





Children need room: room to read, room to learn, room to grow.

They need room to build strong skills, to lead more fulfilling lives and to create a better tomorrow — for themselves, for their families and for their communities.

In this report, we are celebrating the many ways we made room for learning in 2023. This year, we successfully surpassed a significant goal set in our Vision 2025 strategic plan: to benefit at least 40 million children worldwide by 2025. Room to Read has now benefited 45 million children in historically under-resourced communities around the globe, making room for these children to develop literacy and life skills in a dignified and gender-equal way. We were able to meet this goal one year ahead of schedule thanks to your steadfast support.

As we celebrate this momentous achievement, we also recognize that there are still too many children who lack room in their lives for education. Your continued support is crucial as we embark on the work ahead. In the coming year, we will mark our 25th anniversary by sharing a bold new strategic vision for the next chapter of Room to Read's story, one focused on accelerating and expanding our programs to ensure all children have room to read, learn and grow — creating lasting change.



From our CEO



Dear friends,

Children need room. It's as simple an idea as it is profound.

When a child has room in their life for learning, when they have space to realize their self-worth and make their own choices, everything changes.

I first learned this lesson from my mother, who, at 13, refused to abandon her education and marry, as her mother and grandmother had before her. She created the space she needed — the space she *deserved* — to chart a new path. All the room I have had to pursue opportunities, to live a fulfilling life of my own making, is the result of my mother's choice.

Room to Room is creating a world where *all* children have such opportunities, where *all* children have room to learn and create lasting change. And we're making that room more quickly. I'm proud to share that we have exceeded our <u>Vision 2025</u> goal to benefit 40 million children by 2025. To date, we have benefited 45 million children across 24 countries with foundational learning skills.

Still, we remain focused on the challenges ahead. Recent global crises have had devastating setbacks on learning. Approximately 250 million children are out of school today. An alarming number of 10-year-olds cannot comprehend a simple text. Moreover, UNESCO warns that nearly 44 million additional teachers are needed to achieve universal education by 2030.

Room to Read is uniquely positioned to help solve these challenges. We implemented libraries in non-formal education centers in the Beqaa Valley of Lebanon this year, delivering thousands of books to children from refugee communities and offering training on the unique needs of children living in emergency situations. By the end of 2023, the project had benefited more than 58,652 children in the region. Through a partnership with Warner Bros. Discovery, we broadcast our *She Creates Change* film series across 15 countries in Asia, benefiting millions of adolescent girls in and outside our programs with content that advances their sense of self-worth and our mission of gender equality. We trained more than 72,500 educators in literacy best practices. As a result, Grade 2 children in our partner schools read on average more than twice as many correct words per minute and correctly answer 70 percent more comprehension questions than their peers in comparison schools.

As our 25th anniversary approaches, I reflect on our past with pride and look confidently to our future. Each Room to Read achievement is made possible by the dedication of our global workforce and the generosity of partners like you. Together, we're writing the next chapter of our story, making room to create lasting change in the lives of millions of children, their families and generations to come.

Geetha Murali

Dr. Geetha Murali Chief Executive Officer

From our Board Chair



Dear friends,

When children have room for learning, they have opportunities to enact change — change that extends far beyond their own lives and communities to shape our collective futures.

This was a lesson I first learned as a child, and the reason my family and I have supported Room to Read for so many years. My mother was a devoted doctor, serving in pediatric intensive care units. My sisters and I always knew there were other children in our lives. I was raised with the understanding that the welfare of those children was tied to my own, that the world would be shaped by the choices those children would go on to make, the change they would set into motion.

Room to Read is dedicated to the welfare of all children. And by extension, the world.

As we accelerate our growth and continue to build capacity to effect widespread, systemic change, we also face mounting challenges: climate disasters, conflict, inflation and inadequate resources focused on education. These challenges underscore the critical importance of investing in solutions that work. Since our founding, Room to Read has been committed to the rigorous measurement and evaluation of our education interventions, and our results continue to confirm that Room to Read's approach is one of the most effective in the educator sector.

