EXECUTIVE SUMMARY

Almost 30,000 Rotarians, Rotaractors, and alumni participated in the 2017 triennial strategic planning survey “Your Vision for Rotary’s Future.” This survey gathered feedback from respondents to evaluate their current opinions of Rotary and what they would like to see in Rotary in the future, by asking about their ideal organization. This report primarily focuses on the ideals, satisfaction, and experiences of Rotarians with an overview comparison of Rotarians’ ideals to the ideal organizations of Rotaractors and alumni at the end.

Reviewing Rotarian ideals and satisfaction with Rotary, there are a number of strengths:

- Rotarians generally find the friendship/fellowship that they seek in Rotary, in particular through in-person meetings at their Rotary clubs
- Rotarians strongly prefer Rotary’s type of long-term membership
- Most also feel that Rotary provides them with an opportunity to have a positive impact on their community and the world
- There is considerable consistency between the membership of their ideal organization and the actual membership of Rotary
  - Although the actual membership of Rotary lacks full age and gender diversity, most Rotarians are not seeking gender and age parity in their Rotary clubs
- Rotarians are interested in an organization with a wide variety of causes rather than one single cause
- The most popular causes among Rotarians are mostly covered by Rotary’s areas of focus and PolioPlus
- With a good match between their ideals and their Rotary experience, most Rotarians are engaged and intend to remain members, both short and long-term

The results also reveal some opportunities:

- Younger Rotarians, female Rotarians, Rotaractors, and alumni desire a greater percentage of younger and female members than currently exists in Rotary
- Transparency and accountability is a top issue but a quarter of Rotarians say Rotary is lagging behind in this area. Questions about Rotary as a whole and within clubs indicate that ineffective communication methods contribute to the complaints about transparency
- More strategic planning in Rotary clubs may improve member satisfaction and optimism for Rotary’s future
- A significant percentage of Rotarians are frustrated with the pace of change
In addition to Rotaractors and alumni, a growing number of Rotarians select the environment as a chief cause of their ideal organization.

Many Rotarians would like their Rotary clubs to be involved in more community service and international service projects.

Further, results suggest that some clubs are doing a poor job of involving Rotarians in projects and activities, which can lead to disengagement and attrition.

**BACKGROUND**

Rotary’s Bylaws require the Strategic Planning Committee to conduct a survey of Rotarians at least every three years. Strategic planning surveys have been conducted in 2006, 2009, 2012, 2014, and 2017.

Under the direction of the Strategic Planning Committee’s survey working group and with input, guidance, and consultation from Grant Thornton consultants; the 2017 strategic planning survey “Your Vision for Rotary’s Future” was designed to gather Rotarian feedback to build the strategic plan and vision for Rotary’s future. In order to more fully evaluate where Rotary is today and understand what Rotary needs to do to thrive throughout its second century, the Strategic Planning Committee also invited Rotaractors, alumni, and Rotary staff to participate in the survey.

In January 2017, a survey invitation was emailed to a random and representative sample of over 160,000 Rotarians; this representative sample was selected to reflect the percentages of Rotarians in each zone and adjusted according to the expected response rate from each zone. All Rotary staff, more than 66,000 alumni and 87,500 Rotaractors were also emailed an invitation.

The survey was conducted online for four weeks and was available in Chinese-traditional, English, French, German, Italian, Japanese, Korean, Portuguese, and Spanish. The deadline was extended to 10 February to take into account the Lunar New Year holiday.

Overall, more than 28,000 Rotarians and other members of the Rotary family participated in the survey, including:

- 20,693 Rotarians – a Rotarian response rate of 12.9%,
- Almost 7,500 Rotaractors and alumni – a non-Rotarian response rate of 5.8%,
- 440 members of Rotary staff – a staff response rate of 56.8%

The survey data reflects the global nature of Rotary:

- Different relationships and levels of involvement with Rotary including current members, former members, Rotaractors, Rotary staff, and alumni
- Respondents from 196 countries, every Rotary zone, and every Rotary district
- Among the Rotarian survey participants:
  - All lengths of tenure
Different types of membership, i.e., persons who are both Rotaractors and Rotarians, members of satellite clubs, members of e-clubs, etc.

- Every level of Rotary office
- Rotarians who do not hold any office
- Age and gender percentages comparable to the make-up of Rotary’s worldwide membership
- Data weighted by zone to percentage of membership within each zone

ROTARIAN IDEALS AND SATISFACTION WITH ROTARY

In the following sections, we will address what Rotarians want in their ideal organization and then compare that to their feedback about how well Rotary provides/meets those ideals. The Rotarian Ideals and Satisfaction with Rotary section ends with reflections on change readiness among Rotarians and a summary examination of Rotarian engagement.

