

October 7, 2005

Memorandum : Rolf Horndler

From: John Eberhard

Further to your request for a brief on the Global Networking Groups program, I am pleased to attach a summary of the Rotarian Action Groups history and how it might be relevant to considerations of the Trustees of the Rotary Foundation as they embark upon a "visioning" process, part of which may involve consideration of the new Program adopted by the RI Board, June 2005. I hope this is helpful and I look forward to discussing this with you when at the Zone Institute in Lille.

History

PRID John Eberhard made a proposal in October, 2004 calling for the creating of a new program area for Rotary called a "Rotary Service Affiliates". This proposal caught the attention of President Glenn Estess who established an Ad Hoc Committee under the Chairmanship of Past RI President Jim Lacy to study the concept. His committee report was processed through the Programs Committee to the June Board. The result was a new Program area to be called **Rotary Global Networking Groups:**

The well known RI Structured program called Rotary Fellowship Groups has been removed from the "Structured" area and placed in the new category as one of two Global Networking categories. Henceforth, Fellowships with a recreational and vocational focus will remain under the current title of "Rotary Fellowships," while those with a service focus will now be entitled to migrate to and be referred to as "Rotarian Action Groups (RAGs).

A Rotarian Action Group: (RAG) is a voluntary association of Rotarians who unite themselves for the purpose of conducting international service projects that advance the Object of Rotary. Rotarian Action Group activities must be conducted independently of RI, but must be in harmony with RI policy, including the use of the Rotary Marks. Rotarian Action Groups may not be used to promote religious beliefs, political issues, or other organizations. These organizational changes took effect 1 July 2005. The central rationale behind this change is to restore the focus of the Rotary Fellowships program to its original emphasis on fellowship, while providing the growing class of service-oriented fellowships with an administrative structure that will better support the work that is their primary focus. Each Global Networking Group will have its own distinct set of policies; however, these policies differ very little and are meant to cater to the specific definitions of the respective groups. The traditional and time-tested value of Vocational Fellowship Groups and Recreational Fellowship Groups will remain in the "Fellowship Groups" category.

As you know, I have had a long time interest in finding a "Rotary Home" for the many groups that lie on the fringe. These include groups (often comprised of Rotarians or

former Rotarians) who "trade" on our Rotary marks and use the Rotary network. Fortunately, most all have their hearts in the right place. Now, they can find a place within Rotary to do their good works! In part, this memorandum expresses the hope that they will want to take advantage of the new "Rotarian Action Group", category of programs.

A first step is to recognize that a Rotarian Action Group is not a Fellowship Group and should be clearly separated from such by a separate recognition process.

A Rotarian Action Group does not in any way replace or undermine the autonomy and independence (subject to constitutional documents) of our clubs. Indeed, just the opposite. A Global Networking Group will be expected to work through the club network to promote and undertake its work, just as Polio Plus and Polio Plus Partners do. For 60 years, we have asked clubs to encourage members to join Fellowship Groups. These have not had a negative impact on the clubs but rather provide an outlet for club members who are interested in "specializing" in a particular fellowship pursuit. So too with ROTARIAN ACTION GROUPS. An individual club member can find an outlet for an humanitarian passion without leaving the club or creating any prejudice to the club. But, collectively, these individuals can participate in a sub-culture of Rotary that has greater capacity to generate more effective development work in the area of WCS using local clubs and districts as "partners" in the same way that Polio Plus has done.

Relationship between a Rotarian Action Group and the Rotary Foundation of Rotary International.

Rotary in a Global Context

A Rotarian Action Group is a vehicle for Rotarians to implement World Community Service programs. The basis for virtually all WCS programs boil down to making peoples lives a little better – often in the context of a response to communities that feel the results of poverty. Rotary’s emphasis on education, literacy, health concerns and water management are functions of a need to address the underlying quagmire of poverty.

A world leader in Community Development is the special envoy to UN Secretary General Koffi Annan and Chairman of the Earth Institute: Harvard Professor, Jeffrey Sachs.

When Jeffrey Sachs speaks of the “end of poverty” he speaks of “two closely related objectives”.

“ The first is to end the plight of one-sixth of humanity that lives in extreme poverty and struggles daily for survival. The second is to ensure that all the world’s poor, including those in moderate poverty, have a chance to climb the ladder of development.”

From The End of Poverty by Jeffery Sachs (page 24)

The creation of Rotarian Action Groups now places them in a timely and particularly influential position to enter the field, as described by Sachs, and address issues that will embrace the targets that he and Rotary have set. The Millennium Goals of the United Nations are never far from mind. Our own Foundation priorities (particularly in competitive and 3-H Grants) of water, health, educational and literacy together with the Rotary “Menu of Service Opportunities” are consistent with this view.

I provide this introduction because I think it will have relevance to the discussions under way at TRF in the context of your visioning process. It would seem that one expected result will be a policy initiative that will be in harmony with RI’s Strategic Plan. So, I hope you will not mind if I use that as a preamble to some observations as to how the RI Board (and perhaps the Trustees) will begin to think about the potential of Rotarian Action Groups

Rotarian Action Groups (RAGs) have the potential of assisting Rotary International to realize the objectives of its Strategic Plan. I am assuming that TRF will be exploring visionary ways in which it can address the pressing issues that are peculiar to its mandate and programming history. At the same time, it will have to acknowledge RI’s strategic goals and look to a future that is in harmony with those objectives.

Let it not be said that Rotary does not act from time to time in a revolutionary way that Paul Harris said was essential for the growth and continuing relevance of our evolving organization. The new RAGs program recognition by the RI Board is a revolutionary and I dare say, visionary step for RI. It will provide for a new paradigm of service delivery, to be sure. It is consistent with Rotary’s strategic plan. RI and the Foundation might take advantage of the recognition that RI has given to the Action Group delivery vehicle in the context of the Strategic Plan’s objectives of:

- Refining our governance,
- Sharpening our program focus,
- Enhancing our Public Image and
- Approaching a new corporate program.

But, great care must be taken in the oversight of these emerging groups to ensure consistency of the operational integrity and compliance with the time tested Object of Rotary. The Board will necessarily have to closely monitor the implementation and recognition of each applicant Action Group to ensure a business plan that understands the need to observe Rotary’s fund raising and cooperative relationships policies as well as the principals of high quality, effective international development.