And so, we are ready to begin our next chapter. In the coming years, we'll advance critical initiatives that quicken the pace of our work to transform education systems, and we'll pursue opportunities to make crucial learning resources widely accessible to all children. Your support is essential in these efforts.

I first visited a Room to Read program in 2018. I was a member of our APAC regional board then and my wife, Camilla, and I visited a life skills session in a secondary school in Vietnam. We watched students immerse themselves in a lesson on saving money, working together to identify costs of goods, build budgets and create savings plans. We were deeply inspired by the learning that happened in that room.

In the years since, I've witnessed Room to Read become a trusted partner to Vietnam's Ministry of Education and Training. Our literacy and girls' education programs are nationally recognized as both affordable and scalable, and this foundational work has mitigated risks for children across the country, including poor reading habits and disproportionate dropout rates for girls.

Room to Read is a great engine for change — change that can only be possible with support from partners like you.

John Lindfors

Board Chair, Global Board of Directors

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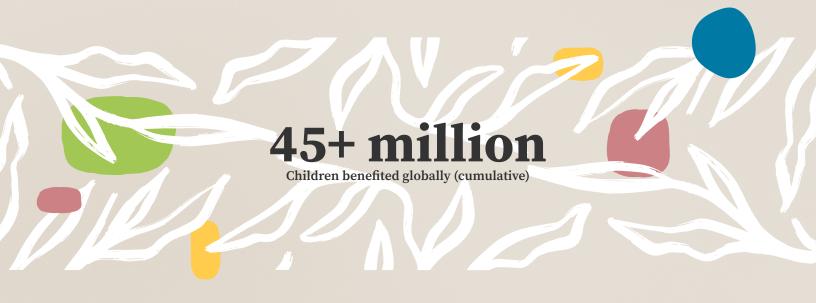
Making room for results

OUR REACH IN 2023





24 Countries









40.8M
Children

benefited globally (cumulative)

9.9M

Active children benefited

3.7M

Children benefited globally (cumulative) 786,941
Active children

benefited



42.1M

Books distributed (cumulative)

2.7M

Books distributed in 2023



96%

of program participants advanced to the next grade



72,531

Educators trained in 2023



422

Teachers trained in the delivery of life skills education



4,725

Original and adapted children's books published (cumulative)

55

Languages published (cumulative)



231

Government officials trained in the delivery of life skills education

AWARDS AND RECOGNITION



HundrED's Global Collection, Top 100 Global Collection, Academy Choice Award, 2023: Out of 3,448 education-focused organizations, Room to Read ranked #1 for impact and scalability in a review from an international expert panel of 194 academy members consisting of academics, educators, innovators, students and leaders.















Making room for more children under our iconic roof

ROOM TO READ'S BRAND REFRESH

The symbol of a roof has been part of our identity since the very beginning. At first, that roof housed books. It created room for reading, room for children to build strong literacy skills. As our programs have expanded to benefit more children in more ways, so has the room we've created. Our roof now houses more. Room to Read is making room for literacy *and* life skills that promote gender equality. We are making room for foundational learning.

We updated our visual identity in 2023 to align with our programmatic evolution. In our refreshed logo, our roof mark and our name stand simply yet powerfully for the room we create — physically, virtually, temporally and conceptually — for children to learn.

We are grateful to <u>Tether</u> and Stanley Hainsworth for *pro bono* support of this brand refresh, for helping us maintain the parts of our brand that our global community knows and loves, while positioning Room to Read for a future in which we will continue to create more room for more children.

Discover more.





SHE CREATES CHANGE



In honor of International Women's Day 2024, Room to Read partnered with Warner Bros. Discovery to broadcast our award-winning series She Creates Change across Asia, significantly accelerating our goal to reach all 432 million adolescent girls in the world with inspiring and educational content.

Presented in a series of six animated shorts with accompanying live action mini documentaries, She Creates Change features the narratives of six courageous young women from historically low-income communities in Bangladesh, India, Nepal, Sri Lanka, Tanzania and Vietnam. Episodes portray how each girl confronts challenges unique to her life — such as harassment, food scarcity or early marriage — by advocating for herself and her future.

