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# Rotary Shares

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**Wilfrid J. Wilkinson**  
**RI President-elect**

Rotary is an amazing thing.

I've been a Rotarian for an awfully long time — 44 years now — and I've gotten kind of used to it, so every so often I have to stop and remind myself just how amazing Rotary is. And I think that that's a valuable exercise for all of us who've been in Rotary for a while.

What is Rotary? You've all been asked that question. What I say is that it's the oldest, most international service club with 1.2 million members, all of them out there in their communities, all over the world, doing their best to make them better. It's 32,000-plus clubs that meet every week to try and do just a little bit more to help others. And it's tens of thousands of projects going on every day, doing just about every kind of useful and creative work you could possibly imagine — and then some. It's all of us out there, doing our best to change the world.

That sounds pretty good. But it doesn't really say it. It doesn't really convey what Rotary is — what it means to all of us here, and what it means to me personally.

To me, Rotary is nothing short of magic. Rotary is what makes it possible for a chartered accountant from Canada to do a whole lot of things you wouldn't expect him to do. Rotary made it possible for me to travel up the Khyber Pass with armed guards to immunize Afghan refugee children against polio. Rotary made it possible for Joan and me to have good friends in countries we probably hadn't heard of 44 years ago. And Rotary made it possible for me to stand here in front of all of you today.

The magic of Rotary is that Rotary allows ordinary people to do extraordinary things.

Rotary allows people like you and me — people whose lives revolve around our families, our jobs, and our communities — to reach beyond our daily lives to do, and be, something more. It allows us to open our hearts to people we might never meet and to share the love that we have for our own communities with a community thousands of miles away. Because Rotary is about human beings' love for other human beings, whoever and wherever they may be. Rotary allows us to express that love and to share it.

We share it through our club service — because our clubs are the hands of Rotary. Without our clubs, there is no Rotary. And so we work to strengthen our clubs by recognizing our members, reaching out to members in need, and maintaining contact with the widows and widowers of past members. We work to make sure that our clubs are open, friendly, and welcoming to anyone who is qualified to join.

We share our love through vocational service — because through our work we are the voice of Rotary. We share our training, our expertise, our abilities, and our strengths. And we strive to assert the ethical values of Rotary in our every business transaction and our every professional decision.

We share our love through community service — because service to the community is at the heart of Rotary. We work to address the needs we see at home, because our homes are our first responsibility. And we do our best to make our presence in our communities known, so that people will say, “This is the good work that Rotary does.” And perhaps they, too, will join in it.

We share our love through international service — because each one of us, in our own country and region, serves as the eyes of Rotary. It is our job to know our own community, to see where we can help and how. We know that if there is a need that we cannot meet alone, then other Rotarians, around the world, can be called upon to help.

We share our love through focusing on youth — because youth is the future, not only for Rotary but for us all. Working to strengthen our programs for youth helps ensure that a new generation of responsible, ethical, and volunteer-minded people will be waiting to fill the seats in this room when those of us here today leave them. These young people are our link to the Rotary future that we ourselves will not see.

And we share our love for Rotary through focusing on membership. No matter how many our successes, unless we continue to gain new members — and keep the ones we have — Rotary will not survive.

But as President Bill has told us so often, if we want to *Lead the Way*, we must lead by example. And that is why I have asked each of you to bring in one new member before arriving at this assembly. And it’s why I’ve asked each of you to ask your club presidents to bring in one new member in their year in office. And it’s why all of us have to be sure to follow up on our efforts by staying in touch with those members, to make sure that they succeed in Rotary and bring in new members themselves.

I know it’s not always an easy thing to invite someone into Rotary. Too often, we hear no. And nobody likes to hear no. It’s easy to get discouraged. But you have to expect those no’s and know when to ask again — and when to move on to find a yes somewhere else.

That yes that you get, on the second or third or fourth try, is what Rotary needs from you most of all. It is the single most important thing you can do to ensure Rotary’s second century. Without new members, nothing else matters. Because however good our work, however valuable and vital, without new members it will take only a few decades for Rotary to disappear. Unfortunately, this is something that we are already seeing among many of the smaller service clubs.

As district governors-elect, you are about to take responsibility for districts with clubs that may be small or large, weak or strong, old or new. Your job is to take all of those clubs and make each one of them better. You must know your clubs, inspire your clubs, and encourage your clubs. It won’t always be easy. But as the saying goes, to achieve something worthwhile, you don’t ask for a light load. You ask for a strong back.

I know that your backs are strong, or you wouldn’t be here today. You are the ones who value and cherish what Rotary is and what it does. You have the ability, the knowledge, and the commitment to bring Rotary into another year of success and growth, another year of building on 102 years of service and good work.

In the year to come, I plan to continue President Bill Boyd’s emphases of water, health and hunger, and literacy. These basic needs have been at the forefront of Rotary’s efforts for several years now, and I hope that that will continue — because with clean water, good health, and the ability to read and write, so many of the people who need help will find the ability to help themselves.

I also plan to continue his emphasis on the family of Rotary — because in caring for each other, we help assure that Rotary will be around to continue these good efforts for many years to come.

When you focus on meeting these needs, I ask you also to remember that just as the essence of Rotary is love, the essence of expressing love is kindness. I ask you to show that kindness in your dealings with each other, with your communities, and especially with those your work is aimed to help. Bringing someone hungry a meal only feeds his stomach; bringing him a meal and sitting with him, while you eat together, feeds his soul.

We are all proud of Rotary's great works — Polio Plus, the 3-H grants, the big projects that help so many. But just as important are the little things we do in our daily lives — the errand you run for a friend, the hour you spend helping a neighbor. Those little acts that Wordsworth called "That best portion of a good man's life, — / His little, nameless, unremembered acts / Of kindness and of love."

The love and kindness that inspire all of us in Rotary aren't anything belonging to reason or logic. They're not anything that can be expressed in terms of a formula or reflected on a balance sheet. But love and kindness is what makes Rotary possible. And what makes Rotary great is our expressing that love in our hearts through the work of our hands and our minds. As Rotarians, we don't just sit back and talk about loving other human beings. As Rotarians, we demonstrate that love, and we share that love, through helping each other.

That is why, in 2007-08, our theme will be *Rotary Shares*.

*Rotary Shares* because Rotarians care. *Rotary Shares* because Rotarians know the needs. *Rotary Shares* because Rotarians provide Service Above Self.

In choosing this theme, I thought about how much of Rotary is about sharing. We share our time, we share our talents, we share our money with others who need our help. We share our kindness and we share our love.

In Rotary, sharing doesn't mean giving away what you have to spare, what you don't need for yourself. Sharing means giving *of* yourself, selflessly, for the good of others.

In the coming year, I will ask you to focus on what each of you has to share with Rotary: your leadership, your skills, and your dedication to making your clubs and your district better and stronger.

And I will ask you to share Rotary with others by bringing in new members. Because Rotary will only be able to continue sharing if it continues to grow. I will ask you to remember the importance of a listening ear, a gentle word, a helping hand, and an open heart. And I will ask you to remember the words of Stephen Grellet, who wrote:

I expect to pass through this world but once. Any good things, therefore,  
that I can do, any kindness that I can show a fellow being, let me do it now.  
Let me not defer or neglect it, for I shall not pass this way again.

My friends, the opportunities that lie before you in the year ahead will not come again. This year is your chance to be a district governor, to help your clubs, to guide them, to share your strengths and your love.

In the year ahead, a great deal will be asked of you. This will be your year, your chance, your opportunity to truly achieve. It won't always be easy. The path won't always be smooth. And that's why I ask each and every one of you to resolve today that this year, you will say yes to Rotary. Yes, I will share Rotary by bringing in new members. Yes, I will

remember to put Service Above Self in everything I do. Yes, I will demonstrate my love for Rotary to those in my district and in every one of my clubs.

I want the district governors of 2007-08 to be known as the class that says yes. And I'd like you all to start right now by standing up. Please stand up.

Now, I already started this as the year of saying yes by asking our training leaders if they would share Rotary with each of you. They responded by pumping their arms in the air three times and shouting, "Yes yes yes!" Let's see if you can match their enthusiasm and do a little better with the volume.

Do you love Rotary? (*Incoming governors answer, "Yes yes yes!"*) Oh, you can shout your love for Rotary louder than that. Do you love Rotary? (*Yes yes yes!*)

Will you serve Rotary? (*Yes yes yes!*)

Will you share Rotary? (*Yes yes yes!*)

Thank you! Please be seated.

And so, I ask you all, this year, to share Rotary freely and fully. Work hard, and work with love. And remember that everything you do in service to others is part of the magic of Rotary, the magic that lets ordinary people, like you and me, do absolutely amazing things.

Thank you.

# Presidential Emphases for 2007-08

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**William B. Boyd**  
**RI President**

For any Rotarian, the chance to attend an International Assembly is a great honor and an experience that is never forgotten. I still vividly recall my first assembly, in Boca Raton, when I was a district governor-elect in 1983. I'd been to conventions, and I thought I knew what Rotary was. But coming to an International Assembly and having the chance to meet incoming Rotary leaders from around the world — it was an incredible time, the first time I felt fully part of the power and the promise of Rotary. I looked around and thought, with all the talent and all the ability and all the knowledge that is here, working together, what can't we do?

That sense of excitement, of the coming year's potential, fills this assembly as well. I feel it in every conversation, in every meeting, in every training session. But for a current president of RI, the excitement is also a little bittersweet. It is a reminder that all Rotary leaders serve terms of only one year and that the time we have to do the work of our office is short. In a few months, my team's year will end — and yours will begin.

My predecessor, Past President Carl-Wilhelm, spoke often about the importance of continuity in Rotary. I agreed very much with him on this issue, as I also feel that we as Rotarians can help the most by focusing our efforts collectively, over time, in the areas where we can do the most good. You have only to look at the PolioPlus program to see evidence of this. And so I was really delighted to learn that President-elect Wilf has chosen to continue the same emphases that I have chosen for my year as president, which are literacy, water management, health and hunger, and the family of Rotary.

As president of Rotary, I have seen so many wonderful projects in all of these areas. And it has really reinforced my belief that choosing service emphases is not only the right thing for Rotary to do but that these emphases — which have been at the forefront of Rotary work, with minor modifications, for several years now — are the best ways to direct our efforts. I truly believe that by working within these emphases, and encouraging our clubs and members to choose projects within them, we will be doing the most good with what we have to offer.

Water, health and hunger alleviation, literacy, and family of Rotary — these are areas that build on each other, with each being a prerequisite for the next. If you don't have water, you don't have much of anything: You won't have a healthy family, you won't have children who can learn well in school, you won't have adequate nutrition, you won't be able to bring yourself or your family out of poverty. With water, you have the potential for health. With adequate health care and enough nutritious food, you have the potential for seeking a better life through education and vocational training. And with family of Rotary, you have stronger clubs and another generation of Rotarians ready to help meet these needs in the years to come.

Throughout our travels, Lorna and I have seen again and again how projects in these areas build on each other, complement each other, and open up a world of possibilities for their beneficiaries. Some amazed us with their scope and ambition, others with their

simplicity and their clear understanding of local needs. Everywhere, we saw the truth of President-elect Wilf's theme; We saw that, indeed, *Rotary Shares*.

In Nagapattinam, India, we saw a water project on an island where the ground water had been turned brackish by the tsunami. This left a community of 500 families without a safe supply of water. How is Rotary responding? By building a desalinization plant that will be operated and maintained by the people of the village. The project not only meets the community's need for clean water in the short term, as opposed to bringing water in by boat, but gave the community ownership of their plant. By doing this, they made the community responsible for their own water, something that experience has shown will result in a better maintained, better run operation and clean, safe water for many more years.

And this project that we saw is only one of three post-tsunami projects of the Rotary Club of Salem Central, a club with only 24 members, chartered just days before the tsunami struck. The club's members have taken responsibility for 45 orphans for three years, supplying them with clothing, school supplies, and nutrition. And they have refurbished a historical building in Nagapattinam as a health clinic and maternity wing.

In Nairobi, Kenya, I did something I never expected to do: hand out a year's supply of sanitary napkins to young girls. Why? The 800,000 girls who live in poverty there miss one-sixth of their school time because they cannot face the embarrassing mix of no school toilets and no protection. So the Rotarians there gave the girls what they needed and provided them with a better chance at their future by meeting a simple health need.

In Cape Town, South Africa, we saw a school built by a local club — inside a hospital. It is equipped with two computer rooms, a toy room, a library, and a classroom, so that children in long-term stays, especially the many children with TB, will not miss out on their education. In another part of town, we saw a preschool built by a club of just 13 members, with four classrooms, a hall, toilets for girls and boys, an office, a kitchen, and a sick room. Their rationale for the tremendous effort that went into this project? Simply that poor children should have the same preparation as any other children when they go to primary school.

