoners.

AFSC, along with the Logan County Improvement League, found a solution. A new home was built in two years by volunteers using donated materials. As the foundation was poured and the walls were raised, the community discovered they were doing more than helping two women. They were healing themselves.

At the dedication ceremony, one of the sisters spoke of her gratitude. “It’s so beautiful and so wonderful that people come together and do things for you. It certainly has the right name—House of Love—because it had to be love for people to do like they did.”

**Spotlight on... ONE BOY’S STRUGGLE IN MYANMAR**

In May 2008, Myanmar faced its worst natural disaster in memory, when Cyclone Nargis (one of the most severe cyclones in recorded history) hit the coast. With wind speeds of more than 135 miles an hour and 12-foot waves, the storm severely affected 2.4 million people, 800,000 were displaced, and at least 140,000 were killed. Almost a million homes were severely damaged or flattened, and half of the schools and three-quarters of the health centers were destroyed.

Even before the cyclone hit, Aung Ti Mon was struggling to keep his young family together. Just 16 years old, this young man had been trying to keep his sisters (ages 9 and 10) safe since the death of his mother three months earlier had left the siblings orphaned.

The cyclone smashed their house and when the three siblings found each other again, they survived on relief rice. Once that supply was gone, Aung Ti Mon quit school to find work. He was hired to plant crops in the devastated landscape, but that work was seasonal and didn’t last. He then became a fisherman, although he had no license and risked arrest each time he went fishing.

AFSC stepped in. In partnership with a local organization, we helped Aung Ti Mon and the whole community to repair and rebuild, simultaneously creating the systems that will bring prosperity. The young man has returned to school, as have his sisters, where they’re learning livelihood skills that will lift them to self-reliance and a bright future.
Deeply-held views can inspire tremendous passion. Our experience shows that we work with greater vigor when our motivations come from heart as well as head. But these passions can lead to an unwillingness to listen, to revise, to maintain the open mind that leaves room for new views and information that ultimately can create stronger, better policies.

In 2009, American politics were limited by partisan bickering and political posturing. Especially at times like this we remember once again that we are all more alike than we are different. Grounded in Quaker beliefs, AFSC is dedicated to listening before taking action; to ensuring that all sides have a chance to participate; to the basic premise that we all love our country and want the best for it.

However, when policies institutionalize failure or profit only a very few, our goal is clear. We want to reshape our nation’s future by seeking peace and justice now. Providing direct aid is vital in the short term. But the long, arduous struggle to change policy has potential to repair our society in profound ways. The work is hard, the victories gradual. We believe the quest is worthy and right.

On these pages, you’ll read about some of our programs that strive to create a better future by inspiring our government to act with compassion and respect, and to institute policies that support all people in the United States.

In California, we supported border communities by advocating against Border Patrol abuses and increasing border militarization. In Florida, the Community Social Advocacy Program helped Haitian and Latino communities understand their rights, and form partnerships with local leaders to advocate for immigrants. In Georgia, AFSC worked with local activists, students, and the faith community to convince a local school board to halt a Marines-based high school. In Illinois, we hosted a nationwide conference on countering military recruitment and providing alternatives to teens in targeted high schools. In Maryland, we worked with Somali Bantu refugees who documented their immigrant
experiences through a video program. In Pennsylvania, we led peaceful protests at the global “G20” summit to oppose systems of oppression and injustice. At the United Nations, the Quaker United Nations Office focused on peace initiatives and supported programs to increase justice around the globe.

AFSC returned to work on international nuclear non-proliferation, with strong programs running in Vermont, Iowa, and Massachusetts. Prison reform efforts included stopping the privatization of prisons in Arizona, advocacy for prisoners and their families in Michigan, and support for state campaigns to eliminate the death penalty and end the use of long-term solitary confinement.