She Creates Change — which includes books and audio stories in addition to the film series — is supporting girls to create positive change in their lives and communities. Learning materials that align with the stories will be provided online, through partner organizations and alongside in-person Room to Read programming.

Learn more.









She Creates Change films continue to be celebrated at film festivals and private screenings around the world.



I SEE A LITTLE AMBIKA IN ALL THE GIRLS I NOW MENTOR.

Ambika is a proud older sister a didi in Nepal. Since 16, Ambika has been her family's primary income earner, supporting her parents and four younger siblings. She completed her education, too, and ensured her siblings did the same.

Ambika now sees herself as didi to dozens of girls in Room to Read's Girls' Education Program. As a social mobilizer, Ambika provides one-on-one mentoring and support. She also facilitates life skills lessons, helping girls navigate the many challenges of adolescence, complete secondary school and address gender inequalities affecting their lives and communities.

"If not for the voice of my own didi — my Room to Read mentor - echoing in my head, I would have given up on everything."

Read Ambika's story.

Making room for

EDUCATOR TRAINING AND COACHING

66

Teachers around the world are not just educators; they are changemakers and are very often the unsung heroes of our lives and communities.

95

– Dr. Geetha Murali from the stage of the UNESCO General Conference during the Varkey Foundation Global Teacher Prize Ceremony, organized in partnership with Dubai Cares









Developing teacher training college workshop in Laos

Our literacy team in Laos partnered with the Luang Prabang Teacher Training College to create a workshop on teaching in primary school libraries. The workshop provides current and aspiring teachers with essential training in book selection and read-alouds, establishing reading routines, creating inviting classroom reading corners and more. Plus, a demonstration classroom library offers opportunities for hands-on practice!

Through our partnership with the Ministry of Education and Sports, Room to Read aims to expand the workshop nationwide, helping to ensure all children in Laos have highly skilled and well-prepared teachers.

Building life skills facilitation competencies among educators in India

In September of 2022, Room to Read implemented our Girls' Education Program in the Kadapa district of Andhra Pradesh, India, in six government-run residential schools for girls from historically low-income communities. In 2023, Room to Read expanded our work in the district, benefiting approximately 2,000 girls.

As part of this expansion, Room to Read India conducted a three-day training program for 62 teachers, mentors and principals who were set to lead Girls' Education Program life skills sessions during the 2023–2024 academic year. Trainings included indepth discussion on classroom management, effective lesson delivery and three critical life skills categories — self-awareness, self-efficacy and social awareness helping to bolster teachers' ability to facilitate life skill sessions.

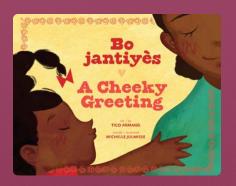
Scaling undergraduate lecture series in South Africa

Through partnerships with the University of Johannesburg and the University of Pretoria in South Africa, Room to Read developed an undergraduate lecture series on teaching reading and children's literature in African languages. Lecture content and curriculum, created specifically for fourthyear students studying education, covered a range of topics: reading motivation and reading components, developing a scope and sequence, text decodability, book curation and story writing. Following a successful rollout of the series in 2023, our literacy team in South Africa is now adapting the curriculum for all current Bachelor of Education students — approximately 1,200 students, all on their way to becoming teachers. Lectures will be offered in IsiZulu, Sepedi, Tshivenda, Setswana, Xitsonga and IsiNdebele, making room for these future educators to access the training and resources they need to nurture strong literacy skills in children across South Africa. Through our partnerships with the universities, we are working to establish the lecture series as a model that can be adapted by teacher-training programs across the country.



Making room for

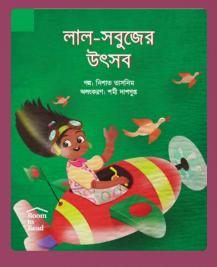
CURRICULUM AND CONTENT













Bringing Haitian Kreyòl-English books to children across the United States

Room to Read is making room for more local language books in the U.S.! In partnership with Educa Vision Inc., we published our first Haitian Kreyòl-English book collection, made up of seven bilingual titles written and illustrated by book creators from Florida's Kreyòl community. The collection — titled Ansanm (Together) — has been distributed to educators and childcare providers across 44 states by our partner First Book, supporting children who speak Haitian Kreyòl with the quality reading material they need to develop literacy skills in their home language.