In Kampala, we saw a literacy project initiated by Rotaractors, teaching adults ages 18-70 to read and write. This project had grown into a major community service program. The club began literacy classes at weekends, with Rotaractors acting as tutors, but they quickly outgrew the facilities. They then found a community development group of women from the largest slum in the city and worked with them to develop a project that prepares students to pass the city council's adult literacy examinations and then goes much further. Lorna and I were shown the two literacy classes working at different levels, saw a model garden showing how vegetables can be grown with the simplest of tools, met a group of women with AIDS who are making simple but attractive bracelets and necklaces to sell and, even more important, supporting and counseling each other. We saw a bakery class and a sewing class and were not surprised to hear that the project had been recognized as the best Rotaract project in Africa.

I was especially pleased to see that this very ambitious project was carried out by Rotaractors, one of the Rotary programs emphasized as part of the family of Rotary. Rotaract clubs and Interact clubs, RYLA and Youth Exchange participants, and our Ambassadorial Scholars and alumni all deserve our encouragement and support. They are our next generation, and they are the ones who will make sure that the terrific work that Lorna and I have seen everywhere we have visited will be carried forward after all of us here are gone.

What Rotary has to offer is so much more than just our time and our professional skills. It's much more than our material resources and our knowledge of our communities.

It's more than all the wonderful projects that impress us so much. What we have to offer is our visibility and stature as Rotarians — our power to make positive change and to inspire others.

All of us are leaders in our communities. We are Rotarians because we care not only about people but about ethical practice, in our workplaces and in our communities. We believe in the importance of doing what is honest and what is right. When we are seen to conduct ourselves ethically in business and generously with others, we provide an example to others to follow. And that is how we can *Lead the Way*.

In your year, I know that you will continue to *Lead the Way* by showing your communities, and the world, that *Rotary Shares*. We share our time and our resources, we share the lessons of ethics and honesty that we all cherish, and we share the gift of Rotary — that gift which has brought all of us together today.

Thank you.

# Rotary's Public Image: Engage Your Team!

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Sylvia Byers

2007 Salt Lake City Convention Committee Adviser

Do I need to promote Rotary to you? No, you are already committed to Rotary!

Do I need to encourage you to become involved in and enthusiastic about Rotary programs? Of course not!

Do I need to encourage you to manage and inspire the Rotary public image team of 1.2 million members who are out there waiting to help *you* develop and implement policies and programs that will influence public opinion or create a public reaction to Rotary? Yes, I am here to do just that.

And you had better believe that *you* are the person in your district who can enthuse your district team, a team structured by you to work in any way you wish — district chairs and district committee members, club directors and club committee members, all appointed to carry out their roles under your direction.

Your belief that public image is vital for the future of Rotary will come through to your team as you encourage *each and every Rotarian* to play their part in building and maintaining sound public relations and, therefore, enhancing the public image of Rotary. Public image is the responsibility of every single Rotarian.

People are selective about who they elect to serve with; therefore, there lies a challenge for you and your team. How can you entice community-minded citizens to *choose* Rotary? A successful campaign at club and district levels will largely determine their willingness to participate. I am confident that as your public image team swings into action, you will see new faces join your team of Rotary volunteers.

There has never been a better opportunity to capitalize on the skills and expectations of the baby boomers, generations X and Y and, let us not forget, the over-50s and retirees. They're out there but need to be asked to come on board to be part of the excitement and action of Rotary.

President Bill Boyd furthered the 2005-06 initiative of Past President Carl-Wilhelm Stenhammar to focus on the public image of Rotary International.

Staff at Rotary International and at Rotary's international offices as well as Rotarians who head up the public image resource groups are there to assist you with requests for materials that ensure a consistent message and accurate information to Rotarians and to the public.

Wen Huang, manager of the Public Relations Division at Rotary International, and his staff produce high-quality, up-to-date materials for download. These include sample press releases, public service announcements, and other PR tools.

By now, all of you have received a package for Rotary's public image campaign. It's entitled *Humanity in Motion III*. The package contains all the materials for the third year of our public image campaign. It includes two CD-ROMs and one DVD. On the CDs, you will

have all the designs for outdoor billboards, print ads, and Internet banners. On the DVD, you will find a compilation of Rotary TV and radio spots, which feature Rotary's PolioPlus, water, literacy, Ambassadorial Scholarships, and Rotary World Peace Fellowships programs. You can show the DVD to your clubs. You can also send the spots to your [local] TV or radio station and ask if they want to broadcast them. Those materials have been customized for each region and were distributed to clubs two weeks ago.

In a separate package, RI's Communications Division has included a copy of *RVM: The Rotarian Video Magazine* so you can show it to your clubs and prospective members. *RVM* features longer stories about Rotary projects around the world.

If you have not already done so, why not try the user-friendly media kit *A Guide to Public Image Projects* and promote the new multimedia publication *Interactive*, which contains feature articles from around the globe.

Billboards have flourished and are likely to be part of the Rotary promotional campaign as more clubs spend their Public Relations Grant to advertise both international and local projects in this manner.

President Bill added a new focus to the public image campaign with the aim to promote Rotary's top educational programs and expand the pool of candidates. A positive outcome has been achieved in Western Australia with the government agreeing to sponsor one Rotary World Peace Fellow each year for the next four years. Not only does this successful liaison promote Rotary's public image, but the resulting publicity will no doubt expand the pool of candidates for future fellowships.

How each of you go about the business of furthering the Rotary public image campaign in your district will vary, but it is likely that the strategies you use will involve a two-pronged approach: one that both addresses the Rotary knowledge and commitment of current Rotarians and focuses on the public, people likely to invest time and personal energy in the Rotary organization and form partnerships and contribute funds to new and current programs, especially those linked to The Rotary Foundation.

Prime examples are liaisons already established with other foundations and Rotary's PolioPlus program achievements, made possible between the United Nations and nongovernmental organizations.

Key message statements such as "Rotary promotes peace and international understanding through humanitarian and educational programs" are designed to inform the public about Rotary, but we need to match these words with action to ensure that Rotary's public image comes to life. The television program *Ro-TV* that goes to air from a community television studio in Australia every Friday night is one example that bridges this gap. It is during this half-hour program that District Governor-elect Robyn Thorpe interviews people who bring Rotary action into the homes of people.

Some of the best people to promote the work of Rotary and its Foundation are those who have directly benefited from its programs. You can no doubt recall people who were connected with your Rotary club and would make ideal advocates for Rotary and *should* be reconnected with Rotary in some way. Who are these people and where are they?

The public image of Rotary can be enhanced by Rotary Foundation alumni, those who have participated in Rotary Foundation programs such as Group Study Exchange, Ambassadorial Scholarships, and Rotary World Peace Fellowships. Other Rotary programs, such as Rotary Youth Exchange, Rotaract, and Rotary Youth Leadership Awards, all provide a source of people who have some understanding of what Rotary does and possess a range of skills useful to Rotary. Find these people, engage them in Rotary events, and you win gold!

And, finally, don't underestimate the value of *this* Rotary experience and other Rotary International events such as institutes and conventions to promote Rotary's public image and further world community relations. I am sure you will all relate your personal experiences to others as a natural outcome from your involvement with fellow Rotarians and their partners at this event.

The initiatives taken by Rotary International through the public image campaign pave the way for you to promote the many ways that *Rotary Shares*. I wish you well as you go forth with added zest to engage your team to further Rotary's public image.

# Peace Studies and Peace Work: A Personal Journey

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**Francesca Giovannini**  
**Rotary World Peace Fellow**

I am honored to be with you here today to share with you some of the experiences that drew me to the Rotary Centers for International Studies in peace and conflict resolution program, and what I have since learned as a Rotary World Peace Fellow.

Before becoming a Rotary World Peace Fellow, I had the privilege to live in Lebanon for three years and serve one of the most advanced and experimental agencies of the United Nations System, the United Nations Development Programme. The UNDP is continuously engaged in finding innovative and alternative ways to foster social development, equity, and justice around the world. There is probably nothing more rewarding than to work as a development operator in a postwar zone, to see how a country so devastated by a bloody civil war still finds the courage and the determination to re-emerge and to trust that things can change for the better. That was my Lebanon in 2002: the numerous passionate discussions with thousands of civil society organizations over the future of this country, the emotional stories of survivors of the civil war, the implacable questions of youth over the so-called Western life, and the inevitable evenings with Muslim and Christian friends talking about identity, war, and peace in a globalizing world.

I left Lebanon because of this fellowship, because at a specific point of my career, I felt overwhelmed with the complexity of issues such as identity, religious fundamentalism, and failure of development organizations. I desperately wanted to seek innovative ways to address old-fashioned problems.

People talk about this program and praise it. In my many travels as a peace fellow, I have met Syrians, Palestinians, Lebanese, Turks, Kurds, Fijians, Pacific Islanders — people who asked me what was the motive behind this program, why people as successful as Rotarians should want to invest in peace in countries so poorly strategic or so desperately abandoned. After two years of interaction with Rotary, I finally have my answer: the profound conviction that peace without understanding cannot be achieved. Peace without educating minds and hearts becomes a mere dream. Helping people to grow as human beings and peace operators will benefit the entire world, not only one nation.

That's why the Rotary World Peace Fellowship sets the example and standards for a new social contract between rich and poor all over the world and shows what can be achieved through the common sharing of resources and capabilities.

I would like to tell you about some of my personal and professional experiences to give you a better sense of who we are as peace fellows, where we come from in terms of professional expertise, and why we decided to quit our jobs to study at one of the Rotary Centers for International Studies.

I come from Modena, a very rich town in northern Italy. In the 1990s, the municipality initiated a gradual integration of migrants mainly from Maghreb, North Africa, and West Africa into the labor market without attempting to integrate them at the social level. New

ghettos quickly sprang up, one for Chinese, another for Moroccans, and so on. Parts of the city became “off limits” for the white community. At the university, I became engaged with different volunteer associations working to promote dialogue between the local community and the new citizens. I started to consider a career in conflict prevention and reconciliation.

I then moved to Rome, where I got a post-university degree in development studies and worked at one of the largest nongovernmental organizations in Italy called *Un Ponte per*, which literally means “a bridge to.” I served as desk officer for Turkey, Lebanon, and Palestinian Territory, often participating in missions to monitor development projects. I was sent to the Palestinian Territories, in the Gaza Strip, in Rafah precisely, the last refugee camp along the border with Egypt, facing a situation for which I was not only completely unprepared but also powerless and therefore easily manipulated. Rafah was then controlled partially by Hamas and partially by the PLO, each accusing the other of corruption and ineptitude. The situation was difficult because of social deprivations for the population as well as the power struggle within the Palestinian community itself. The situation in Rafah demonstrates the complex environment in which peace fellows are asked to operate on a daily basis.

Lack of understanding creates biased attitudes, a situation that undermines credibility with the local authorities, impairs the capacity to make a concrete impact, and leads to flawed analysis of the major causes of conflicts. Furthermore, amateurism has serious implications in building trust and credibility between insiders and outsiders.

As peace fellows, we choose to operate in highly polarized societies, in conflicts, in wars where the level of political complexity affects the social dimension. It is not possible to go to a country to assist the population without being affected by internal power struggles. We can never operate in a purely neutral environment, since working for the population in need will be perceived by others as a biased help. Therefore, being prepared and trained is the best that we can do.

While supervising development initiatives in the field of conflict resolution for the UN Development Programme in Lebanon, I encountered a number of challenges: the forced cohabitation of 18 different religious communities, a civil war which left 200,000 casualties of a population of two million people, an imperfect peace agreement imposed by the Saudis and the Westerners without accompanying social dialogue.

In the three years I lived in Lebanon, few occasions were spent understanding and analyzing the political and social situation of the country, mainly because of the urgent needs of the population and the default set of initiatives of the United Nations. At that time, everything seemed to be fine. Projects were going on. We were doing *many* things. But the crucial question that we should have asked was: Are we doing the right things? The reply arrived on 14 February 2005, when a bomb killed Lebanese Prime Minister Rafiq Hariri, dramatically destabilizing the country.

Could all this have been predicted? Did we have indicators that the situation changed? If I look back, now that I possess more theoretical foundations for analyzing the situation in Lebanon from my studies in Berkeley, my reply is yes. Yes, we could have understood the situation better, we could have listened more carefully, we could have planned initiatives more relevant to the needs of the population. I certainly do not want to suggest that the United Nations is a bunch of incompetents, but if people lack analytical skills and professional tools to analyze a situation, you end up doing a modest job without positive results.

The bomb which killed Prime Minister Hariri and devastated the country forced me to reconsider myself as a professional. How well had I understood this country? Did I really possess the skills and the knowledge to be a professional? I realized that to make an

impact in so challenging an environment as the Middle East, people must have an outstanding knowledge of history, politics, and social sciences. We need to know the language, the culture, the theories which govern international relations. We can't afford to act as amateurs.