AFSC’s immigration programs included legal advice for immigrants in New Jersey, a May Day March for Immigrant’s Rights in Texas that brought attention to militarization and human rights at the U.S.-Mexico Border, legal assistance after a massive roundup of workers in Postville, Iowa, and other efforts across the country. To assist in youth activism and the development of strong leaders for the future, AFSC trained young adults in our Organize the Hope program in Illinois and delivered “It’s My Life” guides (alternatives to military service) to libraries, guidance counselors, and community groups, especially in areas targeted by the military for heavy recruitment. To promote peace-spending instead of military spending, AFSC launched “One Minute for Peace” to raise $1.9 million—the equivalent of one minute’s worth of the $976 billion annual U.S. military budget, and conducted Tax Day protests to urge spending precious public dollars on peace. When Congress attempted to approve a budget for F-22 fighter jets that the Defense Department didn’t even request, the call from AFSC supporters and others was so overwhelming that the proposal was dropped. AFSC delivered a Roadmap for Peace to the incoming Obama administration that included the names of 50 partner organizations and over 10,000 citizens.

FSC not only has rallied public interest in a growing pro-peace movement to end the war in Iraq; we’ve also had an impact on changing U.S. policy in Iraq. Our strategy has been not just to challenge the myths purported by the last administration (including statements like “if we leave there will be civil war,” and “the Iraqis want us to stay”) but to provide the opportunity for fact-based discussions.

To that end, we opened direct communications with elected Iraqi leaders across the political spectrum (even bringing a delegation of parliamentarians to Washington, D.C., to meet with members of Congress for the first time), and translated important Iraqi documents into English, which had never before been made available to Congressional decision-makers. At times, AFSC was the only voice to point out inconsistencies in substance between the English and Arabic versions of draft agreements on U.S. troop presence in Iraq.

We built relationships with key Congressional offices and within the executive branch. AFSC helped build a deep understanding among these key offices that U.S. military occupation is a driver of violence rather than a solution in Iraq.

As a result of trust built over years of engagement with Congress, AFSC’s Iraq consultant was invited to testify before two critical hearings on the U.S. role in Iraq, and was consulted weekly by key members of Congress in a rare level of access. As a result, AFSC played a central role in ensuring that a date of certain troop withdrawal would be an absolute requirement of any agreement to keep U.S. troops in Iraq.
Spotlight on... BRINGING AN END TO WAR THROUGH PUBLIC ACTION

As elected officials, our leaders are public servants, ensuring that the needs of the people are met as best they can. We honor the profession of public service, and know that it is very valuable for public opinion to be clearly heard by the President, by members of Congress, and by legislators from state houses to city hall. Thus, we made public education a cornerstone to our pro-peace actions.

The Washington Times, The Seattle Post-Intelligencer, The Oregonian, and more. We published dozens of analysis pieces and articles in respected journals, newspapers, and websites, and helped a number of Iraqi lawmakers publish op-eds and articles in U.S. mainstream publications.

Eyes Wide Open, our silent witness to the human cost of war, displays a pair of army boots for each U.S. military death in Iraq, and a pile of shoes nearby marks Iraqi civilian deaths. During 2009, AFSC staff and volunteers toured Eyes Wide Open displays in every state, many of them commemorating both deaths in Iraq and Afghanistan. The Eyes Wide Open boots traveled across the nation, and were seen by visitors at more than 100 locations from coast to coast.

In 2009, we brought speakers to venues across the nation, ensuring that all interested listeners could hear the firsthand experiences that put a human face on war. We hosted media and public speaking events in Alaska, California, Connecticut, Delaware, Georgia, Hawaii, Illinois, Indiana, Kansas, Kentucky, Maine, Maryland, Massachusetts, Michigan, New Hampshire, New York, Ohio, Oregon, Pennsylvania, Rhode Island, Vermont, Virginia, Washington, Wisconsin, and the District of Columbia.

Each discussion provided ways for the listener to become personally involved in ending the horror and tragedy of war. By so doing, we built and reached out to grassroots constituencies with information on the latest developments in Iraq and Afghanistan, the overwhelming human and financial costs of the wars, and diplomatic and international development alternatives to the path of war.