Read our Ansanm Book Collection now on Literacy Cloud.

Publishing new graphic novels in Italy

Through our partnership with Editrice il Castoro, Italy's first independent children's book publisher, Room to Read published three new young adult graphic novels, making more room for adolescent girls in Naples and Palermo to learn key life skills. Born out of a Room to Read workshop that brought together talented local writers, illustrators and designers, the novels feature true stories of young women in Southern Italy who use life skills like resilience, leadership and collaboration to overcome everyday challenges, achieve their goals and create a more genderequal world.

Peek inside the novels.

Distributing our Urdulanguage book collection in Pakistan

Our first-ever original Urdulanguage children's book collection was published and distributed in Pakistan, making room for children to experience the joy of reading stories that reflect their home language and cultures. The 15 new titles were developed through a Room to Read writers' and illustrators' workshop and published in partnership with three local book publishers the National Book Foundation of Pakistan, the Alif Laila Book **Bus Society and Magbool Books** — helping to bolster the local publishing ecosystem. Books went on to fill library shelves in Lahore and Bahawalpur districts of Punjab and were shared with our program partners across the country.

Explore the collection.

Producing local-language story and instruction books in South Africa

In partnership with local education organizations, Room to Read produced a robust collection of storybooks and literacy materials for schools across South Africa, developing the content in three local languages:

Setswana, Sepedi and Sesotho. The collection includes "Big Books" — large-sized picture books that are used for shared reading activities — educator guides that detail best practices for teaching reading, literacy worksheets that support children to build vocabulary, improve comprehension and enhance phonological awareness, and classroom library box sets, offering educators graded lesson books, storybooks, classroom and library management guidelines, posters on book care and more!

South Africa's National Department of Basic Education has since expressed interest in expanding access to the materials, making room to scale the initiative and benefit more children and their teachers with high-quality educational content.

Partnering with Chronicle Books to bring "Dancing Hands" to a global audience

Originally published in the Philippines through a copublishing relationship with Adarna House, "Dancing Hands" celebrates the beauty of sign language and offers deaf and hard-of-hearing children a story reflective of their experiences — essential in nurturing a lifelong love of reading. This edition has been artfully revised for a global English language audience though a multi-title partnership with Chronicle Books.

The title was honored with a 2024 Schneider Family Book Award from the American Library Association, celebrating books that embody an artistic expression of the disability experience for child and adolescent audiences, and a 2024 Ezra Jack Keats award, given annually to an outstanding writer and illustrator by the Ezra Jack Keats Foundation in partnership with the de Grummond Children's Literature Collection at the University of Southern Mississippi.

Discover more.



Making room for

LEARNING SYSTEMS

Establishing classroom libraries and reading corners across our partner communities

In Tanzania: Our literacy team in Tanzania established 35 new classroom libraries across Mkuranga District Council, distributing more than 57,300 storybooks and training more than 300 teachers and government officials in library management and reading activities. These new libraries, adapted from Room to Read's library model and designed to fit within individual classrooms, are making room for more than 73,900 children to access quality, developmentally appropriate reading material, trained educators and a welcoming, child-friendly learning space in which they can experience the joy of reading.

In Bangladesh: As part of our ongoing work to scale Room to Read's school library model in Bangladesh, Room to Read has partnered with the Directorate of Primary Education to establish 59 classroom libraries across 10 government primary schools in Dhaka. These libraries incorporate all the essential elements of the Room to Read library model - a welcoming, child-friendly space filled with diverse, high-quality books in local languages, the implementation of library reading activities like read-alouds, paired reading and independent reading, and ongoing teacher trainings - all within individual classrooms.

In Pakistan: In partnership with local organization Idaara-e-Taleem-o-Agahi, Room to Read made room for vibrant classroom libraries in 10 schools across Lahore and Bahawalpur, Pakistan, providing library management and literacy training to teachers and school administrators in the process. These small but mighty classroom libraries build on the success of our first phase of work in the region, during which we implemented 24 libraries in government public schools, with ongoing support from Room to Read's literacy team.