I discovered the Rotary World Peace Fellowship because a friend of mine who had been an Ambassadorial Scholar encouraged me to apply. The power of networking! The advantages of the Rotary World Peace Fellowship for practitioners in development are countless:

- The Rotary fellowship is the only scholarship directly oriented toward peace studies.
- The Rotary Centers program values field and professional experiences rather than only academic records.
- The Rotary World Peace Fellowship combines academic experience with field training.
- The Rotary World Peace Fellowship creates a solid network of personal and professional relationships devoted to peace initiatives around the world.

In addition, Rotary is investing in midcareer and professional people who have already made a commitment to work for peace and conflict resolution around the world. We are not new graduate students looking for our first job; we are adults who have witnessed some imperfections in the field of peace and conflict resolution and would like to rethink strategically how to address these issues.

This summer, the UNDP's Bureau for Crisis Prevention asked me to undertake an internship with a new program in Fiji. Because of my experience at the Rotary Center for International Studies at the University of California, Berkeley, I found myself better equipped to seek new solutions to old problems and to actively engage NGOs and other groups in a stimulating debate about development issues in the Pacific region. I challenged ideas, mindsets, and prejudices with the power of a critical mind developed at UC Berkeley. I finally started appreciating how professionalism turns into a charismatic motor for new ideas, new social changes, and intellectual exchanges cross-culturally.

In my second year at UC Berkeley, I am researching peace processes and agreements, investigating what conditions are most conducive to peace talks, what dynamics will impair the signature of a peace agreement, and the roles and responsibilities of different peace agents to facilitate negotiations — all this in order to realize one of my professional goals, which is to go back to work for the United Nations as political mediator and conflict adviser in the Middle East.

Being a peace fellow is not only an immense honor but also gives us a great responsibility to disseminate Rotary values around the world. This past summer, after witnessing on television the massive destruction during the crises between Israel and Lebanon, I felt a compelling need to go back to Lebanon. I considered leaving the Rotary Centers program and joining the International Federation of the Red Cross, which had recently offered me a job.

I phoned a friend in Lebanon, an extraordinary Shia Muslim, to learn what he thought about my decision. Nour simply told me: "Continue this program. The best way you can help this region is through understanding the root causes of everything. Don't waste this opportunity." A Shia, in the midst of a war, was seeing in the Rotary Centers for International Studies program a formidable tool to promote and establish peace in his Middle East. And he was taking his bet with the future by begging me to continue with my Rotary experience instead of joining a humanitarian operation and returning to Beirut.

In an e-mail sent to me around the same time, another Rotary World Peace Fellow helped me make this decision. He wrote: "Let's recognize that wars are *hard problems*, but we must use all the intellectual tools we have at our disposal, thanks to this program. If we get anything from Berkeley and from Rotary, that's what it should be. I think the right people, with the right ideas, at the right time ... can crack them. Giving up is not an option — too much is at stake. Be patient, and stay committed — together we can win this!"

The Rotary World Peace Fellowship is, of course, an educational opportunity. But it is so much more than that: It is a rare moment for the right people to gather together and support each other to win the battle against passivity and apathy.

Let me conclude by saying that my experience is similar to those of other peace fellows. On behalf of my colleagues and myself, I want to thank The Rotary Foundation and all Rotarians for such a unique opportunity. I can assure you that Rotary World Peace Fellows will certainly find ways to apply all we have learned in these two amazing years of our lives.

# The Rotary Foundation's Goals for 2007-08

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## Bhichai Rattakul Rotary Foundation Trustee Chair-elect

This is indeed an inspiring sight to look out and see the cream of Rotary's leadership. It is an honor to appear before you, the dedicated men and women who have accepted the challenges of leading each of Rotary's districts in the coming year.

It was so long ago that I was in your seat trying to learn to become a good and efficient governor. Now, 44 years later, I am privileged to stand side by side with you, ready to work hand in hand on a mission that we all share.

I am grateful for the simple fact that we have come here from every part of the world, representing different cultures, races, languages, religions, and politics. I am grateful for these days spent in hard work, strengthening the bonds of our shared humanity and our commitment to those in need.

This year, I am grateful for the exemplary leadership of our president-elect, Wilf Wilkinson. With the unveiling of the RI theme *Rotary Shares*, President-elect Wilf has given us our mission, a mission for you to lead the Rotary world and share the Rotary ideal in every part of the world.

But is this the only reason you are here?

To answer this in the simplest manner, we are here to learn to do good in the world — just as Arch Klumph said at the 1917 convention when he proposed the creation of an endowment fund. That idea became The Rotary Foundation as we know it today, an organization that touches the hearts and souls of millions upon millions.

I think the Foundation is one of Rotary's most successful and significant accomplishments. If we had achieved nothing else — and we have achieved many other things — the Foundation would have justified our existence. Arch Klumph had a dream for doing good in the world, and we are indeed fortunate to be a part of Arch Klumph's dream.

My friends, I do not have any personal agenda, nor have I set any specific goal, because I know that whatever goal I set can never be achieved without each of you setting and achieving your goal. Your goal, therefore, is my goal. Your goal, therefore, is the Foundation's goal.

But I do have dreams which I want to share with you and, through you, I want to share these dreams with the Rotarians in your district and take action to make the dreams come true.

Like all of you, it is my dream that next year the sun will never set on Foundation projects. Every hour, somewhere in the world, a new day will begin full of hope and love because *Rotary Shares* and The Rotary Foundation cares.

And like all of you, I dream of a polio-free world, and I believe that this is a realistic dream. Twenty years ago, we stood up in anticipation of a world free from a disease that

killed and crippled millions of people. That momentous declaration came as a great beacon of hope to millions of people.

More than 20 years later, we have brought down an estimated 350,000 cases of polio in 125 countries each year to less than 2,000 cases in four countries, but we have *not* won the war. The battle is still on! Our promise has yet to be kept! Our dream has yet to be fulfilled!

What would you tell your fellow members back home after all these years of hard work?

Tell them that because of our polio eradication initiative, more than five million people who might have been polio victims are now walking. Share with them the words of the former chair of the International PolioPlus Committee, Bill Sergeant, who said: "As thrilling as the decline in polio cases is, it isn't over. Be proud and be encouraged, but do not let up."

Tell them not to seek to satisfy our thirst and justify our task by closing one eye and pretending that our mission has been accomplished. No, it is not over! There are still children living who need those drops of vaccine, so that ultimately we can interrupt the transmission of this virus. Otherwise, our efforts for all these years will be in vain.

Please tell your clubs that we must continue our offensive in terms of our time and energy and, above all, our financial support, which is so vital, to wrap up this long operation. We must pledge to march ahead with even stronger determination until the work is done.

That is my first dream.

My fellow Rotarians, at this very same place last year, our chair of The Rotary Foundation, Luis Giay, shared some exciting and challenging goals, many of which are being implemented at this very moment. In essence, these goals are captured in the words *Rotary Shares*. Our Foundation is about sharing your love, your wisdom, your wealth, your time, and your talents with others. Above all, it is about sharing *yourself* to do good in the world.

My friends, with all of you I dream that every Rotarian will experience firsthand the joy of service by actively participating in our Foundation programs next year and every year thereafter.

Yes, Every Rotarian, Every Year — that is my second dream.

Is this an impossible dream? I don't think it is, because *Rotary Shares* through the hands-on personal involvement of each and every Rotarian and through the grassroots efforts of each and every club. While The Rotary Foundation supports many wonderful projects, the success of those projects relies upon the contributions of individual Rotarians. It is through these individual efforts that we have the combined strength to change lives.

A few months ago, Past RIBI President Gordon McNally, Past District Governor Ian Raul, and I visited the tsunami-affected areas in my country to formally hand over 32 houses — the construction of which was funded by Rotary clubs — to the people who had lost their homes.

After the ceremony, we were approached by an old lady who was clutching something wrapped in a piece of cloth. She carefully unwrapped the cloth and handed a large, empty shell to Gordon and, in Thai, told me that the shell had been her lucky charm for more than 30 years. She was grateful that she now has a new home but had nothing to give to show her appreciation except this shell, a modest gesture of gratitude from an old lady who had lost everything.

She then led us into her new home. The only visible decoration was a picture of a man and a young girl. She told us that the man was her husband, and the girl their only

daughter. The tidal waves had taken both of them into the sea that fateful morning, and now she was living by herself.

I think of this lady so very often. I think of those people who lost their lives, their homes, and whatever little they had, and how the Rotarians around the world, individually and collectively, have played such a meaningful role in making their lives a little bit better. Without the financial support and personal involvement of Rotarians and The Rotary Foundation, there would have been no “homes” to give. And we would never have met that old lady, who perhaps has inspired us to want to do more.

Direct participation in service infuses service with love. And without this love, service is hollow. The power of this participation is so potent that it only takes a little bit to transform our lives and the lives of those we serve.

That is why I dream that Every Rotarian, Every Year will experience the joy that comes from this participation.

My third dream is that we encourage Rotarians in our clubs and districts to reach out to our Foundation alumni. Our Ambassadorial Scholars, Rotary World Peace Fellows, Rotary Volunteers, Group Study Exchange teams — all of the dedicated men and women who have participated in these programs have experienced firsthand the warmth of Rotary fellowship and the power of Rotary service. By reconnecting with our Foundation alumni, we are reconnecting with people who share our Rotarian values, values that I believe are the single most important element in the human personality.

With our alumni, we can build relationships with like-minded people who want to do good in the world. Many of our alumni are interested in joining a Rotary club, if only they are asked. And what better candidates could there be for Rotary membership than men and women who have already acted as Rotary ambassadors of goodwill? Let’s continue to invest in our Foundation alumni by giving them the opportunity to serve others through Rotary.

And my fourth dream that I want to share with you is the dream we all have for peace and goodwill in our world.

It was our founder, Paul Harris, who said that “the way to war is a well-paved highway, and the way to peace is still a wilderness.” Today, I think many of us feel lost in that wilderness. As a man from a country that has long been surrounded by political turmoil and uncertainty, I know that feeling all too well.

Recently, my country, Thailand, and Vietnam marked the 30th anniversary of diplomatic relations and cooperation. Today, our countries work together for the mutual benefit of both — honoring numerous agreements on issues of border security, fishing rights, trade, and investment. This is our reality today. But 30 years ago, this harmony was just a dream, and a far-away dream at best.

In 1976, as a foreign minister for Thailand, I was part of a delegation charged with opening a dialogue and bringing normalcy to relations between the two countries. We went to Vietnam with nothing to offer, with no bargaining chip except our goodwill. We went through the long and difficult negotiations for two full days. At times, everything seemed lost.

But we stayed with it because we understood that we had a common cause. Like all people in our world, we needed to recognize how we are all connected to each other. Both countries had so much to gain from peaceful relations and cooperation, and so much to lose if we stayed mired in distrust. So it was perhaps the proudest moment of my diplomatic career when we signed a joint communiqué on 6 August 1976 establishing diplo-

matic relations between two formerly hostile countries. The peace that brought us together on that day was not just a piece of paper but a practical instrument in ending the long conflicts and distrust between us.

As we look at the conflicts raging in our world today, we must take heart. I say to you that we must *redouble* our efforts to work for peace. In one way or another, all of the excellent programs of The Rotary Foundation contribute to world peace and understanding — the humanitarian programs that relieve human suffering and the exchange programs that bring together people from diverse cultures.

But there are two programs that directly address this important issue: our Rotary Centers for International Studies in peace and conflict resolution and the *new* Rotary Peace and Conflict Studies program, an important addition to Rotary's peacemaking efforts.

While the Rotary Centers offer a two-year course of study, the new Rotary Peace and Conflict Studies program at Chulalongkorn University in Bangkok is completed in three months. This shorter program provides mid- and upper-level professionals with the opportunity to study a curriculum focused on the theory and practice of peace, professional mediation, and conflict resolution. What makes the Rotary Peace and Conflict Studies program so exciting is that in just a few months, participants will be able to take their new knowledge and apply it on the job.

Both of Rotary's peace programs are educating tomorrow's diplomats and peacemakers, supporting dedicated scholars and professionals as they work toward solutions to the problems that are the root causes of conflicts in our world: poverty, ignorance, disease, intolerance, and hatred.

To realize this dream, financial support of this program is crucial. The Trustees have set the target to raise US\$95 million by 2015, necessary to fully support Rotary's dream of peace in our world and make it a reality.

Let us start now!

My Rotary friends, these are my dreams, but it is simply not enough to dream of a better world. Indeed, if a dream could do it, we would have that world, because who among us does not have that dream?

No, a better world has to be built. And it will only grow from the grassroots, *never* from the top down. It will have to be a pyramid building from where we stand, stone by stone, brick by brick, and timber by timber.