How is this relevant to Rotary’s Strategic Planning? Let me examine 4 objectives:

Refining Goal 2: Sharpen Program Focus

Objectives

1. Create a process for identifying, developing, implementing and evaluating a consistent multi-year program of service, for endorsement by each COL, and eliminate the annual change of program focus by the President and/or Board of RI.
2. Create a program focus that unites clubs in their efforts and provides opportunity, flexibility, and encouragement to individual Rotary clubs to respond to the needs of their communities.
3. Pursue opportunities for cooperating with other organizations to better achieve our program objectives.

July 1, 2005 marked the first Rotary day in a new Century of Service. Our beloved organization is poised to offer new and imaginative ways to “do good in the world”.

The Board of Directors under President Glenn Estess has provided the launching pad for a new and creative service vehicle for which President Stenhammar’s Board will provide the ignition and guidance system for the early stages of this new and visionary powerful policy engine.

For 100 years Rotary has recognized our clubs and districts as the means of implementing RI policy and world community service. The 2005 June meeting of the RI Board has called for a new and innovative approach. For the first time in our history, Rotary will now recognize a new program that relies on groups of individual Rotarians – all sheltered under a registered service name, to engage in international service programs in the name of Rotary. These groups, while encouraged to work through the club and district networks, are not club centered. They are made up of knowledgeable and focused individual Rotarians who come together under the name of a Rotarian Action Group.

Rotarian Action Groups will evolve under a new program category called “Global Networking Groups.” These organizational changes took effect 1 July 2005.

The central rationale behind this change is to restore the focus of the Rotary Fellowships program to its original emphasis on fellowship, while providing the growing class of service-oriented fellowships with an administrative structure that will better support the work that is their primary focus. Each Global Networking Group will have its own distinct set of policies; however, these policies differ very little and are meant to cater to the specific definitions of the respective groups. The traditional and time-tested value of Vocational Fellowship Groups and Recreational Fellowship Groups will remain in the “Fellowship Groups” category.

The Code of Policy describes the service programs of Rotary International.

Rotary Code of Policies

40.10. Program Terminology

The following terminology and definitions shall be used for RI Programs:

Special Program of RI - Polio Plus is a special program of Rotary International and has highest priority over all other programs until the certification of eradication is achieved.

Structured Programs – organized activities recommended by the RI Board for clubs and districts that include a policy framework and guideline. These include: Rotary Community Corps, Rotary Volunteers, World Community Service, Youth Exchange, Interact, Rotaract, Rotary Youth Leadership Awards, Rotary Friendship Exchange.

Menu of Service Opportunities - issues and concerns identified by RI as recommended service priorities for clubs and districts for a specified period of time. These include: Children at Risk, Disabled Persons, Health Care, International Understanding and Goodwill, Literacy and Innumeracy, Population Issues, Poverty and Hunger, Preserve Planet Earth, Urban Concerns

The Code of Policy was changed (effective July 1, 2005) to now allow for a fourth Program Classification:

“Global Networking Groups – groups of individual Rotarians organized to focus on shared topics of interest on an international basis.”

Rotarian Action Groups is the new category of international networking Rotarians who band together to perform world community service. A Rotarian Action Group is a voluntary association of Rotarians from clubs in different countries formed for the purpose of conducting international service projects that advance the Object of Rotary.

The new categories are not intended to discourage Rotary Fellowships from engaging in incidental service activities, or to discourage Rotarian Action Groups from enjoying fellowship. Over the next year, each group will be asked to consider what its *primary* function is, and to identify itself as appropriate. It will be in every group’s best interest to accurately assess their classification, as each new policy is intended to serve the specific needs of its respective group. Rotarian Action Groups are defined in **Section 43.020** of the Code of Policies.

There are many other Rotary related groups that will now be able to find a home under the RI policies. These include Non-Club organizations that are not registered but functioning outside the policies of Multi-district Activities or Administrative Groups. These independent not-for-profit organizations with loose Rotary affiliation (in many cases started by Rotarians) are often incorporated in their own jurisdictions for tax and liability reasons. Many have been benignly functioning for a long time and may or may not wish to come under the umbrella of the official R.I. Rotarian Action Group program. If they do, they will surely “sharpen Rotary’s program focus”. Some of the many include:

- RotoPlast
- Interplast
- Shelter Box
- Hunger Plus
- Free the Children
- The Growing Connection
- EarthBox
- RADAR
- Etc.

And then there are multi-district organizations (some of which are functioning pursuant to Board policy) but doing service work similar to that in some of the service Fellowship Groups. They may wish to take advantage of the new program classification and become a ROTARIAN ACTION GROUP. Included in the group would be:

- Australian Rotary Corporate Alliance Program
- Australia WCS
- Paul and Jean Harris Home Foundation (Comely Bank initiative)
- Disaster relief programs
- Programa Rotablind del Rotary Club Santiago, Chile”
- CRCID
- Etc.

Should this happen, both program focus and enhancement of our governance controls will result. If approved and recognized as Rotarian Action Groups, the cumulative effect will be to “sharpen” Rotary’s focus on these approved groups holding themselves out as “Rotary” groups (consisting of Rotarians and not necessarily club based) performing world community service.

TRF Connection

Perhaps the day will come when some of the Rotarian Action Groups (RAGs) will catch the eye of the Foundation Trustees. Like a “Rag Rug” to which many people and resources contribute to produce a beautiful and functional mosaic, it is not inconceivable that the service being done by a Rotarian Action Group is of such note as to think that the Rotary Foundation will regard them as an attractive potential service partner. Perhaps:

- A matching grant perhaps?
- A restricted fund?
- A donor-advised fund?
- A cooperative relationship like Polio Plus has in its world partnerships

A policy that could allow for funds raised in the name of Rotary by the Rotarian Action Group might flow through the Foundation and allow for the engaging of staff

professionals who are tasked to manage or work on specific programs initiated by the Action Group? Why not? This would be a win-win for both and make the balance sheet of the Foundation look that much better.