Our reach extended far beyond those who attended events. We helped to change the public debate on Iraq in hundreds of media interviews with the Washington Post, the New York Times, the Washington Times, the Boston Globe, the Associated Press, NPR, PBS, BBC, BBC Arabic, BBC World Service, Al-Jazeera Arabic, Al-Jazeera International, XM satellite radio stations, Agence France Presse, Democracy Now!, Pacifica stations, and others. We met with editors from The New York Times,

A “postcard” to President Obama. Jesus Palacios

Dear Mr President,
please don’t send more troops to Afghanistan.
Find a way out.
Love Chicago

Spotlight on... STUDENTS ORGANIZING IN

It can come as a rude shock to high school juniors and seniors (and to their families) when military recruiters begin to call, attempting to entice students into military service after graduation. Schools receiving government funding are required by law to submit their student rosters to military recruiters. With the need for military personnel on the rise, the recruiters are pushing hard to sway students.

However, every student has the right, under the No Child Left Behind Act, to opt out of the lists submitted to military recruiters. In some locales, the opt-out form carries its own obstacles. When students at the Coe-Brown Academy in Northwood, New Hampshire investigated the opt-out
Ways to Support the American Friends Service Committee

In troubled times, we all seek the best and most flexible ways to support the values and causes that matter most to us. The American Friends Service Committee is gratified to have the trust and respect of our donors. We are deeply committed to financial transparency and to prudent spending, and accept contributions to our work, knowing the responsibilities we accept when we receive them.

We rely on those who share our views, and count on people of compassion to fund our mission of building peace by fostering justice. Your gift to AFSC is a cost-effective, tax-deductible way to help people and communities striving for security, sustenance, and peace. You can make a gift that supports all programs, or you can designate the work that you want your contribution to support.

**Donation by check or credit card**
Make a secure credit card contribution online at [www.afsc.org](http://www.afsc.org), or mail your donation to us at: 1501 Cherry Street, Philadelphia, PA 19102.

**Partners for Peace**
Pledge to make a contribution each month to provide us with much-needed reliable funding.

**Honor Gifts**
Make a gift in honor of a loved one’s birthday, an anniversary, to welcome a new baby, or “just because.”

**Memorial Gifts**
Pay tribute to someone with a gift in his or her memory.

**Gift of Securities**
A charitable gift of stock completely avoids the long-term capital gains tax, allowing the full value of the asset to be put to use. For more information, please visit our website at [www.afsc.org](http://www.afsc.org) or contact Janice Willis at 888-588-2372 or jwillis@afsc.org.

**Gifts for the Future**
Planned gifts can provide you income throughout your lifetime, ensure the future financial needs of loved ones, and help to provide estate tax benefits. For information on the variety of ways you can include AFSC in your estate planning, please visit our website at [www.afsc.org/giftplanning](http://www.afsc.org/giftplanning) or contact Mike Gillum at 888-588-2372 or mgillum@afsc.org.

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**NEW HAMPSHIRE**

process, they learned that if they opted out of military recruitment lists, they’d also be opting out of the honor roll and would be left out of the yearbook, too.

They turned to AFSC for assistance. Staff found them legal advice and guided them as they struggled to change an unfair school policy.

Today, not only can Coe-Brown students opt out of military recruitment lists without losing any in-school privileges, they’ve formed a student peace group which meets regularly and which hosts “truth in recruiting” workshops to help peers learn about their rights.

Coe-Brown students helped organize the Second Annual “Peace of Mind” Conference.

Photo: Maggi Fogarty
## Statement of Activities and Changes in Net Assets

For the fiscal year ended September 30, 2009.