In his final letter to the American people, the late President Ronald Reagan said: "I now begin the journey that will lead me into the sunset of my life." At my age, I am also starting to begin my journey into the sunset of life, and I don't know how many years are left for me to join you in doing good in the world. But Rotary and its Foundation are just starting their journey at the dawn of a new day, a new century. The sun will *never* set on Rotary and its Foundation.

I am sure in Rotary, now and in the future of every dawn, there are many people, wealthy individuals, who have made their fortunes and who are watching us carefully, waiting to be approached, waiting to be asked, and waiting to share.

I ask you to share your dreams with them and show them that our Foundation can do great things. Remember, when *Rotary Shares*, our dreams will come true.

I leave you with a story.

A surgeon on an oceangoing vessel heard that a boy had fallen overboard and that the crew rescued him and tried to revive him. When the surgeon arrived on the scene, the crew members said, "It's no use, he's dead." The surgeon was about to turn away, when a sudden impulse told him to examine the boy and make sure there was nothing he could do to revive him. When he looked down at the lad's face, he discovered it was his own son! The surgeon immediately bent over the boy, breathed into his mouth, blew into his nostrils. For four hours he worked, and at last he saw signs of life.

"Oh, I will *never* see another boy drown," said the surgeon, "without doing *all* I can to save him, just as if I knew he were my own boy!"

This story could be applied to the ideal of *doing good in the world*.

When we see a boy or a girl in spiritual danger, are we as sympathetic and as concerned as if it were our own child? Do we really do all we can to help the situation? Do we really try to do good in the world?

I hope you do, and I urge you to do so before we begin our journey into the sunset of life.

# The Rotary Foundation: Today and Tomorrow

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**Luis Vicente Giay**  
**Rotary Foundation Trustee Chair**

Today, I stand before the future. You are the future. And the future always holds hope.

The 2007-08 Rotary year will stand out because it is your year, your opportunity, your now or never. I have great confidence in the results you will achieve, because I'm certain that each of you will do your best to help Rotary and its Foundation to reach our objectives. I have faith in each of you, and I wish you great success.

In 2007, we celebrate the first 90 years of our Foundation, which was created on the dreams of Paul Harris, the vision of Arch Klumph, and the achievements of Rotarians worldwide. No question about it — our Foundation is enjoying the greatest moment in its history.

Last year, our Foundation surpassed all expectations with regard to services and operations. For example:

- The contributions and revenue from investments in 2005-06 totaled US\$162.1 million.
- The Permanent Fund surpassed the \$500 million mark far more quickly than expected and should reach its goal of \$1 billion sooner than any of us would have predicted.
- Excluding investments in PolioPlus, 2,640 humanitarian grants totaling over \$30 million were approved, a record amount.
- The number of Matching Grants approved that were sustained by the World Fund increased 19 percent, the average amount of each Matching Grant increased 28 percent, and the use of the District Designated Fund grew by 24 percent.
- Since the creation of Matching Grants, over 25,000 projects have received financing.

Isn't all this something to celebrate?

In addition to this remarkable growth in our humanitarian programs, we have continued to maintain the same level of educational scholarships and, this year, we carried out the most Group Study Exchanges in our history — 515 groups participated!

The Rotary Centers for International Studies for peace and conflict resolution are the top Educational Programs priority because they represent our best chance of reaching the objectives of The Rotary Foundation.

What does Richard Gee, who works in Kabul, Afghanistan, for the International Organization of Migration as a legal adviser to the chief electoral officer, have in common with Renia Corocoto, director of the Office of the Presidential Adviser on the Peace Process in Manila, Philippines? Or Arnoldas Pranckevicius, who serves as the domestic policy

adviser to the president of Lithuania, with Dannielle Reiff, foreign service officer with the U.S. Agency for International Development in Washington, D.C.? All are Rotary World Peace Fellows who form part of an international network, which — thanks to our Foundation — is building bridges of understanding and working for peace.

Let me give you another example: The young woman is named Miho Kishitani. She is Japanese. She studied at the Rotary Center at the University of Bradford in England, and graduated as a Rotary World Peace Fellow. In Tokyo, she just received the 2006 Yasuhiro Nakasone Award of Excellence for her three years of humanitarian work in northern Iraq. She is now serving with Peace Winds Japan on a new Jordan-based peace mission in Iraq.

Isn't this the kind of Rotary World Peace Fellow we are looking for? Isn't this a new generation of revitalized leaders working for peace throughout the world thanks to Rotary? Isn't this an extraordinary investment in peace? Isn't this program one of our Foundation's greatest achievements? Does anyone have any doubts about this?

To celebrate the success of the Rotary Centers, we will hold the first Rotary Global Peace Symposium at the 2007 RI Convention in Salt Lake City. We have invited over 230 Rotary World Peace Fellows to present their work and discuss regional issues that impede the achievement of peace. We are certain that they will pay more attention to the words of John Kennedy from 1961: "Mankind must put an end to war, or war will put an end to mankind." These scholars are living proof that Rotarians are working to end war because we believe that peace is possible!

The extraordinary humanitarian and educational service that we provide through our Rotary Foundation has been acknowledged publicly many times. For example:

- The Sitara-e-Eisar Award (Star Award for Courage and Sacrifices) presented on behalf of the government of Pakistan by President Pervez Musharraf to Rotary for the tremendous support received during the 2005 earthquake
- The Award of Excellence granted by the American Association of Blood Banks to Rotary for its support and efforts to sustain blood banks throughout the world
- The recognition received from the UN World Food Programme for Rotary's tireless efforts to eradicate hunger

Over 200,000 foundations operate in the United States. Charity Navigator, an independent organization that evaluates the performance of U.S.-based charitable organizations, has ranked our Rotary Foundation among the top 50. In awarding its maximum rating of four stars, Charity Navigator cites our Foundation's "efficient administration, with sound investments and excellent control over the use of its programs." We should be proud of our Rotary Foundation.

Today, one word clearly defines our Foundation: *credibility*. Our Foundation is credible, solid, strong, and well-known. Perhaps this credibility is what inspired Rotarians Rasad Metha and his wife, Naina, from Mumbai, India, to become the first individuals in their country to donate \$1 million to The Rotary Foundation. Congratulations!

India is the biggest beneficiary of Rotary's humanitarian programs, but at the same time it ranks fifth among donor countries. Rotarians from India fully understand our Foundation's golden rule: The more you give, the more you receive. We are grateful for their generosity.

Credibility has allowed us to have over a million Paul Harris Fellows. Soon Paul Harris Fellows will outnumber Rotarians!

Because of our credibility and prestige, a team of officers from the Bill & Melinda Gates Foundation came to our Evanston headquarters seeking to learn more about our programs and to join us in designing ambitious plans of action. For this same reason, governments, nongovernmental organizations, international agencies, and many individual non-Rotarian donors have chosen to contribute to our Foundation.

In 2006-07, the world fundraising goal for our Annual Programs Fund is \$120 million, the most ambitious in our history. According to all estimates, we will reach it. Contributions to the annual fund have increased sharply, a sure sign of enthusiastic support for our Foundation. But what is the real reason behind these achievements? The answer is simple: Donors have become more selective. They donate only to trustworthy entities because they are tired of their contributions not reaching their intended destination, tired of having their funds mishandled by bureaucrats and miserly, dishonest, or corrupt individuals.

Conversely, our Rotary Foundation is reliable. It offers internationality, long-term projects, far-reaching programs, excellent administration, information, honesty and, most of all, credibility. That is why I said at the beginning that The Rotary Foundation is experiencing the best moment in its history. As Chair-elect Bhichai Rattakul said yesterday, our Foundation still has dreams and a promising future.

But in an ever-changing world, our Rotary Foundation will most certainly be very different 5, 10, or 15 years from now. Sweeping changes that originate on the human landscape, in peoples' lives, needs, and lifestyles, are reflected in the areas of solidarity and philanthropy. Our Foundation is working hard to meet these challenges.

That's why I would like to share with you now an exciting subject that is a real challenge for you as well as for me — a future vision of The Rotary Foundation.

In talking about a vision for the future, we need to recognize that we live in an age of unprecedented need and unprecedented promise. The possibilities "for doing good in the world" have never been greater.

Our Rotary Foundation is in a process of change and adaptation as never before. For Rotary to be successful in its second century, we need a Foundation that is strong, vigorous, international, proactive, competent, organized, visionary, and capable of meeting the world's demands, particularly those of Rotarians and clubs. Everything we need to change the world — vision and visionaries — is within our grasp!

I would like to share with you the Trustees' primary objectives for the future of The Rotary Foundation. They include:

1. A "premier Foundation" ready to support and serve Rotary International, the clubs, and Rotarians so that larger and more important community and international service projects can be carried out.
2. A Foundation that is advanced and prepared to be proactive, not reactive, when facing problems. We must be prepared to sustain Rotary during its second century with even greater strength.
3. A Foundation ready to serve Rotarians and not create more work, more red tape, and more bureaucracy for them. We must provide immediate solutions to problems. Speed and simplicity are paramount!
4. A Foundation that keeps Rotarians much more involved in the administration of projects at the district level, with greater control over their approval, reception of funds, and the production of final reports.
5. A Foundation that has the tools, structure, and dimensions needed to face the challenges of the future, with visionary people who see problems before they occur and offer solutions that allow for more efficient service.

6. A Foundation that is financially sound, with a Permanent Fund that in 2015 will be able to sustain programs costing \$400 million per year. This would represent roughly a PolioPlus program every two years. Can you imagine a Foundation of this size?
7. A Foundation with stewardship of its funds that becomes everyone's preferred charitable organization.
8. A Foundation that takes an active stand on a trend that will become reality. Over the next 25 years, some \$300 trillion will change hands and pass from one generation to the next as older people die. A large portion of these resources will be transferred to foundations, charitable works, churches, and nonprofit organizations. Our Foundation must have a well-defined, aggressive policy in place for receiving additional contributions.
9. A Foundation that is able to sustain important service alliances with the financial capacity to carry out projects of value.
10. A Foundation ready to carry out new, successful corporate projects such as PolioPlus.

In short, our Foundation is one to which we are all more and more proud to belong.

The Future Vision Committee of The Rotary Foundation, given its name by the Board of Trustees, is working to reach these objectives. This truly international committee has consulted with experts, surveyed over 20,000 Rotarians, and gathered the best ideas, back-ground materials, and publications. For our Foundation, this research is unprecedented. Based on our findings, we are devising the Future Vision Plan, which is a short-, medium-, and long-term strategy.

Our plan is on track, in action, progressing very well. We started in 2005, and it must be completed by 30 June 2009. A lot of work has been done. This plan will be submitted for consideration at the next Council on Legislation. It represents a great achievement and extraordinary improvement for the future of our Rotary Foundation.

It is everyone's responsibility to prepare our Foundation for the future and to commit ourselves to these changes if we want our Foundation to be among the best in the world and, possibly, ranked number one. To accomplish this, we must clearly define our dreams for the future.

My message today is one of great optimism and positive thinking. We are the guardians of our Rotary Foundation, and so far we have made good use of this wonderful tool. But the Foundation is also a bridge that will provide us with safe passage into the future.

Ladies and gentlemen, a few years ago the most important and complex science project in history began: the construction of the International Space Station, which constantly orbits Earth. Using the space shuttle, astronauts play a vital role in the space station's operations. They must be patient, steady, imaginative, visionary. On each trip, astronauts work to complete construction of the station, and they conduct scientific research that has tremendous benefits for humanity. The plan is precise, coordinated, and carried out with boundless enthusiasm. It is a dream, a reality, a future in constant motion.

This project would be impossible were it not for advanced technical skills, determination, knowledge, teamwork, and firm spiritual beliefs.

The same applies to our Rotary Foundation. It is an imaginary space station. Like the astronauts, each of us has helped to build it, to make it grow, to move continuously and to progress. Each of you is an astronaut, a researcher, a team leader, the reason behind our Foundation's destiny and the architect of its future. Through it, we can do good in the world, improve the quality of peoples' lives, and create a world of peace and harmony.

As next year's leaders of your districts, you are responsible for motivating Rotarians to make the contributions needed to sustain the growth of our Foundation. You are the astronauts who will make our Foundation soar ever higher and fulfill its ongoing mission to do good in the world.

So, governors-elect, if you feel the same faith in our Foundation that I do, if you feel the same passion that I do, if you feel the same energy that I do, if you feel the same hopefulness that I do, I invite you to step inside the imaginary space shuttle that will carry you to the international space station that is The Rotary Foundation. Just like the astronauts, don't forget to fasten your seatbelts.

Do you feel the roar of the rockets? Are you ready for takeoff?

Countdown: 10, 9, 8, 7, 6, 5, 4, 3, 2, 1, LIFTOFF!

Good luck!