It has been reported that the Shelter Box Program of Great Britain raised 11 million dollars in about 4 months in the name of Rotary to contribute to Tsunami relief. The Fellowship for Fighting Aids has raised over 9 million dollars to fight Aids in Africa (through a cooperative relationship with the international NGO, Hope Worldwide). If both of these groups had been recognized by the Rotary as Rotarian Action Groups and supported by the Foundation, might these publicly raised funds have gone through the Foundation? Whether or not this would have happened, there is enormous potential for similar success stories now to be incorporated directly in the new Rotary program allowed by the Global Networking Groups. Rotary senior leaders continue to talk about the value of Cooperative Relationships. The potential is unfathomable. The time to generate the policies that would permit this to evolve is now available through a focused program using a Rotarian Action Group.

The degree of guidance to be provided by the RI Board over the next few years will be a function of the quality of organization that develops in each Rotarian Action Group. The level of acceptable “behavior” and organizational integrity of these emerging groups of Rotarians will predict the extent of the oversight required. At a well-attended workshop at the recent Centennial Convention participants cited a primary goal of having Action Groups undertake WCS programs that are consistent with the Rotary areas of emphasis and the Millennium Goals. Clearly the development of organizational and managerial capacity is a necessary starting point. The “experts” including KPMG tell us that! Undertaking a programmatic approach to international development has greater efficacy and therefore is preferential to a project-by-project approach. The measurable results must necessarily tie into the poverty reduction strategies of the countries and the sectors in which the Action Group is focusing its attention. The Rotarian Action Groups have the potential to “behave” like operational NGO’s and perform in a much more effective manner because of the relationships that can be built through the club and district networks.

In a way, we are on the verge of re-inventing ourselves! Rotary is on the cusp of a new adventure in service! But care and business prudence is necessary as we move forward.

Rotary has spent 100 years cultivating an internationally recognized reputation for quality humanitarian projects and valuable intellectual property. A Rotarian Action Group will now be able to use the Rotary Marks. While undertaking a major sectoral medical action plan, for example, the Rotary leaders need to be mindful that their Rotarian Action Group carries the reputation of all Rotarians with it. It necessarily follows that each recognized Rotarian Action Group has an enormous responsibility to bring the considerable business and professional expertise that Rotarians apply in their “other lives” to build the necessary credibility for their Action Groups. This will take careful planning, hopefully under a corporate umbrella (which is encouraged by the RI Board) to ensure consistency in management, planning, implementation, accountability, evaluation and reporting of the

specific long-term sustainable program activity for which the group is formed. Only in this way will the Rotarian Action Groups acquire the reputation and credibility that accompany the best known of the international NGO's which these groups have the potential of emulating.

Think of Polio Plus as a Rotarian Action Group 20 years ago. Could we have visualized the results? This is the challenge for a RAG applicant today. For the RI Board, a leap of faith is necessary when it reviews an application for recognition that necessarily is based upon the quality of the application process. The application must give the Board the confidence it needs to actualize the achievements proclaimed possible in the "statement of purpose" and action plan found on the face of the submission.

A new dawn of service delivery has risen on the Rotary world – a world on which the sun never sets. The RI Board under the leadership of President Glenn has indeed taken a giant leap of faith into the future of Rotary Service delivery – perhaps his greatest legacy as our Centennial President. We have set our course. It is now up to the Rotary world to do its best with the tools it has and don't look back!

A Rotarian Action group has the potential of "sharpening our program focus".

Goal 3: Select New Corporate Program Focus

Objectives

1. Develop the criteria that will be used to select a future corporate program, including a standard measure of success.
2. Develop a process to identify a future corporate program.
3. Develop a plan to build organizational consensus for the selected corporate program.

At the present time, the Foundation has no WCS program other than Polio Plus on which it actually raises money. Indeed, the Foundation is not structured to raise money for such programs. And until RI adopts a new corporate program, there will be little interest in private foundations or governments to simply give money to the Rotary Foundation to support the educational and humanitarian program delivery mechanism that Rotarians have been supporting since 1947.

In the interim, we all have the priority interest of insuring that Polio Plus is successfully completed.

But, if and when RI decides on a new corporate program to follow Polio Plus, perhaps the Rotarian Action Groups will have evolved to an operational quality that the trustees will see as being worthy of support. Indeed, the Rotary World will be looking at them with great interest. Should that happen, the Rotary Foundation's ability to raise funds from

non-Rotarian sources will be enhanced significantly. It is well known that it is far easier to raise charitable dollars when a specific and worthy cause is targeted.

Chairman Carlo Ravizza has intelligently predicted that a new vision for TRF must emerge. The “future planning committee” is a good start. Through the strategic planning process, new ways of identifying partners and indeed new ways of giving our Rotary money away should be on the table for discussion. Rotarian Action Groups can play a role in this vision. These groups of Rotarians will be “on the ground” and capable of recognizing local needs and priorities. These will be seen in the context of locally recognized strategic interests and relationships with local governments and NGO’s operating in the framework of Rotary’s programmatic interests. Accountability is built into the Action Group Code of Policies requirements and these groups are already seen as functioning at a high level of competence in program writing, planning, transparent reporting and management skills. The relationship with TRF may well be on the radar scope if the trustees want to reach out and engage these groups as examples of how the synergies of RAGS, Clubs and Districts can work with other cooperating agencies in the delivery of larger and more efficient world community service initiatives.

The Fellowship Groups that might comprise the list of service activity Fellowship Groups that could migrate to the Rotarian Action Group category will become the “unofficial” corporate programs of Rotary. No COL action or even Board action (short of supporting the expansion of these groups as appropriate) would be necessary. These include:

- Rotary Fellowship for Fighting Aids
- Rotary Fellowship of Disaster Managers and Responders
- Rotary Fellowship of Environment
- Rotary Fellowship for Eye Care
- International Fellowship of Rotarians Affected by Hearing Loss
- Humanitarian Service Resource Fellowship
- Fellowship for Mine Action
- Rotarian Fellowship of Multiple Sclerosis Awareness
- Rotarian Fellowship for Population and Development
- International Fellowship of Rotarian Dental Volunteers
- International Fellowship for the Prevention of Drug Abuse
- International Fellowship of Rotarian Dental Volunteers
- Fellowship of Literacy Providers
- Etc.