Inspiring new changemakers through libraries in Indonesia

Through new partnerships with primary schools in West Kalimantan and Maluku, Indonesia, our literacy team successfully established 12 new school libraries, making room for children to cultivate a lifelong love of reading. These colorful, child-friendly learning spaces now bring quality, local language storybooks to hundreds of children across the two provinces — books like those in our Becoming a Changemaker Book Collection, which features stories of ordinary people in Indonesia who have made a difference. Developed by Room to Read in collaboration with Ashoka, each book showcases a different social issue, from environmental protection to gender equality.

Discover more.







Supporting children in nonformal education centers in Lebanon

Millions of children in Lebanon have been out of school in recent years. Many of those children are refugees. To strengthen children's literacy skills and support the transition of out-of-school children into the formal school system, Room to Read launched our "Reaching All Children" project in 2022 in partnership with The Lebanese Organization for Studies and Training. Since then, we've worked with local publishers to print and distribute original Arabic storybooks to non-formal education centers across Lebanon and established welcoming libraries where children have room to unlock the science and magic of reading.

By the end of 2023, we had delivered 45,000 books to more than 1,000 education centers, benefiting more than 58,600 children. Our team also supported the implementation of 15 new libraries in non-formal education centers in the Beqaa Valley in northeastern Lebanon, training 145 educators on library management and reading activities in the process.

Learn more.

Making room for

FOUNDATIONAL LEARNING SKILLS

Bringing read-alouds to pre-school classrooms in Sri Lanka

Our literacy team in Sri Lanka partnered with the Central Provincial Ministry of Education to support the development of pre-school teacher trainings focused specifically on the power of reading aloud. Trainings underscore the crucial role that interactive, teacher-led oral readings play in helping children build vocabulary, improve comprehension, and, importantly, develop social-emotional skills like problem-solving, perspective-taking and emotional-relating — skills that all children need to learn. By initiating a practice of group read-alouds in pre-primary school settings, we are making room for young children across Sri Lanka to enter the early grades with a strong foundation for learning.



Initiating climate justice clubs in Vietnam and Nepal

To address the mounting challenges of climate change, we need climate justice education — education about the science of climate change as well as its social ramifications related to gender equity. When children of all genders understand the gendered consequences of climate change and gain the skills to act, entire countries can benefit from improved life outcomes.

Our teams in Vietnam and Nepal recently introduced climate-focused content to our girls' education curriculum. In Vietnam, lessons on climate justice were initiated at two secondary schools in regions of the Mekong Delta most threatened by saltwater intrusion. Implemented in partnership with the Vĩnh Long Provincial Department of Education and Training, Room to Read's climate content aims to engage more than 250 children over the next two years in discussions on the intersection of climate change and gender inequality.

And in Nepal, climate justice sessions were implemented at 26 schools in the Banke District, a region at risk of worsening floods. Content is currently supporting more than 500 girls in Grade 6 as they gain the knowledge and tools required to tackle pressing climate challenges.

Join a lesson on climate change.





Guiding national textbook revisions in Uganda

After successfully adapting and distributing Room to Read storybooks across two districts in Uganda, and supporting educators in these districts with library training, Room to Read and local NGO partner the Reading Association of Uganda (RAU) collaborated with government partners to begin developing Grade 1 teaching materials.

Pleased with the quality of the content, the government requested that Room to Read and RAU work together to fast track a Grade 1 instruction book that would inform national textbook revisions. Room to Read and RAU collaborated with local teachers and school administrators, illustrators and designers to create instruction books and accompanying educator guides in two major local languages — Luganda and Runyankore-Rukiga — developing the initial content in just three weeks.



Learning from our Life Skills for Equality Project in Cambodia

A two-year pilot program initiated in 2022, our Life Skills for Equality Project in Cambodia provides life skills and gender education to boys so that they can succeed in school and life and become actively engaged in the fight for gender equality.