# Health, Hunger and Humanity (3-H) Grants

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**Gary Parrish**

**Rotary Club of Little Rock, Arkansas, USA**

I have been asked to speak on three topics concerning Farmers Feed the Children of Romania, a Rotary Foundation Health, Hunger and Humanity grant project of which I am the U.S. team manager:

- The benefit to the community in Romania from the project
- The sustainability of the project
- The nature of the international partnership formed between the Rotary Club of Little Rock, Arkansas, USA, and the Rotary Club of Cluj-Napoca, Romania

Many of you may remember Romania's challenges and struggles under the rule of Nicolai Ceausescu. My interest in this project was born out of my concern for the children who suffered under Ceausescu's rule and my hope for a better life for the farm families who also suffered uniquely during this time.

## **Benefits to Community**

One of the most significant benefits we have made in the post-communist Romanian society is assisting in establishing over 200 profitable farms and teaching the farm families the value of helping the children in orphanages, special schools, and hospitals.

Our project is concentrated in five villages just outside of Cluj-Napoca, where we have been instrumental in re-establishing a sense of community. To participate, each village is required to form a community group that helps manage and oversee the project and partnership. Every resident member has an equal opportunity to participate in meeting, training, and communication, regardless of financial status. Our project and this partnership brings everyone to a common ground for the common goal: feeding children.

Our philosophy is "a hand up, not a hand out," so we teach our partners to help themselves for the future. They learn to not only take care of themselves but to give back to the community and others in need. This has been a significant accomplishment, especially in a post-communist country where most people's primary concern was only for themselves and their immediate families. Now, all the partner farmers are giving back considerably more than required by their contracts. The best example of this is the managers of the milk-processing plant agreeing to give 3 percent of all milk produced to children in special schools, hospitals, and orphanages, even after all contractual obligations are complete. This means that this partnership and this project will be changing the lives of children forever.

Much of our success came about through overcoming challenges. Early on in our project, the Romanian government issued regulatory changes requiring us to have raw milk processed before distribution. We bounced around from processing plant to processing plant, paying a premium to have our milk processed, which resulted in smaller percentages of our product being offered to the children. We quickly realized that something had to be done. One of our partner farm families applied for a microcredit loan to build a milk-processing plant. A Cluj-Napoca Rotarian who is an engineer drew up plans, hired a crew, and made this dream a reality. We now process our milk in our own plant.

Transportation issues presented another challenge. Extreme weather conditions and the remote locations of the villages caused us to waste too much milk. We created a plan to save the milk during these times by making cheese. Working with a Rotary club in Kansas and a Rotarian named Ozzie Goering, we obtained a grant to purchase cheese-making equipment, which also allowed us to produce more versatile products for the children and to sell in the open market. We currently produce the best cottage cheese in the region at a reasonable consumer price and run out of it every day!

So now we have farmers utilizing more milk, we have a family with a small business that employs women from the area, and we have more products for children's nourishment. We have helped not just the farmers and children but the overall economy in Cluj.

Our most recent challenge is another change in government regulations requiring that all milk be collected by machine and placed in cooling tanks for storage before processing. Currently, the majority of our partners collect their milk by hand and store it in milk containers in the coolest location on their property. We requested assistance from a number of clubs and districts, primarily in zones 29 and 30, and our partner district in Romania, District 2241, to obtain a Matching Grant to help our partners comply with the regulatory changes. I would like to ask our district partners to briefly stand and be recognized.

### **Sustainability**

We partnered with Heifer International, whose project model is "pass on the gift." Families who receive heifers agree to give the firstborn calf back to the project. If the calf is female, it's given to another farm family who agree to the same terms; if male, it is slaughtered and the meat distributed to our partnering institutions, along with 400 liters of milk to fulfill their obligation.

We intended our project to be self-sustainable and wrote the grant with that end in mind. We decided a key element to success was selecting the right partner, which is an important piece of any 3-H grant application.

We also had to educate and monitor our participants to ensure our goal of sustainability was met. Through the work of the Rotarians of Cluj-Napoca and the staff of Heifer Project Romania, the farmers received the support and education they needed to provide for their families while still giving back to their community.

### **Nature of the International Partnership**

The international partnership between the Rotary Club of Cluj-Napoca, Romania, and the Rotary Club of Little Rock, Arkansas, USA, has been a process, as you can imagine. Our initial conversations were not always comfortable. There was a lot of scrutiny and misunderstanding on both ends. After all, we were in two very different countries with very different cultures. Just the difficulty with language was enough to cause much confusion between the two teams. Regular, sometimes painful, telephone conversations helped both teams learn about each other and built our confidence in individual commitments.

Although our partnership was a challenge, we all believed in our mission of helping these farm families and the victimized children. Even after the devaluation of the U.S. dollar caused us to lose almost 20 percent of our buying power, we never lost sight of the goal of helping children who could not help themselves. We have the mission and images of our children etched in our brains, and it has always been personal for all of us.

And now, after more than four years, we are not just partners in a project but family. We have visited each others homes and are involved in each other's families, all because of our bond of a common mission of helping people help themselves. We laughed together

when a team member on a farm visit had the misfortune of getting pooped on by a heifer, and we cried together as we held orphans who depended almost exclusively on us for nutrition. We have given presentations to each other's clubs, shared the stage at the RI Convention in Chicago, and built strong friendships. Through the process, not only did we change others' lives but our lives have been changed as well.

At the beginning, when we reviewed the terms and conditions of the grant, we were intimidated. We wondered how we would ever get the reporting done with the communication barriers. After the first report, we all realized that the structure was intentional. The Rotary Foundation had set us up to succeed — not just to administer the grant to a successful conclusion but also to build goodwill and better friendships.

Here we sit, five years later, two clubs forever connected. We have come so far from that first conference call when we all wondered how we would overcome such incredible obstacles to communication. Rotary gave us an opportunity, and it has turned into an undefeatable relationship.

During the Little Rock team's first site visit, we were having a meal in a little village when a member of the Cluj Rotary club stood and toasted our partnership and through a translator said, "This is the best of Rotary — creating a solution for a problem and building friendships that will last forever."

In closing, I would like to say thank you to The Rotary Foundation, the Trustees, and our grant coordinators. The Rotary Foundation and their trust in us gave us an opportunity to change the world. We have benefited a region of the world that was in dire need of assistance. And it is self-sustaining because of the structure of the project, the dedication of the team members, and the determination of our partner farmers.

# Matching Grants

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**Thomas M. Thorfinnson**  
**Literacy Resource Group Zone Coordinator**

Our current water project is an outgrowth of an earlier Matching Grant project. In late 1992, Rick Jacobson, a Rotarian from Bloomington, Minnesota, USA, visited a mountainous area in the Dominican Republic. While there, Rick discovered that children were sick; the primary cause was unsafe drinking water. He came home and talked to his Rotary club. They raised \$1,000. Rick then came before our district grants committee, which agreed to match the money from the club. He then received a match of these sums from the World Fund of The Rotary Foundation. With this money in hand, his Bloomington Rotary club partnered with a club in the Dominican Republic, and together they drilled three wells for three small villages.

In the spring of 1999, Rick Jacobson returned to the Dominican Republic and visited the three wells. A woman was using one of the wells. She recognized Rick and said, "After Rotary drilled the well, the children stopped dying."

I began telling Rick's experience to the clubs in our district. Soon after, a Rotarian, who wished to remain anonymous, approached me with a check made out to The Rotary Foundation. It was for \$100,000. He told me he wanted his money to go toward a large water project to help the children stop dying. And he wanted his money matched.

Our district leadership and the anonymous Rotarian agreed: We would use his challenge gift to increase the giving to the Annual Programs Fund of The Rotary Foundation. We also agreed that the District Designated Fund allocations associated with this challenge gift and any matching contributions would go to a large-scale water project in a developing country. We chose this approach to give us time to plan the project and to ensure that our water project fundraising did not compete with annual giving fundraising efforts.

By the end of that Rotary year, we had increased our annual giving above the previous year's level by \$246,000. In addition, for almost every year since, we have increased our giving and dedicated the excess District Designated Fund allocations to our water project.

We then began the planning. We needed to find the right part of the world and the right club to partner with. In addition, we knew that for a large water project, we could not do the drilling on our own. We requested proposals from organizations experienced in providing safe water in developing countries. World Vision responded to the request and proposed to match our contributions equally.

It was a good match. They would provide drilling expertise, local administrators in the field, and health sanitation education for all of the communities involved. We in turn would provide volunteers, local Rotary involvement, and good stewardship.

We discussed Haiti as the site of the project. Haiti met many of our key site requirements. It was convenient for volunteers to visit, the local clubs were supportive, and the need was significant. We made a visit to see the need and to connect with Rotarians in the area.

Haiti is a country in need. Many believe it is the most desperate place in the Western Hemisphere. Seventy percent of the population is unemployed, and 46 percent of the

population is without a source of safe drinking water. Life expectancy is just 47 years. Twenty-one percent of the children under the age of five die, primarily because of water-borne illness. In Haiti, we really could help the children stop dying.

We visited with families and saw their homes. We examined the current water sources in use. Almost every child we saw carried a water container and made long hikes each day to collect water for their families. The water they collect, however, comes from polluted rivers.

After meeting with local Rotarians, we set our project goals and began the detailed process of applying for our Matching Grant. The application process is a challenge, but the details ensure good stewardship of the funds we work so hard to raise.

In partnership with the Haitian Rotarians and World Vision, we hoped to drill 141 wells, construct 1,200 latrines, provide sanitation education to each community, and form community associations to help operate and maintain the wells for many years to come — in short, make the project viable and sustainable.

The first of four grant applications was submitted to The Rotary Foundation. It included drilling 20 wells and purchasing pipe, pumps, a truck, and material for construction of over 100 latrines. Our district contributed almost \$50,000 in District Designated Fund allocations. The Delmas/Aéroport Rotary club in Haiti contributed \$500 in cash, and The Rotary Foundation World Fund matched all of this. As promised, World Vision matched these sums to cover costs for administration, health education, and formation of local community associations.

The initial Matching Grant was soon approved, and within a few months we returned to Haiti to get started. We attended meetings where community associations were formed. For a community to obtain a well, 50 families must agree to provide 15 wheelbarrows of sand and 15 wheelbarrows of gravel, three workers for drilling, three members of their community to be trained for repairs, and \$200 toward the cost of drilling. And each family must pay one and a half cents per month in order to use the water. This ensures a sense of ownership and funding for future repairs.

In July of 2004, I returned again to Haiti to attend the dedication ceremony of the first of the 141 wells. My youngest daughter, Ashley, was part of the eight-member volunteer team. We arrived late and were ushered into the local church for a worship service. The members of the community thanked all of us and Rotary for the water. After the service, we went outside to the well and shared sips of cool water with the members of the community.

Later, our team attended a Rotary club meeting, had dinner, and shared a beverage or two. Music started, and soon the Haitian Rotarians were teaching us a popular Caribbean dance. As I danced with my daughter, she leaned in and whispered in my ear, "Dad, I never knew Rotary was like this." I answered, "Neither did I."

To date, 12 volunteer teams from four U.S. Rotary districts have visited Haiti. The teams have visited well sites, worked hand in hand with Haitian Rotarians, attended dedication ceremonies and, oftentimes, supplemented our water project with help for the schools. To date, we have drilled 91 wells, constructed 770 latrines, and provided 40,000 Haitians with access to safe water. Each of the 91 communities has formed a cooperative association to help operate and maintain the wells. There are now 6,000 children under the age of five who, for the first time in their lives, have safe water to drink. The wells cost just \$5,000 each. Back home, this project has increased giving in my district from just under \$100 to almost \$200 per Rotarian.

On my last trip to Haiti, we stopped at the farmhouse of a family that had received one of the latrines. The farmer wished to thank us by giving us a gift of three eggs. As he nervously took the eggs out of the jar, he dropped all three on the ground. The look on his face was that of utter devastation. He shook his head, waved his hand, and returned to his house. He soon came out with three more eggs to give to the 10 of us. As he presented the eggs, I noticed his youngest child on her own come out of the house with a pan. She scraped up the broken eggs and desperately tried to brush the dirt off of the broken yokes.

Many of your districts have participated in successful Matching Grant projects just like our project in Haiti. Thank you! Many of you have helped raise the money that funds these projects. Thank you! The need continues to be there. Through our efforts, the children really can stop dying.

# Rotary Youth Exchange: A Success Story

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## Paige Weting Rotarian and Former Youth Exchange Student

Rotary has long maintained that some of the best ambassadors of goodwill are to be found among youth, a belief that is validated every year by 7,000 Youth Exchange students who promote the cause of world peace in 80 countries worldwide.

The focus of cultural study is to increase understanding, rather than acquire or sustain ethnocentric views. Ethnocentrism leads to arrogance, misunderstanding, and suspicion, qualities that are the antithesis of world understanding and peace. Patience and acceptance are personal attributes that foster impartial study of cultures. The Youth Exchange program is about learning, understanding, and accepting a foreign culture. But it also provides a window on one's culture through the presence and actions of Youth Exchange students in their host countries.