The Board will have to determine which of these groups should be recognized as Rotarian Action Groups. This may require some “tweaking” of the current policy. By analogy, it will require the Board to decide which applicant has the potential of becoming the next “Polio Plus International Committee”. Will it be the Rotarian for Fighting Aids Action Group”? Will it be the “Disaster Managers Action Group”? This leap of faith will have to be based, in my opinion, on a rigorous application process through a recognition protocol (yet to be determined) for recommendation to the Board. There is at present a discussion going on which addresses this issue.

A recent note captures the point:

Marco Kappenberger of Apia, Samoa, South Pacific (Rotary eClub de Latinoam) is the President of the Environment Fellowship of Rotarians (EFR). He writes:

“Rotary has been able to achieve so very much for humankind with PolioPlus, that, at comparably no expense to RI, Rotary has the potential to very easily do so very much more for humankind where the need is greatest and Rotarians are best at, and should thus not wait any longer to reach its full potential and use much better its global organization and all the willing and so very well-prepared Rotarians everywhere to proactively support best possible sustainable development and the Millennium Goals! Besides RI urgently undertaking soonest to very greatly strengthen its organization and its team doing an always better job in representing RI at the United Nations and so really making optimal use of all the opportunities offered to RI as an NGO (the best and strongest), it will be especially the Rotarian Action Groups that will be ideal to achieve this in the field, everywhere where the need is greatest!

The Environment Fellowship of Rotarians would thus henceforth proactively encourage the formation of RAGs in the fields of Water, Health, Alternative Energies, Pollution, and so many other areas conducive to a better environment and quality of life for all.

As you point out so well "it defines and tests the dedication, integrity, capacity, credibility and professionalism of those wishing to achieve recognition as a Rotarian Action Group. The successful ones will indeed sharpen Rotary's program focus and provide the potential for Rotary's next corporate program(s)."

Goal 4: Refine Governance/Leadership Structure

Objectives

1. Develop a plan and process that will more effectively utilize the organization's management resources to achieve greater efficiency in service to Rotary Clubs.
2. Prepare legislative proposals that define the authority of the organization's president, Board and leadership in regard to approved organizational focus, plans, programs and expenditures.
3. Prepare legislative proposals that provide sustained focus over time for the organization's programs and that also provides for the Strategic Planning Committee to prepare a report annually for the Board, which in turn must report to the Council on Legislation (COL) when in session.

4. Identify the core values of RI as they pertain to matters of governance, and incorporate such values into the constitution documents and the code of policies.
5. Define the respective roles of those involved in governance at all levels.

The Vision of the RI Board in June, 2005 was to create a “A Bright New Century for Rotary – A Bold new Paradigm of Service”. This it did by approving the Rotarian Action Group program.

Key to a Strategic Plan is the ability to look out into the future and imagine what our organization will look like in the future. Following is Rotary’s vision statement:

- *Rotary will be recognized for its leadership and success in the eradication of polio.*
- *Rotary will have a strong and visible presence worldwide.*
- *Rotary will achieve enhanced capacity for friendship and service through a strong organization with increased and diverse membership.*
- *Rotary will advance its ideals of high ethical standards, international understanding, goodwill, and peace through a membership united in service.*

The G/S has indicated a determination for the creation of resource material for Rotarian Action Groups. This would be an excellent beginning and many current fellowship groups and those considering application will be well served by guidelines approved by the Board. There is no timetable established for these guidelines to be produced. It would be my hope that the Board will want to know what these guidelines are before it approves any RAG. It would seem important to have a consistent objective policy for recognition in place before any (including existing fellowship groups) are approved for migration or approval, ab initio, in the RAGs category of GNGs. This matter is further discussed below.

Goal 7: Enhance Public Image

Objectives

1. Develop a review process to determine the success of the current public image campaign.
2. Optimize the opportunities to enhance the public image of Rotary in conjunction with centennial objectives, with particular emphasis on the Chicago area in 2004-05.
3. Ensure a diversified approach to public relations utilizing all media and recognizing regional differences.

The Foundation has developed and provided creative materials for the “Humanity in Motion” campaign to all clubs in January 2005 for use locally in gaining exposure for Rotary during its 100th anniversary. It has worked with selected clubs locally to

regionalize materials and obtain placements. Strategically placed public service announcements in cost-effective venues such as movie theaters and on major airlines during in-flight programming internationally.

This will have many useful intended and unintended benefits in addition to simply raising the public profile of Rotary both among Rotarians and the general public.

At the same time, the best way of getting recognition and public exposure is in the good works that clubs and districts do locally and abroad through world community service projects and programs. Certainly, Polio Plus is the best example (perhaps the only example of a world wide program) of how Rotary achieves recognition on a global basis. An effective Rotarian Action Group – an umbrella group of Rotarians implementing a global program - has the same potential.

I would certainly hope that there is some cross fertilization between the "futures committee" of TRF and the Strategic Planning Committee as in many respects there are issues of mutual interest. Both will be well served by keeping in mind the potential value of a Rotarian Action group to realize the objectives of both.

Administrative Framework for Rotarian Action Groups

Time spent now in ensuring a proper administrative culture for this new concept of a non-club based Rotary initiative needs to be thoughtfully planned within the context of the policy decision of the Board. There need be no great urgency to accept a lot of new RAG proposals without first looking well into the future and considering the need for a tight administrative framework in which they will operate and which responds to the criteria for recognition established pursuant to Board policy.

Application and Recognition Process

The Global Networking Group called a Rotarian Action Group concept was conceived in the context of World Community Service and therefore needs to recognize the principals of effective international development. This is quite a different context than that which has worked so well for Rotary Fellowships. In my view, it is important to begin to realize the need to segregate the two.

With such daunting and formidable potential, I hope the RI Board will define and test the dedication, integrity, capacity, credibility and professionalism of those wishing to achieve recognition as a Rotarian Action Group. The successful ones will help Rotary realize its Strategic Plan. The application is therefore a first step and the suggested requirements, though rigorous, are indeed the minimum one might assume that those entrusted, inclined and motivated will need to demonstrate they are “up to the task”.

In the context of that backdrop, I would expect that senior leaders of Rotary will expect that the applicants for recognition as a Rotarian Action Group would be disappointed with anything less. The process needs to be ambitious and demanding so as to reflect the expectations that will follow a decision of the Board to recognize a group.