To better understand learning outcomes and help scale the program, our Research, Monitoring and Evaluation team designed a robust multi-stage, mixed-methods program evaluation. Results of the evaluation over the last year have shown that participants have increased their awareness of gender-related concepts, particularly those that relate to puberty, sexuality and health, gender-based violence and limiting gender norms. The evaluation has also shown that boys have become more aware of the quality of their interactions with girls and are acquiring key life skills that are essential to achieving gender equality.

In response to the proven success of the pilot, Cambodia's Ministry of Education, Youth and Sports adopted Room to Read's life skills curriculum for use in grades 7–9, making more room for life skills that promote gender equality in lower secondary classrooms across the country.

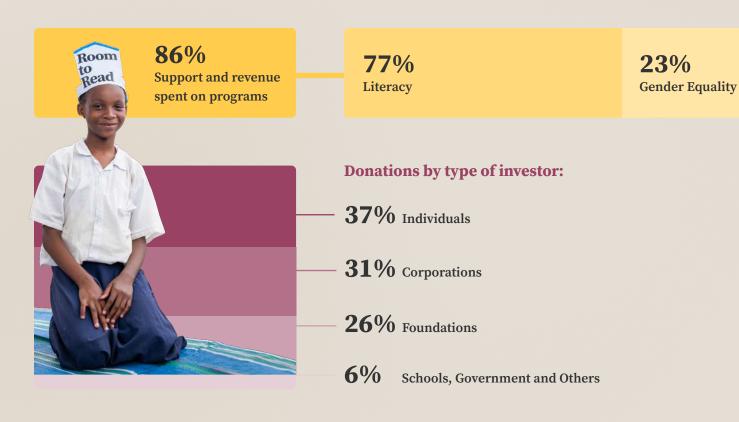
Learn more from our research.

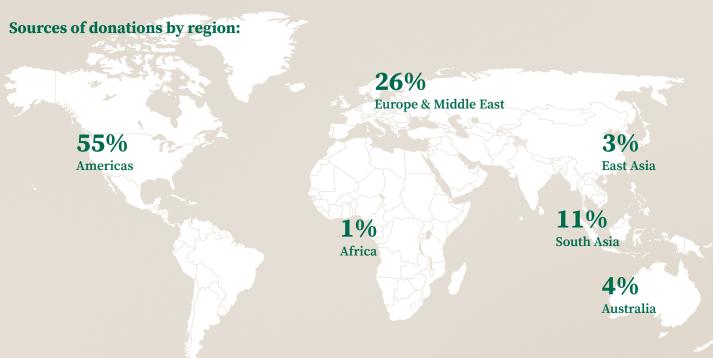


\$58,141,144
Donations
\$4,630,142
In-kind donations

Making room for excellence

2023 FINANCIALS





STATEMENT OF ACTIVITIES

For the years ending December 31, 2023 and December 31, 2022 (USD)

Support and Revenue:	2022	2023
Corporations	\$19,843,235	\$17,844,797
Foundations	\$10,127,535	\$15,334,383
Individuals	\$22,007,328	\$21,143,932
Schools, government and others	\$5,449,918	\$3,712,077
Total donations	\$57,428,016	\$58,035,189
Contract revenue	\$118,394	\$105,955
Donations in-kind	\$6,496,220	\$4,630,142
Investment and other income, special event expenses, fees	\$(6,958,125)	\$1,902,856
TOTAL SUPPORT AND REVENUE	\$57,084,505	\$64,674,142
Operating Expenses:	2022	2023
Program services		
Literacy	\$40,830,851	\$43,133,700
Gender Equality	\$16,880,815	\$13,080,337
Total program services	\$57,711,666	\$56,214,037
Management and general	\$2,771,051	\$2,638,885
Fundraising	\$6,387,207	\$6,154,932
TOTAL OPERATING EXPENSES	\$66,869,924	\$65,007,854
Translation adjustments	\$(915,290)	\$(324,661)
Change in not assets without donor restrictions	¢/14 920 261\	¢/2.026.100\
Change in net assets without donor restrictions	\$(14,829,261)	\$(2,036,109)
Change in net assets with donor restrictions	\$4,128,552	\$2,027,058
Net assets without donor restrictions at beginning of the year	\$49,122,464	\$34,293,203
Net assets with donor restrictions at beginning of the year	\$25,107,358	\$29,235,910
TOTAL ASSETS AT END OF THE YEAR	\$63,529,113	\$63,520,062

Financial efficiency, transparency and accountability lie at the heart of Room to Read's values. Our work is possible because of the generosity of our global network of partners and supporters, and we are deeply committed to leveraging that support for maximum impact and sharing transparently how investor funding is used.