I am proud to have been one of those world peace agents.

In 1990-91, I lived in Japan, District 2640, as a Youth Exchange student. I was 16, and I lived with two host families. I attended a Japanese high school, the first Rotary exchange student to attend there. Before I went, I spoke about 10 words of Japanese. It was, in the words of almost every Youth Exchange student, the best year of my life. The experience kindled my imagination and challenged me in so many ways. Living away from home in a foreign culture at a young age is a transformative experience. There is nothing like it, and it is arguable that once a person is past a certain age, the opportunity for such an experience is lost forever. Young people are fresh, and the world still holds some magic. I think the inexperience of youth is their greatest asset, because it makes them daring and fearless. This may drive parents insane, but it makes the students fully embrace the experience of Youth Exchange.

I am proud to be a Rotarian and proud to be involved in Rotary's Youth Exchange program. We are a worldwide network of dedicated Rotarians working to make the world a better place, one exchange at a time. Our exchange students help to put a real name, face, and personality to the people of a country. They are also able to see other nations by knowing the people that make up the country. Another way of stating it is that one-on-one exchanges help people on all sides to separate the people of a country from the government of a country. These exchanges build the bridges between peoples of the world, and it is in times of trouble these bridges are most important.

Globalization has become quite a buzzword. Youth Exchange is globalization at its best. Globalization at its best is what Youth Exchange students do when they are at their very best. They reach into the heart and soul of other people and other cultures, insisting that there is a way to understand, or at least to set aside, the differences that separate us as human beings and as nations. We must make the entire earth our home. This is what globalization means.

The Rotary Youth Exchange program gives young people a chance to experience the breadth of the world at a time when they will feel it most deeply and take that feeling personally. Once you have lived and actively participated in a foreign culture, it is no

longer just a far-away place. Even today, I never see the news reports with the degree of detachment I used to before I made friends in all corners of the globe. The gap closes between the television and me; I remain personally involved.

Without Japan, I would be a different person than I am today. For you in the audience who don't know me, this statement certainly lacks power. But think back, if you will, to a time that, for whatever reason, affected you so deeply that even now it springs to mind. Think of a dozen of those significant times, or the people who embodied them. You see how it is impossible to imagine who you would be if all that hadn't happened to you? Japan altered the course of my life and changed forever how I perceived the world.

I followed up my Rotary years with another year in Japan during college. After graduation from university, I found my way to Thailand, through a Rotary connection, and worked there for a year. It was during that time that I found my calling. I wanted to help others have an exchange or study abroad opportunity — their chance for a life-changing experience. Off to graduate school I went for a degree in international education. Since then, I have worked at a university sending almost 2,000 students overseas every year to study. It is their turn to explore another country, learn a culture, gain language skills, and begin to realize the impact they can have on the world and what they can learn from others.

I joined Rotary in 2001, when I was only 27 years old. I joined not because I was invited but because I had a debt to pay for the incredible experience I was given as a Rotary Youth Exchange student. It's a debt that will never be repaid in my mind, not through active membership, not through committee work, and not through donations to the Foundation. I do, however, actively participate in all of those areas.

The youth and young adult Rotary programs — Interact, RYLA, and Rotaract — are untapped areas of membership growth. Keep in touch with your alumni, as they are our future business, education, and political leaders. Rotary has a lot to gain from them, and they have a lot to give Rotary.

Shortly after joining Rotary, I was asked to become the district chair for Youth Exchange in District 6580. It's a Rotary job I loved and left only because I would be moving out of the district. One day I got up early in the morning to pick up some Youth Exchange kids who were hosted by other clubs. I gathered them all together in my home for pizza and then we went off to a college football game (soccer for those from the United States). At the end of the game, I drove them back home again. It was a really simple day — pizza, football, and friends. About 7 p.m., I was dropping the last student off, a guy named Flo from France, and he asked, "Why did you do this?" I asked him what he meant.

"You know, spend all day driving to pick us up and drop us off just for a two-hour game. I am sure there are many other things you could have been doing," he said.

My response was simple: "Because somebody did it for me when I was on my exchange. When you go back home, Flo, it will be your job to do it for some other exchange student."

And that is why I joined Rotary and why I continue to be involved with Youth Exchange. I have a debt to pay, and I want our current and future students to have a life-changing experience like only Rotary Youth Exchange can offer.

# Leadership and Ethics

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**Bhichai Rattakul**  
**Rotary Foundation Trustee Chair-elect**

So near and yet so far! Yes, we are so near to the end of this rewarding and hard-working International Assembly, but the journey ahead of us is still long and our final destination of June 2008 still so far away.

In his concluding remarks at the first plenary session, President-elect Wilf expressed his hope and belief that each of us would experience life's choicest blessings throughout these days together, and to go forth from here to serve — to help your clubs, to guide them, to share your strengths and your love freely and fully. So, as we reach this point, I feel a time like this demands strong minds, great hearts, true faith, and ready hands!

Right now it may appear that you will have a large block of time — a whole year — to carry out your mission. But this year, like every year, has but 365 days, and it will be necessary for you to plan your work now if you have not already done so. As the last few days have flown past, so will the days and hours and moments of your year pass. This team will never again be fully assembled as it is today. You will never have another opportunity to serve as you will be serving this year — one year as district governor.

As you may feel alone in this effort, I am reminded of a favorite quote of Harold Thomas, the first New Zealander to serve as president of Rotary International: "I am only one, but I am one. I cannot do everything, but I can do something; and therefore, let me do what I can."

My friends, we have high hopes and high expectations that you will do not only what you can but much more. You will do many great things, because you feel something in the very philosophy of Rotary that is fulfilling. Something basic, something that strikes a chord in each of us, something that motivates us, thrills us, and sustains us. It is too simple to say that what we share is an inclination toward service. I think it is much deeper than that. Henry Ford said:

Anyone who stops learning and working is old, whether this happens at 20 or 80. Anyone who keeps learning and working not only remains young but becomes constantly more valuable, regardless of physical capacity.

I am not young and I do not claim to be valuable, but at 81, I don't see an end to my learning, working, and sharing. I hope you feel that way too!

As you return to your home tomorrow, perhaps you will be asking yourself what you are bringing from this assembly that will help you and your fellow Rotarians to make Rotary membership more effective so that you and your team will have the *desire* to do it even better.

There is no question about it: You are leaders, and your primary job is to lead and to develop leadership in others. There is no stronger or clearer characteristic of a leader than one who is capable of building leadership ability among his or her associates.

During this assembly, you are being trained carefully in the skills and mechanics of organizing and conducting various gatherings within your district. But to make any such event truly successful, you must demonstrate your leadership and inspire others. Please don't forget that an honest executive is one who shares some of the credit with people who did all of the work.

Your presence here indicates that your fellow Rotarians place great faith in you. They look upon you as a leader. However, we must be ever mindful that *all* Rotarians are leaders. They are respected men and women in their businesses and communities. Therefore, you find yourself in the peculiar position of being a leader among leaders. As such, you not only have the opportunity but the responsibility to be a wise and effective leader, assuming authority with humility. Your effectiveness will depend on the confidence you are able to inspire in those who follow you toward your goal.

Leading a district today is a more demanding responsibility than ever before. Every district, every club officer, every committee member has a role to play. Your first duty should be to become informed yourself and then to formulate a plan of action.

Virtues of intelligence, integrity, and courage alone are not enough for the leadership that we expect of you. If you are to be successful as governor, and I know you will be, you must have an overriding determination and devotion to your job. You must have the capacity to stand strong under reverses, to rise from periodic defeat, and to dedicate yourselves to the ultimate goal. Profit from the mistakes of the past, and learn from these experiences. Never be ashamed to own you have been in the wrong; it is a way of saying that you are wiser today than you were yesterday.

The storms of adversity, like those of the ocean, oftentimes rouse the faculties and excite the ingenuity of the voyager. It is said a smooth sea never made a skillful mariner. Golfers accept sand traps, water, rocks, bushes, and other obstacles on the golf course that test their skill. To triumph over them is their task. Thus, as governors, you must accept not only success but tribulation. Remember that a pessimist sees difficulties in opportunities, but an optimist sees opportunities in difficulties.

Rotary International has seen many outstanding leaders throughout the years, men such as President Bill Boyd and President-elect Wilf. You and I are indeed very fortunate to be able to benefit from their sincerity and integrity, their dedication, and their direction. Leadership such as theirs will make your task easier because it is vital that you and I be good followers in the programs they wish to project and the goals they have set. When you return to your district, you will realize that others will be responding to your leadership in like manner.

What is a leader? I really don't see the necessity to elaborate, but please allow me to touch briefly on this. To my mind, leaders must be willing to do everything they ask of their followers and more! They must exemplify a willingness to go that extra mile: to work harder, concentrate longer, and carry, where necessary, an extra burden. A leader is one who carries the torch, lighting the way and allowing followers to catch the fire!

A good leader knows how to call on others and how to delegate. As governors, you have many people available to you to help with the work of Rotary. Please use them. I am thinking here of regional RI membership coordinators, regional Rotary Foundation coordinators, Annual Fund strategic advisers, Rotary Foundation alumni coordinators, and the Major Gift advisers. These Rotarians work at the zone level, and they are there to help you succeed. Call upon them. All you have to do is ask.

As leaders, you should be encouraging Rotarians to become involved. It matters not the size of the club. Many smaller clubs contribute more in the form of service than the larger

clubs. But one of your major challenges this year should be motivating clubs to act within the framework and guideline of the four Avenues of Service, the basic philosophy of Rotary that has been ignored and almost forgotten in many parts of the world for a long time. By doing so, grassroots Rotarians — who are actually the core of our organization — will realize and appreciate the benefits to be derived from this framework. But don't ever forget that participation is the key to involvement.

You must find ways, other than the district events themselves, to *reach* into the clubs. I made it a point to do just that when I served in your capacity many years ago, visiting clubs in my seven-country district in Southeast Asia and staying to work with each of them for one full day and one full night. This strategy had an amazing impact in encouraging more participation from the members. Without this personal contact, you will influence only a fraction of the people. I cannot stress enough that you should establish a good rapport with the individual Rotarians.

One of our greatest weaknesses is that we have been unable to *activate* enough of our membership. There are many, many capable individuals who are not effective because the club has not put them to work and they have not been inspired. My advice to you is to put forth every possible encouragement during your administration to overcome this great shortcoming in Rotary.

Think of the great potential we have to help this world if you make this a major goal during your year. When you visit your clubs or meet with your fellow members anytime, anywhere, let them know that you possess empathy as well as ability. But, most important, let them see your sincerity, which can be your greatest asset. If your members feel you are sincere, they will be eager to support you because they know you believe in Rotary.

Friendship and kindness contribute the basis for a good relationship. We must realize the importance of our every action. Every token of friendship we extend, every letter we write, and every hand we shake has its impact on yet another life and that, in turn, on still another life. Perhaps we often fail to realize how *far reaching* our friendship can be felt. My friendship with Wilf and Joan Wilkinson goes back to 1972. You can imagine how far reaching our friendship and love for each other is felt after all these years.

My fellow Rotarians, another beautiful thing about Rotary is the autonomy of the club. Like people, each Rotary club is different. None of us would *ever* want to change this, for it is one of the unique things about Rotary. The fact that all clubs look at things a little differently can make our task greater in many instances. If we handle our communication with the clubs well, the challenge is to motivate them to move onward and upward. Your persuasiveness and friendliness during all your encounters, especially during your official visit, will give you a wonderful opportunity to inspire and encourage the president and the club through love, friendship, and reason.

Over four centuries ago, Charles V was emperor of the German Empire, which then included most of Europe. He was the most powerful monarch of his time. But, like other monarchs then, he found the job of ruling people a troublesome occupation. In his old age, Charles V retired to a monastery to spend his last days. There he amused himself by tinkering with clocks. He had many of them, and his favorite ambition was to regulate them so they could all strike at precisely the same time. But despite his most persistent, painstaking efforts, he could not accomplish this goal and he finally gave up.

One day, as he sat in his chair, talking to a friend, he philosophized: "I was a fool to try to make my subjects think alike in everything. I can't even make these helpless clocks strike alike."

There are many today who have the same mania as Charles V. They do not rule empires or tinker with clocks, but they work themselves into a state of bitterness and despair on their efforts to make everyone think as they do. Friendships have been broken, families disrupted, and civil wars incited over such differences. The blame lies not with the question involved, nor in the diversity of opinion, but in the human folly of trying to force unwelcome beliefs upon people.

There is no doubt that human progress demands great diversity of thought and action. Single-minded thinking is conducive to inaction and stagnation. Konrad Adenauer once said: "We all live under the same sky, but we don't have the same horizon."

My friends, such is your mission. Such is the leadership quality that you will possess. And in the words of our President-elect Wilf, such is the way you will express your love and share it through Rotary's guiding principles: the four Avenues of Service.