This is why, as we begin to go down the RAG path, I believe it is essential to set the bar high and the ground rules and expectations firmly at the beginning and to encourage, in any way possible, a credible level of excellence. A rigorous application will be a measure of capacity for the applicant and an important indicator to the RI Board that a particular applicant has the commitment; skill, knowledge and collective experience required of an organization dedicated to “international development” and a credit to the Rotary organization.

Our best way to ensure that only credible and sustainable Rotarian Action Groups are approved by Rotary International, authorized to operate under the Rotary “banner” and “marks”, is to start with the “application for recognition” that is designed to allow them to identify themselves as such. Would they accept less?

As our strategic plan invites Rotary to do, a successful RAG will illustrate how Rotary International is refining its program focus while at the same time refining its governance in a credible and consistent manner. The professionalism of our beloved organization should demand nothing less.

The Chairmen, Frank Devlyn recently opined:

“Good Thinking.....RAGS with guidelines will give new needed momentum to Rotary International. It was a long time coming but finally our Board saw the benefits. It is only logical that a group of dedicated Rotarians from 20 countries, etc. be able to promote what any local small Rotary Club is doing today.”

It is recommended that there should be two application forms. It is recommended that the application for “Recreational and Vocational Fellowships” and for “Rotarian Action Groups” be separated as the expectations for each is different.

The difference between the two groups that have emerged under the umbrella of Global Networking Groups, given their names: Fellowship and Action; and, their purpose and goals, demand differing applications that are defined by service v. fellowship and in the former: rigor, planning, accountability, knowledge, goals and expectations that are quite different and therefore necessarily set the two groups apart.

The form that has been proposed by the staff creates confusion and does not recognize the completely separate nature of these two categories of GNGs. It would be so easy to separate them. Even the Fellowships Committee appointed by President Carl-Wilhelm agrees that the two should be separated (see email from chairperson, Tin Tin Rachid dated August 12, 2005).

Suggestion: See Proposed decision # 1

Capacity of the Rotary Action Group – “The Vision”

It would be expected that included on the management team (the RAG Board) will be included a cross-section of very professional Rotarians with a "world view", concerned with best practices that can only assist Rotary in raising its public image and reducing the risk of failure for any recognized RAG.

I think there is another consideration that the Board may wish to make. And, that is, evidence that the applicants have canvassed and attempted to include all of the known Rotary groups currently involved in the service area (humanitarian sector) so as to ensure a broadly based discussion among Rotarians on issues of "best practice" and the important linkages that are necessary to tackle any world wide problem in a congruent way. If you use Polio Plus as a modal pyramid of Rotary connectedness, you can see that any RAG may have country coordinators, RAG Partner Groups (like Polio Plus Partners), and the many Rotary, government and interagency partnerships that the RAG application contemplates. A rigorous application process has the potential of identifying long-term results that would be the norm for a visionary and well researched, written and comprehensive recognition submission.

Criteria for Recognition

There are long-term implications for a thorough application process. The potential benefits for Rotary in requiring a high standard of competence that will be required to become recognized as a Rotarian Action Group are self evident. There are several Fellowship Groups that would qualify for recognition (i.e. “Population and Development”, “Dental Volunteers”, “Fellow for Fighting Aids”). The transition from a Fellowship to a RAG for these groups should be a rather benign process. They are already functioning at a high level of understanding of what effective international development requires.

It would be my hope that the Board, through a meaningful application process will work out what groups are deserving and capable of performing in the spirit of a Rotarian Action Group and which are not.

In order for the Board to know if the group has the capacity to advance the Object of Rotary, it will logically require far more information than that requested on the current form used by RI staff or that used by a Fellowship Group application. One important feature of the application would be to assist the Board and future Boards with such background information including an objective way in which to make the determination.

A concern expressed by a board member was that he "felt uncomfortable because I see a lack of legitimization on this new way which is self oriented is totally independent" This concern can be met by saying that the board clearly needs to establish a specific

qualifying feature for a RAG approval. Since, like Fellowship Groups, it would be expected that there be only one application accepted in a specific humanitarian sector (i.e. medical – AIDS; Medical – Leprosy; Medical – Malaria etc.) no conflicting or overlapping interest between two groups would be permitted. Naturally, then the board will want to make the right choices. I do not know how it will do this with out a criterion. Indeed, it was for this reason that I produced a draft application form and guidelines that address, in a way, the criteria that the Board might adopt in some form. The staff rejected this suggestion. But, I feel that the Board may wish to revisit this administrative decision.

Indeed the following may be a useful start. This statement contemplates a possible background document to persuade the board that a more rigorous approach to the recognition process would be useful. This is particularly true if the Board regards its decision as having the effect of creating another “Polio Plus” structure in the RAG that mirrors the strategies employed by that most successful program. Such a structure would include an over-arching International Committee that connects with international NGO’s and creates the overall long term strategy and develops intermediate funds and program goals for implementation through the clubs and district networks in different countries and regions of the world. It would include for example in the sector of Health – Malaria, a “corporate structure” including a :

- Rotary International Malaria Action Group (including the corporate officers and members drawn from Rotary’s Global resources together with the RAGs international partners representing governments, NGO.s and UN Committee representation depending on the circumstances)
- Regional Malaria Action Group Committees (countries and regions, each with a Chair, Vice-Chair and members distributed geographically)
- National Malaria Committee Chairs and committees for each
- Malaria Advocacy Task Forces
- National Advocacy Advisors
- Malaria Partners Task Force and related Project sub-groups doing individual mobilization, on-the-ground-project and fund raising initiatives
- Ad Hoc Committees (i.e. Malaria history, PR and professional liaison sub-sets)
- Strategic Advisors appointed on a global basis
- Fund raising initiatives (hopefully with the clear and determined support of TRF with related expense recovery strategies)
- Malaria RAGs Advisory Committee appointed by RI (the President)

This will not happen over night – neither did the global governance structures of Polio Plus. But, the vision should be clear and capable of articulation.

RIPE Carl-Wilhelm has not appointed a "resource committee" for this new program yet . Frankly, if any group needs a "resource", it will be this one. While the administrative process by which recognition has not yet been worked out, I would personally hope that the staff, working with the Board might consider the following:

Firstly, appoint a resource group made up of experienced Rotary leaders to work with the staff on the application process and provision of support to these new "Action" groups.