### OPERATING REVENUES:

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### OPERATING EXPENSES:

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### Changes in net assets from operations

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### NONOPERATING CHANGES IN NET ASSETS

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<td>Adjustments for changes in planned giving liabilities</td>
<td>–</td>
<td>(1,690,846)</td>
<td>(1,690,846)</td>
<td></td>
</tr>
<tr>
<td>Endowment transferred to outside organization</td>
<td>395,964</td>
<td>(2,770,458)</td>
<td>(2,374,494)</td>
<td></td>
</tr>
<tr>
<td>Gain from sale of assets</td>
<td>1,097,479</td>
<td></td>
<td></td>
<td>1,097,479</td>
</tr>
<tr>
<td>Pension and benefits adjustment</td>
<td>(7,376,323)</td>
<td></td>
<td></td>
<td>(7,376,323)</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>(25,258,893)</td>
<td>(8,432,515)</td>
<td>(2,218,000)</td>
<td>(35,909,408)</td>
</tr>
</tbody>
</table>

### NET ASSETS—Beginning of year

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$43,284,923</td>
<td>$48,846,252</td>
<td>$13,428,077</td>
<td>$105,559,252</td>
<td></td>
</tr>
</tbody>
</table>

### NET ASSETS—End of year

<table>
<thead>
<tr>
<th>Source</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>2009 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$18,026,030</td>
<td>$40,413,737</td>
<td>$11,210,077</td>
<td>$69,649,844</td>
<td></td>
</tr>
</tbody>
</table>
The Effects of Our Financial Situation

It is important for us to report to you that due to a decline in investments and contributions last year, we did not have the finances to continue all of our efforts in 2009. The decision to curtail or end specific programs was difficult, and we express our gratitude to our staff and volunteers who maintained their dedication and spirit during a very challenging period.

In 2009, we reduced our administrative costs as well as consolidated or closed offices in Afghanistan, Colombia, Democratic Republic of Congo, Haiti, Jordan, South Africa, and in the U.S., Connecticut, Vermont, Pine Ridge (SD), Syracuse (NY), Oakland (CA), and Woodland (CA). We hope one day to return to the places that continue to seek our partnership and need our help; our outreach is limited by the financial support we raise.

As AFSC continues to evolve, we expect that our strategic plans and work will lead to successes and that we can set programs on their own footing with a longer planning time.

If you have questions about our finances or want to see a complete copy of our audited financial statements, please contact Mark Graham, Director of External Affairs, at ask@afsc.org or 215-241-7882.
AFSC Board Members and Officers

Presiding Clerk: Paul Lacey (in 2009)

Assistant Clerks: Arlene Kelly, Phil Lord

Treasurer: James Fletcher

General Secretary: Mary Ellen McNish (ex-officio)

Arlene Kelly assumed the duties of presiding clerk in November 2009.

2008–2009 BOARD OF DIRECTORS

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Wendy Batson
Dulany Bennett
Stephen Braunginn
Taylor Brelsford
Max Carter
Howard Cell
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Taylor Eskew
Darryl Fairchild
James Fletcher
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Conni Gratop Lewis

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National Office
1501 Cherry Street
Philadelphia, PA 19102
215.241.7000
ph: 888.588.AFSC (toll free)

Central Region
4211 Grand Avenue
Des Moines, IA 50312
ph: 515.274.4851

Great Lakes Region
637 South Dearborn
3rd Floor
Chicago, IL 60657
ph: 312.427.2533

Middle Atlantic Region
4806 York Road
Baltimore, MD 21212
ph: 410.323.7200

New England Region
2161 Massachusetts Avenue
Cambridge, MA 02140
ph: 617.661.6130

New York Metropolitan Region
15 Rutherford Place
New York, NY 10003
ph: 212.598.0950

Pacific Mountain Region
65 Ninth Street
San Francisco, CA 94103
ph: 415.565.0201

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814 N.E. 40th Street
Seattle, WA 98105
ph: 206.632.0500

Pacific Southwest Region
634 South Spring Street
3rd Floor
Los Angeles, CA 90014
ph: 213.489.1900

Southeast Region
189A Sams Street
Decatur, GA 30030
ph: 404.373.7410

2010 began with disaster in Haiti. At first, AFSC worked with Handicap International and other partners to meet immediate needs. Long-term projects to support Haiti’s recovery are now underway.