It is so easy for us to be selfish and to grasp wealth and honor for ourselves, but Rotary teaches a practical idealism that proves a person can cherish an ideal and be successful in business at the same time.

Of all the Avenues of Service, Vocational Service is Rotary's own and the most important aspect of Rotary. Whatever else we do in Rotary, others are doing the same and sometimes they might be doing it better. It is through Vocational Service that we *do* what others *don't*.

It is this Vocational Service that Rotary can pride itself on how it has weathered the storms with distinction in the many humanitarian and educational programs. And yet it is important to recognize that although we have made significant progress in the many areas of human activity, both in a material and spiritual sense, our business and professional lives continue to be plagued with scandals and corrupt practices.

In a world where too many overlook the importance of integrity and ethics in business, politics, and their personal lives, the need to represent our vocation in Rotary, and Rotary in our vocation, is as strong as ever.

In recent years, there has been a shift of ethical standards in the homes, in business, and in the political arena that is rapidly spreading across society and all throughout the wireless world in which we live. We see abuses committed for personal gain, ego- and greed-driven leadership and conflicts for nothing but one's own power. A fog that clouds those sinfully minded people makes it difficult for them to comprehend that their actions carry with them international ramifications.

Almost every day, we hear about the flouting of legal and regulatory provisions, the granting of monopoly privileges to friends and relatives and financial backers, the preferential use of privileged information, vote buying, resources wastage, human exploitation . . . the list of abuses committed for personal gain is depressingly long. There is a crisis of ethics everywhere!

One case in particular shocked the world a few years ago and questioned the integrity of those people responsible for the operation of any institution. I refer to the case of Enron Corporation, which after a few years of operation became the world's biggest energy trader, with annual revenues of over US\$100 billion. Its sudden collapse eventually drove accounting and auditing colossus Arthur Andersen into liquidation.

Another case that took place just a year ago in my country involved a politician whose manipulation of stock shares in a public company resulted in a tax-exempt gain of \$2 billion. The deal caused a public outcry and sparked a political crisis in the country that continues today. Once a very popular politician, he has now lost not just support but also

the respect and confidence of the people. This transaction may have been legal, but morally and ethically could it be right? The deal stinks with evidence of serious lawbreaking that could result in the politician going to jail.

With such ethical breaches becoming so commonplace, I am glad to see that Rotarians around the world are now talking *more* about ethics and morality. I think we all realize that a good administrator needs ethics and morality, not just ability and intelligence. This subject, therefore, comes at a time when such issues are being discussed and analyzed at all levels in every country and organization, including our very own Rotary movement.

Business people and those in political power should take greater social responsibility and raise moral standards. As globalization brings business, politics, and economics closer together, each factor could affect another. We should be able to rely on ethics and morality, not legality alone.

And so my dear friends, where do we go from here? I say we must go where the needs are, and we must always ensure that they are the real needs and not those that we think might be the needs.

Allow me to end my talk with a story perhaps familiar to you.

The captain of the ship called the cabin boy to the bridge one evening and asked him to take the helm. The captain pointed to the North Star and instructed the boy to keep headed for that star. Proudly, confidently, the boy took up the task. For a few minutes, the course was true. Then, imperceptibly, the ship began to veer. Soon, the star could be seen off the side of the ship, and by the end of the hour was directly astern. The captain appeared at about the same time. He was greeted by a shout from the boy: "Captain, captain, show me another star. We are making such good time, we have passed that one."

My fellow Rotarians, when you are back in your district, please remind your fellow members that the Object of Rotary provides each club with a chart for a voyage of significant service. The precise course plotted by each Rotarian depends upon his or her individual interests and abilities. But I believe that we can all make the passage successfully if we keep constantly before us *that "north star"* which will be the focus of your year: to show through all our actions that *Rotary Shares*.

Ladies and gentlemen, for more than 100 years we have planned and we have dreamed. The fruits of those plans and dreams are what we accomplish through our service, and it is those accomplishments that will demonstrate how much *Rotary Shares*.

Let us in Rotary *Lead the Way*, not only to practice what we preach but also to raise the level of high ethical standards in our homes, in our businesses, and in our vocations to what we know to be honest, fair, and proper.

Let Rotary's magic shine — the magic that lets ordinary people, like you and me, do absolutely amazing things.

With all my heart, I wish you one and all, my very best wishes for a year of sharing, loving, and helping.

So, let us now go forth from here to serve, and serve until it hurts!

# President-elect's Closing Remarks

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**Wilfrid J. Wilkinson**  
**RI President-elect**

Each one of you in this room has agreed to accept a responsibility. You have accepted the responsibility of leading this great organization of ours in the 2007-08 Rotary year.

I believe that each one of you is capable of that job, and I depend on you to do it well. And your clubs in your districts depend on you to do it well. But more important, all over the world, there are people who need for you to do your job well. They are the people who rely on Rotary. They rely on each individual Rotarian and on Rotary International's leadership. Now, they rely on you.

For the last 102 years, Rotary has been doing its job honestly and well, and people around the world have learned that Rotary is an organization that they can trust. They know that Rotary is an organization of people who are ethical, kind, open-minded, and fair. They know that Rotary is an organization of people with kind hearts and good heads, who have the ability and the willingness to do what needs to be done. They know that their lives have been changed by Rotary's good work.

They are the children learning in schools that Rotary has equipped. They are the women running businesses through microcredit loans that Rotary has funded. They are the entire communities living healthy lives thanks to clean water from wells that Rotary has helped build. They are the countless people around the world who know that their lives are better than they once were, and know that they have Rotary to thank for it. They are the ones depending on you today and in the year that lies before you.

Who else is depending on you? The people Rotary service has not yet reached.

The little girl who, right now, is not in school because her family can't afford the fees for both her and her brother. The child who, right now, is sitting in a classroom, too hungry to learn. The clinic that, right now, can't treat infections because it lacks antibiotics. The family that cannot climb out of poverty because it is headed by adults with no vocational skills. The infant who has not yet been immunized against polio.

These people depend on each one of you and each one of your clubs. They depend on you and on Rotary. They will not be disappointed, because *Rotary Shares*.

Jacob Riis wrote, at the turn of the last century, of a poor family living in a tenement house in New York. They had hardly enough to eat or wear through the winter. And yet, he wrote:

In their dire distress they had taken in a poor old man who was past working, and kept him all winter, sharing with him what they had. He was none of theirs; they hardly even knew him.... It was enough that he was "poorer than they," and lonely and hungry and cold.

All the more so must we, who have so much, share it with others — with those who are still, a hundred years later, lonely and hungry and cold. In this great world of ours, there are still far too many of them.

It is not our responsibility to fix every problem in the world. We cannot cure poverty or eradicate every disease. There will always be suffering that we cannot change. But just as there is suffering we cannot change, so is there suffering that we *can* change. We know that we can make a difference. We choose to make a difference. As Rotarians, we choose to help. As Rotarians, we help by sharing.

I hope that in the past week you have learned what I mean when I say that *Rotary Shares* and when I ask all of you to share Rotary.

*Rotary Shares* by genuine fellowship at each and every meeting. Through our fellowship, we inspire each other to serve. We make sure that our service continues to be enjoyable and never falls by the wayside of our busy lives.

*Rotary Shares* by including the family of Rotary in all its activities. Through a focus on the family of Rotary, we ensure the health of our organization for generations to come.

*Rotary Shares* by bringing water to the thirsty, food to the hungry, and health to all.

*Rotary Shares* through service in literacy, because every person — man, woman, and child — should have the ability to read.

*Rotary Shares* through projects focusing on youth, because it is true that our youth are our future.

And *Rotary Shares* by attracting new women and men to membership. Because no matter how much good work each of us does in the year ahead, if we do not leave a stronger Rotary, we will have failed in our task.

I charge every one of you here today to see that *Rotary Shares* in your year as district governor. I ask you to leave office at the end of your year confident that you have left your district stronger. If you have done this, then you will also have left a better community, a better country, and a better world.

As Rotarians, and as Rotary leaders, we must think not only about the kind of Rotary we will leave the next class of leaders; we must think about the world we will leave to the next generation when our work in Rotary is done.

If we work with honesty and ethics, we will leave a more honest and more ethical world. We will leave a world where the way that is right, that is truthful, and that builds goodwill and better friendships will be seen as the better way — perhaps the only way.

If we leave a world that is healthier and better educated, with families that have more hope for the future, then we will also leave a world with less conflict, for history has shown all too clearly that poverty and ignorance are the root causes of war. If we leave a world with more fellowship and friendship, with more international cooperation and better understanding, then we will have left a world that is a bit warmer, a bit kinder. We will have left a world with a better chance for peace.

*Rotary Shares*, and so we must all share Rotary's dream of a better world. *Rotary Shares*, and so we must all share our abilities, our skills, and our resources. *Rotary Shares*, and so we must all do our best to make sure that the Rotary dream is coupled with hard work — to make the Rotary dream a reality.

# A Different Literacy

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**Molly Melching**  
**Founder, Tostan**

Aida Ndiaye returned home after her literacy class and is uncertain whether she will ever return to participate in this program again. It's not that she doesn't want to learn to read and write. In fact, it has always been her dream to do so. She listens to the radio regularly and hears the messages broadcast so often: Literacy is essential for those who want to get ahead in life. Everyone should know how to read and write; it is critical, according to all the important people in the country. When Aida finally got the opportunity to join a literacy class in her community, she was thrilled. Now she would be educated; she would enter another world and open new opportunities for herself and her community. Except that's not what happened.

She went to class regularly for four weeks, sitting in a classroom, bent over her worksheet, but feels she doesn't understand much of what is going on. She has tried and tried, but these letters and syllables really don't have much meaning to her. She is so tired from her daily work gathering wood, fetching water, cooking, and taking care of a large family. She is anxious and restless, crowded behind that pupil's desk for hours at a time. She now realizes her dream will most likely never come true — she just has so many other things to worry about.

When I first came to Senegal over 30 years ago, I met many women like Aida. In fact, she represents thousands of women across West Africa who, to this day, start in literacy programs with great hopes of a better future and then drop out after a short period of time, discouraged and disillusioned, convinced that they will never “get it,” will never understand what it is that makes everyone so enthusiastic about this reading and writing thing.

What upset me most when I first started my research on literacy in Senegal was that these rural women often felt like *they* were the ones who had failed when they dropped out of class, further lowering their confidence and pride. How many times did I hear Aida, Penda, Fatma, Absa, and Maimuna explain that they were just not capable of learning! Yet as I worked with these women, day in and day out in the small village of Saam Njaay over a five-year period in the 1980s, I realized just how intelligent and capable of learning these women were, even though they had never been to formal school.

There had been much important learning in their lives already. They were truly experts at so many different things: cooking, hair braiding, sewing, vegetable gardening, using medicinal plants to heal, dancing, farming, organizing religious and family events for hundreds of people. But most of all, they were capable of implementing survival strategies under extremely harsh conditions, including making sure that their families get by without running water, electricity, or health services. They also ensure that the little income from the yearly harvest provides for the whole family, even when their husband takes two more wives and has eight more children. I always told them that in many ways, and often in more important ways as related to *their* needs, they were more educated than a university graduate like myself.

Living and working with villagers in this community, I began to realize that perhaps it was the approach for teaching literacy that needed to be rethought. In the traditional lit-

eracy paradigm, it is assumed — even in a group-oriented society where oral tradition is highly valued — that everyone will automatically grasp the importance of mastering the individual skill of reading and writing and immediately know how to use such a skill in his or her everyday life. It is also assumed that active, task-oriented women — who have never before sat in a classroom, who have very rarely seen writing in their environment, and who have no experience in seeing how reading and writing can be *practically* used — will be able, in approximately five months, to quickly learn to recognize and write letters, syllables, and words and be highly motivated to do so. It just was not happening. West Africa had and still has an extremely high dropout rate for most literacy programs. Even those participants who are able to finish their program often quickly fall back into a state of illiteracy for lack of practice.

When I was asked by the community of Saam Njaay to start a literacy program over 24 years ago, I decided to start with different assumptions:

- The participants, particularly rural women who have a rigorous workload of 15 hours a day, need to find a warm, inviting, joyful, and familiar atmosphere when they walk into a classroom at the end of their day. They should not be sitting scrunched up behind small, student desks facing the teacher but, rather, sitting in a semicircle in regular chairs, able to interact freely, to stand up, dance, or sing.
- Before spending hours scrutinizing tiny marks on sheets of paper normally used for starting fires, these women first need to go through a period of learning that reinforces and gives value to the knowledge they have already acquired in life.
- Women who enter a learning environment for the first time need to first gain confidence in expressing themselves, in speaking out and in working with others to achieve common goals before starting a program focusing on only one individual's mental capacities.
- Lastly, participants, particularly women, need to first learn about, discuss, and take action on issues that concern their everyday struggles in a way that engages them actively and allows them to understand that knowledge can be used for very practical goals with immediate results to improve the well-being of their family and community.