Suggestion: See Proposed decision #2

Policy and Administrative Framework

Secondly, it is reasonable to expect the establishment of an administrative protocol that ensures that these groups have the capacity to do what they say they can do within the RI Policy framework. This might include steps such as the following:

1) ensure that Board approval is sought and received for each "application" for proposed RAG (including those migrating from the Fellowships category)

2) make the criteria for acceptance much more rigorous than the process used for the Fellowships Groups (Recreational and Vocational)

3) develop a minimum standard matrix for a "business plan" (using international development criteria on a "Result Based Management" format as recognized by significant international NGO's) that the proponents would be expected to adhere to much higher standards for planning, management, implementation, reporting and evaluation of program proposals before acceptance gives rise to more effective, more results based and more sustainable development work. "Action" Fellowship Groups such as Population and Development and Fellowship are already attaining these standards for Fighting Aids. In part, this is why they have been so successful in attracting 3/p funding. It will take some experienced people to develop such a criteria, but, in the long run, I believe that it will enhance the possibility of this program initiative to be a successful RI experiment!

4) assign a knowledgeable staff person who understands international development to this file. A critical analysis should be done on each application for recognition and the staff person assigned should have a knowledge base in this work so as to distinguish the probable "well meaning" disasters (no matter how optimistic the application submission) from the well developed, researched and competent program

proposal associated with the group. A clear statement of the expectations of RI and detailed registration criteria in the proposal forms is a good place to start.

We now have the opportunity of starting from scratch with a new program that will have lots of bumps in it over the short term. The policy framework is in place. Hopefully in the longer term, the administrative requirements for initial recognition will reduce the risks of failure. The time to establish such protocols would be now - at the beginning of what I hope will be a long an enduring program for RI.

How will the Board decide which RAG applications have the potential to realize the “vision”? It would seem important that the Board establish an administrative protocol and recognition criteria that ensures that these groups have the capacity to fulfill the expectations of the policy. The following is a suggestion as to how this might be achieved.

Application Approval Criteria

Below is a suggested draft of objective recognition process criteria that the Board may wish to consider in its deliberation on an application for Rotarian Action Group status. One is reminded that:

A Rotarian Action Group is a voluntary association of Rotarians who unite themselves for the purpose of conducting international service programs that advance the Object of Rotary. Rotarian Action Group activities must be conducted independently of RI, but must be in harmony with RI policy, including the use of the Rotary marks. Rotarian Action Groups may not be used to promote religious beliefs, political issues or other organizations.

In addition RI policy states that, a Rotarian Action Group, “ shall complement the service activities of Rotarians, clubs, and districts in advancing the Object of Rotary and not conflict with the purposes of an existing Rotarian Action Group, RI Program or Rotary Foundation program, unless approved by the Board.”

Further to this Rotarian Action Groups are encouraged to: “investigate other Rotary entities operating in the same sectoral areas etc. for the maximum cooperation, effect and best practices.”

The intent is that an applicant’s capacity need be established on a world wide scale and capable of establishing itself as a singular umbrella organization administering a world community service program that is comprehensive, viable, transparent and operating under sustainable best practices. At the same time it would be structured in such a way as to be open to engagement and involvement of other cooperating organizations interested and committed to the particular initiative. Rotary clubs and districts would be expected to contribute resources and thereby strengthen the program by

undertaking valuable project level support in the traditional ways in which international service is delivered.

Rotarian Action Group Capacity Profile

The purpose of this criteria outline is to provide a vehicle that may be used to evaluate an application to be recognized as a Rotarian Action Group and the capacity to thereby advance the Object of Rotary.

The following outline provides an objective policy (format and process) for approval and/or a basis for recommendations regarding compliance to qualifying features.

The six components of a profile, considered to reflect capacity, are as follows: Each should be evaluated on a scale of limited capacity, growing capacity or high capacity.

Limited Capacity – would likely result in a rejection of the proposal or at best, a referral back for further information.

Growing Capacity – (or “good potential”) would likely call for further information and response to specific inquiries by staff or the RAG Resource Group.

High Capacity – would likely result in recognition with or without additional information.

Component	Key Indicators	Capacity Scale		
		<i>Check as applicable</i>		
		Low	Med	High
Program (the strongest signal of potential success and value)	<ul style="list-style-type: none"> a world vision of the humanitarian sectoral program goals 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> needs to be sustainable, provide quality best practices and be cost effective with measurable human impact and results 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> needs to indicate an understanding of community needs and poverty reduction strategies 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> efficiency of recommended service delivery model measured by client benefit/cost effectiveness in Results Based development impact 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> impact assessment built into RAG program at beginning making it simple to collect data 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> ability to identify and demonstrate best practices and exert policy influence 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> access to technical sector and international partners when required 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> clear plan to engage Rotarians at club and district level 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governance (provides leadership, direction, strategic policy influence and legitimacy to organization)	<ul style="list-style-type: none"> fosters involvement and participation of stakeholders and community with strengthened local ownership program 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> broad functions are policy direction, organizational planning, direction of senior management and enhancing global voluntary sector 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> monitor internal and external environment and respond to change with increased understanding by Rotarian participants at all levels of the program in international development cooperation (WCS) 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> governance includes leadership in the field of the organization's mission as well as those capable of providing policy direction 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> RAG leadership terms are defined and procedures for selecting and orienting new board members (RAG leadership and operational entities) 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<ul style="list-style-type: none"> mission is clear, well defined with appropriate implementation plans to engage global citizens 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<ul style="list-style-type: none"> operating plan grows out of mission and translates into program objectives and supported by realistic budget 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Management <i>(day to day operations, implement board policy and plans)</i></p>	<ul style="list-style-type: none"> capacity to facilitate dialogue and share knowledge with Rotarians and the broader clients and partners in service simplified business process monitor internal and external environment and ability to respond and to quantify change information is readily available to staff management and board applied Results-Based Management “whole of Rotary - Network approach” engage entities fostering the Millennium Goals in Rotary context 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Human Resources <i>(volunteers are a distinguishing feature of a RAG and a particular means for keeping costs low)</i></p>	<ul style="list-style-type: none"> means of accessing particular and valuable expertise through club and district network means of accessing human resources through cooperating partners provision of human relations plan to engage Rotarians in the Rotary Network to implement program 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>Financial Resources <i>(organization can achieve to the extent of financial resources available and how they are managed)</i></p>	<ul style="list-style-type: none"> procedures and systems need to be simplified within guidelines set by RI Board for stewardship and accountability do not rely on “goodness” but put in place internal controls need a diverse resource base and long-term plans for meeting sustained financial needs provision to recover some costs from constituents and clients with fees and charges in sustainability plan – recognizing local ownership of program RAG needs to be self supporting while encouraging clubs and districts to use the traditional Rotary funding strategies to implement projects within the overall program 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