Room to Read is similarly committed to maintaining administrative overhead costs well below the industry average to maximize the amount spent on our programs. We ensure that \$0.86 of every dollar spent is on our literacy and gender equality programming, making room for more children to receive the quality education they deserve.

Making room for partnership

SUPPORTER HIGHLIGHTS

We are grateful to all our global partners around the world and want to recognize some of our most generous investors who gave more than \$50,000 in 2023, along with those who provided crucial gifts-in-kind. **Learn about them here.**

We are honored to have an extensive global network of talent from across the globe who generously donate their time, services and passion to help us deliver on our mission. Our achievements in 2023 are thanks to the contributions of our valued global board members, regional board members, advocates, ambassadors and volunteer leaders.

Meet our global leadership and board.

Humanitix

Making room for disruption

Driven by a belief in hassle-free ticketing that puts humanity first, ground-breaking nonprofit ticketing platform Humanitix gives 100% of their profits to charity. As a Room to Read partner since 2018, Humanitix has benefited more than 30,000 children around the world over the past five years, with their impact growing significantly as their business scales. Humanitix is changing the ticketing industry for the better, and in doing so, making it possible for thousands more young learners around the world to exercise their right to a quality education.



Aēsop.

Making room for access

Driven by a commitment to enhancing everyday lives,
Aesop goes beyond offering sensory products by uplifting the communities we serve. The Aesop Foundation, in partnership with Room to Read, supports communities impacted by exclusion and helps address significant global challenges.

In 2023, contributions from Aesop benefited roughly 3,300 children in Asia and helped distribute more than 50,000 new books to schools and students, ensuring access to a quality education. Together, we strive to create a more inclusive and educated world, believing that every step forward is a step towards lasting change.



Making room for inclusion

With funding from the United States Agency for International Development (USAID), Room to Read has partnered with Research Triangle International (RTI) to implement the fiveyear USAID Inclusive Primary Education Activity. This project improves early-grade reading skills of children with or without disabilities in primary schools in Cambodia in partnership with the Ministry of Education, Youth and Sport. Room to Read has contributed to the design, development and rollout of early-grade teaching and learning materials and supported teachertraining colleges to institutionalize early-grade reading models. By the end of the project, we anticipate that more than 6,683 schools will have adopted the program, benefiting more than 700,000 students.









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Your support makes room for a more equitable, resilient future for all children.

JOIN OUR GLOBAL MOVEMENT.

We could not be more grateful for the thousands of passionate and committed volunteers who help to fuel our work. Our network of volunteers helps us succeed through fundraising and increasing awareness of our cause in their communities.

Learn how you can volunteer for Room to Read.

GIVE MONTHLY.

Your monthly gift will provide reliable funding we can count on to expand our programs where the need is most urgent. With your support, children in communities experiencing deep educational, gender and economic inequities can find the room they need to build strong skills, lead more fulfilling lives, and create a better tomorrow.

ESTABLISH A MATCHING GIFT PROGRAM.

A matching gift program is designed to support nonprofits that a company's employees are passionate about by matching the donations made by their employees. Thanks to matching gifts programs, you can double or even triple your impact!

MAKE EDUCATION YOUR LEGACY.

Including a gift in your will for Room to Read is one of the most powerful actions you can take to make illiteracy and gender inequality a thing of the past.

Get started.





BE PART OF ROOM TO READ'S GLOBAL COMMUNITY



Room to Read global offices: Colombo, Dar es Salaam, Dhaka, Delhi, Dubai, Ho Chi Minh City, Hong Kong, Kathmandu, London, Mumbai, Nairobi, New York City, Phnom Penh, Pretoria, San Francisco, Singapore, Sydney, Tokyo, Vientiane, Washington D.C., Zurich