With these assumptions in mind, the community members and I developed a program that changed from the traditional literacy paradigm (an implementation of five months of reading, writing, and doing math followed by a postliteracy phase) to a paradigm where people first use their familiar oral tradition to learn, dialogue, and make decisions about issues of importance and then learn to read, write, and use basic mathematic skills in the second phase.

Twenty-four years later, that same literacy program has grown and evolved into a three-year basic education program that has been implemented in over 2,300 communities in Senegal and in six other West and East African countries. This program was controversial when we first began because we did not start out immediately teaching literacy skills *per se*. Though it continues to be controversial, it has several major advantages:

- There are few dropouts; in fact, people tend to invite others to join our classes rather than leave them.
- The program has immediate and often-life-saving results in the areas of hygiene, health, the environment, and the respect of human rights in general.
- The program is sustainable and is spread within the community as well as from village to village by the participants themselves.
- It has led to the emergence of women as active, involved citizens, leaders, decision makers, managers, and locally elected representatives.

What is this program, you ask?

The Tostan Community Empowerment Program is divided into two parts, the Kobi and the Aawde. The Kobi, which means “to turn over the soil in preparation for planting,” lasts 10 months and is composed of over 80 sessions that build on one another and give value to prior knowledge of participants. It teaches democracy, human rights, problem solving, hygiene, and health. The Kobi is a prerequisite to the actual literacy training that comes during year two with the Aawde, which means “to plant the seed.” The Kobi invites all members of the community to be part of the sessions, which occur three times a week for two to three hours. Because there is no reading and writing involved, the elder leaders of the community enjoy attending the sessions. This is not often the case in regular literacy classes, where traditional leaders often feel reluctant to learn at the same time as their younger, quick-learning relatives.

But the presence of these leaders is critical to bringing about change, particularly sustainable change in the community, as these elders are often the decision makers who need to be part of every positive social transformation activity.

During this first year, the participants learn, exchange ideas, and make important decisions affecting their families and their community. The program is presented in such a way as to help them realize that they are capable, intelligent thinkers, planners, organizers, and implementers.

By the second year of the program, participants understand the importance of education and know how reading, writing, and math can be used in concrete ways to achieve practical goals. They are anxious and excited to learn these skills, not as ends in themselves but as important tools to reinforce the activities they have already undertaken. Tostan provides many books to accompany the literacy program and also encourages the community to create a literate environment through posting notices; writing and sharing stories, articles, and poems; creating libraries; and providing newspapers in national languages. With their new literacy skills, participants take notes at their regular meetings, plan and evaluate activities, and manage their community projects.

The Tostan Community Empowerment Program has also led to many other results. Through the Kobi, participants begin to work through and solve important social issues, make positive changes, and act with new confidence, pride, and the conviction that they are part of a larger social movement toward human dignity through respect of human rights and responsibilities. By promoting such issues as vaccination, pre- and postnatal consultation, family planning and birth registration, and women’s leadership and participation, as well as ending ethnic conflict, gender bias, caste discrimination, child and forced marriage, and domestic violence, villagers become powerful human rights activists.

The villagers in this Tostan program also made a historic breakthrough when they decided to abandon female genital cutting, or FGC, a practice that has persisted for generations and has led to incredible pain, suffering, and death for millions of girls and women. Through their basic education program, the women realize that they have responsibilities to protect the health of their daughters, and they gain the confidence to speak out about the issue for the first time and work with religious and traditional leaders to organize others in their community and intramarrying group to abandon the practice as a united family.

The methods and strategies Tostan uses for ending female genital cutting show respect and understanding for the people involved. Trying to force change through coercive action and condemnation has alienated people in the past and can be dangerous because it causes people to become defensive and to cling even more than before to their traditional beliefs. A law against FGC is only helpful after people have gone through a process of nondirective education and truly understand the risks involved in the practice.

Rotarians in Senegal and Washington, D.C., have assisted us by providing equipment and training to help the circumcisers learn a new skill to support themselves and their families.

To date, 1,748 communities in Senegal have chosen to end the practice of FGC through public declarations of intramarrying communities. The public declaration has become a central and crucial aspect of ending FGC and is catching on quickly. Last year alone, six public declarations were held, and we now believe that Senegal could be the first African country to totally abandon the practice of FGC.

I would like to end my presentation showing you a calabash that a group of women gave me at the last declaration for FGC abandonment. These women explained that they wrote *education, hygiene, and health* on the calabash because their new knowledge will ensure better health for the community. Their understanding of human rights will allow them to defend important decisions they have made concerning their health and that of their daughters. I call this the calabash of hope. Though it is only a small calabash, I believe it symbolizes enormous potential. The implementation of empowering literacy programs for millions of women in African countries can lead to a rapid and universal positive change in the status of women and their well-being throughout the entire continent.

As members of a grassroots organization, Rotarians understand the importance of developing projects that reflect the needs and culture of their community. Sometimes, the best way to do that is to work with programs that are already established and respected. At Tostan, we appreciate the assistance provided by Rotary clubs, and we welcome your involvement in the future.

# Enduring Effect of Rotary's Programs

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**Steve Hollingworth**  
**Director, CARE India**

The Rotary Foundation graduate scholarship came at a perfect time for me. I had just returned from studying abroad in South America. This was a life-changing experience for a young man from Elgin, Illinois, USA. It was the first time I was exposed to poverty and the personal suffering it means to millions of people. This made me curious about why this was happening. And I was angry and committed to do something – anything – that would help improve the lives of people living in poverty.

While on the Foundation scholarship, I studied at the University of Manchester in England. This prepared me with practical and theoretical approaches to understanding global poverty and the realities faced by the poor. I studied and lived with people from all over the world who enriched my studies with personal stories and experience.

This scholarship opened up a new life for me with perspectives of our world far beyond what, as a young person in Elgin, Illinois, I could have ever dreamed of. After studying the issues related to global poverty, I have worked and lived outside of the United States for 26 years in some of the poorest countries in the world. My Rotary Foundation fellowship prepared me to address the burden of poverty jointly with the poor.

I have lived in Lesotho, Bolivia, Bangladesh, Sri Lanka, and India. I have served in Cambodia, Afghanistan, the Philippines, Tajikistan, and Uganda for shorter periods. I am very proud to say that the preparation you gave me has been useful in addressing malnutrition, the spread of HIV/AIDS, improving the income and livelihoods of the poorest of the poor. I have worked in numerous emergencies, including the Afghan wars, the Asian tsunami, floods, earthquakes, and cyclonic storms in many countries. This work benefits millions in the poorest communities in the world. In India alone, CARE's work provides direct benefits to over 15 million people per year.

I have seen the indignity of global poverty in the poorest communities of the world. I know the cost of abject poverty. The suffering and loss of potential and human dignity is something we can and must address. It really only takes a small amount of resources by global standards. More important, it takes real and sustained commitment. Ending absolute poverty is possible and attainable, and it is happening in some parts of the world. We understand how to do it, and we even have a good idea of how much it would cost.

Both Rotary and CARE are vehicles to make bold dreams for improving our world practical realities. We are both "can do" organizations that can point to major accomplishments and that have important assets, capabilities, and experiences to address abject poverty. Both of our organizations play a vital role in fostering peace and real human security at a time when these things are greatly needed.

It has been a real privilege for me to serve in CARE for the past 21 years. CARE is a leading humanitarian organization fighting global poverty. We place special focus on working alongside poor women because, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. Women are at the heart of CARE's community-based efforts to improve basic education, prevent the spread

of HIV, increase access to clean water and sanitation, expand economic opportunity, and protect natural resources. CARE also delivers emergency aid to survivors of war and natural disasters and helps people rebuild their lives.

Last year, CARE programs improved the lives of more than 45 million people in 70 countries. CARE not only feeds the hungry; we also help tackle underlying causes of poverty so that people can become self-sufficient. Recognizing that women and children suffer disproportionately from poverty, CARE places special emphasis on working with women to create permanent social change.

Our mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources, and experience, we promote innovative solutions and are advocates for global responsibility. We facilitate lasting change by strengthening capacity for self-help, providing economic opportunity, delivering relief in emergencies, influencing policy decisions at all levels, and addressing discrimination in all its forms.

India is in the middle of profound social and economic change. At the same time, the burden of poverty is a strain for national development. Some 350 million poor people are excluded from many areas of development. Because development has been uneven, there are tremendous gaps between regions, social classes, men and women.

Bringing women together in community self-help groups and encouraging them to have a voice in local village government are revolutions quietly happening in many parts of India. The women in these groups are now empowered to make vital decisions on health and nutrition issues, on issues relating to their children's education, on household investments. These self-help groups enable women to participate in community decisions, enhancing their ability to become active and aware citizens. A focus on women also ensures that change not only happens now but is sustained in the next generation. We call this empowerment.

Women's empowerment is at the heart of CARE's work. Empowerment creates the foundation of key social change, individual fulfillment and self confidence, decision making, civic action, and strength in numbers.

Another area CARE focuses on is microfinance. Savings, credit, and other financial products designed for the poor, such as insurance, are a very successful means of empowering women. Microfinance is a critical tool for addressing absolute poverty with financially self-sustaining approaches. Studies point out that the deepening of formal financial products for the poor is key to reducing inequality and providing a step up out of poverty.

In 2001, fewer than three million poor women had access to formal commercial bank loans. Today, 35 million, or one-third of the poor women in India, now borrow in excess of US\$2.2 billion from commercial banks. Despite the survival/subsistence level of these households, recoveries across the sector are over 90 percent. This is a profitable approach to poverty alleviation and allows women control over their resources.

While the Indian microfinance sector has come of age, there is still a huge, unmet demand for credit, insurance, and other basic financial services. Many of the poor continue to be excluded from financial services. Microfinance reaches only about 10 percent to 12 percent of the poor in the country. Only 20 percent of this demand is currently met, and 60 percent of the poor continue to be in the clutches of unscrupulous moneylenders.

For CARE India, the Credit and Savings for Household Enterprises program, or CASHE, began at a time when the sector was growing and maturing. CASHE has played a small but significant role in integrating the market and attracting sustainable interest of the

mainstream financial institutions to provide financial services to the poorest in the country. The program is uniquely positioned in many ways. It has built capacities of small, fledgling NGOs to become among the most credible microfinance institutions (MFIs) in the country. We have incubated and developed 35 of the top 100 MFIs. With 35 partners in four states, the CASHE collective has over 1.4 million clients. It is the largest aggregator of microfinance institutions and best practices in India. The cumulative savings of the CASHE self-help groups exceed \$22 million, and the outstanding commercial loans are at the level of \$40 million.

The vision and values of Rotary are profound and enduring. Service Above Self, at its heart, means strengthening social capital or the bonds that keep us together in society. It reinforces our ties with communities locally and internationally in our professional and personal circles. Rotary advances understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

The Four-Way Test keeps this vision in daily view. These values are put into practice day in and day out through the service Rotarians provide throughout the world.

I note with great interest the work of Rotary in so many realms. Globally, perhaps, the best-known work has been in polio eradication. Much still needs to be done in countries like India, Pakistan, Afghanistan, and Nigeria to end polio globally. I have seen the mass mobilization happening in India and know the effort and cost involved in addressing the problems. In our health programs in India, we have worked alongside WHO, UNICEF, Rotary, and others to find the children who have been missed. I have participated in pulse polio days and seen the massive mobilization that has happened. It is critical that these efforts are sustained and the task is finished.

Joseph S. Nye Jr., Harvard University Distinguished Service Professor at the Kennedy School of Government, has concentrated on understanding the concept of soft power. Nye tells us that between people and nations, power can be defined as getting things done, oftentimes through coercion and command. One's size and strength can help this. For nations, our population size, our natural resources, our economics and military strength define our hard power. These are measurable, concrete, and tangible.

Nye forces us to look at the intangibles that also determine why we are powerful and able to get things done. He defines the idea of soft power as the ability to get what you want through attraction rather than coercion or payments. It arises from the attractiveness of our culture, values, and ideals. When our values resonate with others, our soft power is enhanced.

The values and practical good works at the heart of Rotary and CARE are the essence of soft power. These are truly enduring human values. We gain personally through this service; our societies gain by the bonds we create and the goodwill that stems from service and the practical differences made.

A common thread of service and humanity runs through my life. This is a result of my family and the experiences and education I have had. People took an interest in me. Rotarians took an interest in me. I owe a great debt to Rotary International and those Rotarians who have taken a keen interest in me. I thank you all for strengthening this thread of service in me and encouraging my interest and commitment to grow. I am most grateful to you all that this has equipped me with practical skills to contribute to a world of greater understanding, goodwill, and peace through a world fellowship.