It would seem appropriate for the Board to receive a recommendation from the Programs Committee as to how this format might be realized. The Board might request the Secretariat to work with the Rotarian Action Resource Group to establish an administrative protocol and recognition criteria that ensures that these groups have the capacity to do what they say they can do within the RI Policy framework. This draft is simply a suggestion of some of the “qualifications” for a RAG that would begin to measure the levels of potential to realize the “Vision” by various applicants.

Suggestion: See Proposed decision #3.

There is a slight glitch in the current policy that was passed in June. Since RAGs will necessarily be involved in WCS programs, there is a built in conflict with the current policy provision that attempts to ensure that there will be no conflict with current RI policy. Both TRF and “Structured Programs” contemplate WCS. Therefore any RAG, under the current policy will be in conflict with 43.020.3. It is suggested that the Board consider addressing this oversight by amending the Rotary Code of policy 43.020.3 (4) as follows:

“shall complement the service activities of Rotarians, clubs and districts in advancing the Object of Rotary and not conflict with the purposes or the humanitarian sector of an existing Rotarian Action Group, ~~RI Program or Rotary Foundation Program~~, unless approved by the Board.”

Suggestion: See Proposed decision #4

Lastly, the Strategic Planning Committees should be alerted to the activity taking place in the Rotary world involving “service fellowship groups” and potential RAGs. It would seem helpful to these groups to have the Secretariat communicate with Rotarian Action Groups for the purpose of linking them with the Committees advancing the Objectives of Rotary’s Strategic Plan.

Suggestion: See Proposed decision #5



Draft Decision and Proposed Memorandum for consideration for submission as an agenda item

November 2005 – Board Meeting

Program Committee Recommended Decision

Whereas, the Program Committee affirms its support for the New Program Category of **Global Networking Groups**; and

Whereas in recognition of the need for additional policy guidelines to affect appropriate recognition of **Rotarian Action Groups**, the Committee suggests the following:

Decision:

The Board

1. Directs the Secretariat to create a separate application for recognition form pursuant to Rotary Code of policy 43.020.3 (2), which application is intended to assist the Board in determining the capacity of the applicants to effect the purposes stated.
2. Respectfully requests that the President and his successors appoint a Resource Group made up of experienced Rotary leaders in international development (WCS) to work with the staff on the application and recognition process and reporting to the Programs Committee of the Board on its recommendation for approval of such groups.
3. Requests the Secretariat to work with the Rotarian Action Resource Group to establish an administrative protocol and recognition criteria that ensures that these groups have the capacity to do what they say they can do within the RI Policy framework.
4. Amends the Rotary Code of policy 43.020.3 (4) as follows:

“shall complement the service activities of Rotarians, clubs and districts in advancing the Object of Rotary and not conflict with the purposes or the humanitarian sector of an existing Rotarian Action Group, ~~RI Program or Rotary Foundation Program~~, unless approved by the Board.”
5. Requests the Secretariat to communicate with Rotarian Action Groups for the purpose of linking them with the Committees advancing the Objectives of Rotary’s Strategic Plan.

Appendix A

Rotarian Action Groups

Rotary Code of Policies

40.010. Program Terminology

The following terminology and definitions shall be used for RI Programs:

Special Program of RI - PolioPlus is a special program of Rotary International and has highest priority over all other programs until the certification of eradication is achieved.

Structured Programs – organized activities recommended by the RI Board for clubs and districts that include a recommended framework and guidelines;

Menu of Service Opportunities - issues and concerns identified by RI as recommended service priorities for clubs and districts for a specified period of time;

Global Networking Groups – groups of individual Rotarians organized to focus on shared topics of interest on an international basis.

43.020. Rotarian Action Groups

43.020.1. Terms of Rotarian Action Groups

A Rotarian Action Group is a voluntary association of Rotarians who unite themselves for the purpose of conducting international service projects that advance the Object of Rotary. Rotarian Action Group activities must be conducted independently of RI, but must be in harmony with RI policy, including the use of the Rotary Marks. Rotarian Action Groups may not be used to promote religious beliefs, political issues, or other organizations. Recognition of a Rotarian Action Group by RI in no way implies legal, financial or other obligation or responsibility on the part of RI, or any district or club. A Rotarian Action Group may not act on behalf of RI, or represent or imply that it has authority to act on behalf of RI. A Rotarian Action Group is not an agency of RI. Rotarian Action Groups must be self-sustaining financially, administratively, and otherwise. Rotarian Action Groups may not exist or function in any country in violation of the laws of such country. Individual Rotarian Action Groups are not covered by RI insurance and are encouraged to assess their own risk and secure coverage as appropriate.

43.020.2. Organization and Membership

A Rotarian Action Group shall have a governing document (charter, constitution, bylaws or similar document) which must be consistent with RI policy. All governing documents and amendments thereto must be approved by the RI Board. A Rotarian Action Group shall be organized with at least three officers, one of

who shall be the chair (president or other administrative head). The chair must be an active Rotarian. A group's membership shall be open to all Rotarians and spouses of Rotarians. Groups are encouraged to open their memberships to Rotaractors. Only Rotarians, spouses of Rotarians, and Rotaractors may be members.

43.020.3. Criteria for Recognition as a Rotarian Action Group

All Rotarian Action Groups are subject to approval by the Board for recognition. The Board shall not recognize Rotarian Action Groups formed to promote, participate or be involved in religious or political activities, deal with subjects that negatively affect health or safety, or are not in accord with the Object of Rotary or the overall policy and program of Rotary International.

To be recognized as a Rotarian Action Group, the group must:

- 1) Consist of Rotarians representing at least three countries who share a common interest in a specific worthwhile service activity which advances the Object of Rotary. The Board may reduce or waive the number of countries represented.
- 2) Complete an application, including an action plan that outlines how the group plans to accomplish its service goals, what types of projects it intends to promote or conduct, and the expertise its founding members have in the subject.
- 3) Be organized in accordance with RI policy;
- 4) Shall complement the service activities of Rotarians, clubs and districts in advancing the Object of Rotary and not conflict with the purposes of an existing Rotarian Action Group, RI Program or Rotary Foundation program, unless approved by the Board.

Groups that are denied recognition may not reapply for a period of two years from the date of such denial.

43.020.4. Termination of Recognition

The Board may terminate a group's recognition by RI, with or without the consent of the group's officers or members, for failure to function in accordance with RI policy. Failure to respond to communications from the general secretary for a one-year period may result in termination of recognition of the group.

To maintain its status as a Rotarian Action Group, a group must:

- 1) Function in accordance with its recognized purpose and in accordance with RI policy;
- 2) Publish a newsletter (which may be distributed solely by electronic means) for members of the Rotarian Action Group in good standing, at least once during each Rotary year, and file the newsletter and other important communications and documents with the general secretary;
- 3) Hold an annual forum by way of a newsletter, annual meeting, or other activity appropriate to the Rotarian Action Group, through which group members in good standing can interact;
- 4) Respond to inquiries from members, potential members, and the general secretary.
- 5) Submit an annual report of activities, including summary of service projects completed, cost of membership dues and a financial statement showing revenues and expenditures during the previous Rotary year, and a statement of funds on hand at the time of the report, to its members with a copy to the General Secretary by 1 October in each year.

43.020.5. Audited Reports:

Rotarian Action Groups with annual budgets or single service projects with costs of more than US\$100,000 or equivalent are required to provide an annual financial statement and report, that has been independently reviewed by a qualified accountant, to their members, and supply a copy to the general secretary by 1 October in each year.

43.020.6. Services and Suspension

The General Secretary may suspend services provided to a Rotarian Action Group, with or without the consent of the group's officers or members, for failure to function in accordance with RI policy. These services include use of the Rotary Marks, listing in the *Official Directory*, program publications, and on the RI Web site, and provision of a booth at the International Convention, on a space available basis.

43.020.7. Incorporation of Rotarian Action Groups

Rotarian Action Groups are encouraged to incorporate. The advisability of incorporation is a matter the members should determine in light of their activities. Applications for incorporation must be submitted to and approved by the general secretary. The articles of incorporation, or equivalent corporate document, of a Rotarian Action Group must include a statement to the effect that the group is not an activity or agency of RI.

43.020.8. Rotarian Action Groups at RI Conventions

An annual general meeting of each Rotarian Action Group should be held immediately preceding or during the convention. Space should be provided at the International Convention for Rotarian Action Groups to meet, where possible, at no cost to the Rotarian Action Groups.

43.020.9. Rotarian Action Group Information in the *Official Directory*

The name, address and Web site of each Rotarian Action Group, and the name, contact information and classification of the chair of each group, shall be listed in the Official Directory each year, provided that such information is submitted by the date set by the general secretary. No further descriptive information shall be included.

43.020.10. Promotion of Rotarian Action Groups

Rotarian Action Groups are encouraged to maintain Web sites that promote their activities and inform their members. Provisional groups that have not yet received recognition from the Board may organize a Web site to seek potential members, as long as the Web site clearly states that the group is not a Rotarian Action Group, and does not use the Rotary Marks. Provisional groups that are denied recognition must disable these Web sites upon notification of the Board's decision.

43.020.11. Statement in Publications

Rotarian Action Groups' newsletters, publications, brochures, and Web sites must prominently display the statement "This Rotarian Action Group is not an agency of, or controlled by, Rotary International" or similar language approved by the general secretary. Following is an approved example of how such language may be incorporated into a statement describing a Rotarian Action Group.

"The Rotarian Action Group for Urban Concerns is a group of Rotarians whose purpose is to mobilize Rotarians and provide global leadership to address issues such as crime, unemployment, substance abuse, and homelessness. This Rotarian Action Group operates in accordance with Rotary International policy, but is not an agency of, or controlled by, Rotary International."

43.020.12. Agreements with Other Parties

Any agreement between a Rotarian Action Group and other parties must clearly state that the Rotarian Action Group is not an agency of, or controlled by Rotary International, an Illinois corporation, and that Rotary International is not liable for the activities of the Rotarian Action Group. Any such agreement must also clearly state that Rotary International is not a party to the agreement, and that Rotary International is not liable for the performance of, or any obligation under, the agreement.

43.020.13. Rotarian Action Group Dues

Rotarian Action Group dues must be of a reasonable amount and limited to that necessary to cover administrative costs. Each Rotarian Action Group shall disclose how dues are used in their governing documents, and on their membership application materials. Rotarian Action Groups shall prepare and circulate a statement of income and expenses annually to their members as provided in 43.030.4.

43.020.14. Rotarian Action Group Service Activities

Rotarian Action Groups are encouraged to work through the existing structure of Rotary clubs and districts to promote and support their service projects. Rotarian Action Groups may not list projects on their Web sites seeking financial support.

43.020.15. Rotarian Action Groups and Other Organizations

In order to ensure coordination and cooperation with Rotary entities that may be involved in similar activities and avoid conflicts of interest, Rotarian Action Groups approaching other organizations for funds in excess of US\$25,000, or other cooperative relationships, shall notify the general secretary in advance of any formal applications. This provision also applies to funds that will be disbursed to a third party organization working with the group.

43.020.16. Rotarian Action Group Circularization Policy

A Rotarian Action Group desiring to request the cooperation of districts, clubs or Rotarians outside of its own membership in connection with any matter whatsoever, shall first submit its purpose and plans to the respective governor or governors and secure his, her, or their approval.

No Rotarian Action Group shall solicit financial assistance or participation in commercial ventures from any Rotary district or club or from individual Rotarians other than its own members unless and until it first secures authorization from the Board.

Even within the limits described above, it is not permissible for a Rotarian to circularize other Rotarian Action Group members on matters affecting his or her individual business interests.

43.020.17. Policy Compliance

Rotarian Action Groups that are not in compliance with RI policy are subject to termination of their status.