MEMBERSHIP

In order to understand Rotarians’ preferences and opinions, the questionnaire asked a number of questions about their ideal organization followed by questions about Rotary and their experiences in their Rotary clubs. One question asked participants to select photos which best show the membership of their ideal organization. Respondents could select up to 3 pictures from a total of 21 different photos representing a diverse spectrum of ages, countries, career status, job levels and types of jobs, etc. The following table shows the top 5 most popular pictures chosen by Rotarians to represent the membership of their ideal organization.

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1 As there is a tie for fifth place, there are 6 pictures shown.
Next, respondents were asked to select photos that best represent Rotary’s **current membership.** As the following photos show, Rotarians appear to see Rotary’s membership as less diverse in age than they desire but generally similar in other attributes to their ideal membership.
Comparing the top 5 choices of membership for their ideal organization to their views of Rotary’s current membership reveals that there are three identical choices between ideal and current Rotary membership.

Further, Rotarians’ selection of ideal membership and representative photos of current membership broadly match Rotary’s current demographics – the average Rotarian is middle-aged or older and about 20% of Rotarians are women.

Rotarians’ ideal membership varies significantly by country/region with their ideal tending to be more aligned with both the demographic characteristics of that country/region and the country/region’s Rotary membership.
The variance by country/region does not mean that Rotarians in these countries/regions are dissatisfied with membership in their country/region. As the following example from Taiwan shows, there is often considerable consistency between their ideal membership and their view of typical Rotary members. In the case of Taiwan, 4 out of 5 of their “ideal members” are also, in their view of typical Rotarians today.

In Taiwan as for Rotary overall, the difference between their ideal and actual membership is often that Rotary membership tends to be older. The desire for greater age diversity is especially notable among younger Rotarians.
Similarly, female Rotarians express that they would like Rotary to have more female members. Among younger Rotarians and female members, there exists a significant gap between ideal organization’s membership and their perception of Rotary’s membership.

There is significant consistency across most of these demographics and relationship to Rotary when survey participants select photos that represent typical Rotarians. As the charts above show, both women and younger members’ perceptions of current Rotarians are nearly the same as Rotarians overall. Yet, the membership of 30-39 year old members’ and female Rotarians’ ideal organization would be considerably more diverse than Rotary overall.
Reviewing the selections by age, gender, and country/region, the responses about ideal membership seem to illustrate that Rotarians are looking for the majority of their ideal organization’s members to embody:

- Their current demographics (age, gender, culture/country), stage in career, and job level; and/or
- Their past selves (gender, culture/country, job level, job type); and/or
- Who they aspire to be, particularly in job level and type; and
- Who they can imagine as good friends or colleagues in the future

When reviewing these results across a number of dimensions, there are two leading types of members, two types appearing to be acceptable by most Rotarians. These two exemplars of Rotarians’ ideal organization are:

Only one was selected by most Rotarians, regardless of country or other demographic traits, as both a member of their ideal organization and as representative of a typical Rotarian:

As discussed previously, women and younger Rotarians express a preference for more female and younger members. In previous surveys, Rotarians as a whole also consistently indicated that membership diversity is important for Rotary’s success. For example, in the 2014 Strategic Planning Survey, Rotarians said membership diversity was a top organizational issue in 2014 and predicted it would continue to be a top strategic issue in ten years. Further, as the following chart shows, the vast majority of Rotarians agreed in 2012 and 2014 that Rotary should promote membership diversity.
In this year’s survey in order to better understand Rotarian perspectives on membership diversity, survey participants were asked about the importance of diversity in their ideal organization. The survey specified various types of diversity.

The findings reveal that two types of diversity are most important to Rotarians in their ideal organization:

1. Almost all Rotarians respond that variety of professions/vocations is important in an organization that they would join or support
2. Diversity of perspective and opinion is a priority for the vast majority

A significant majority say membership of all ages and career stages is important.

In the 2014 and 2012 Strategic Planning Surveys, Rotarians specifically called for more young professionals and women in Rotary in their comments about membership diversity. Thus, this
2017 survey delves into the importance of gender and age diversity. In this survey when asked about diversity in their ideal organization, Rotarians do not overwhelmingly select age and gender parity. Indeed, the overall results are consistent with their selection of photos for ideal membership. As the previous chart shows, by percentage of Rotarians’ selecting the “very important” and “important” options, age and gender parity rank last. Further, the majority of Rotarians say gender parity is somewhat important/somewhat unimportant-to-very-unimportant. Some express concerns about female and young professional members:

- “There should be Rotary clubs that are all men, other Rotary clubs that are all women, and some mixed gender clubs. Clubs should not be forced to have an equal mix of genders.” (Rotarian, Germany)
- “It was a serious mistake to open clubs to women and young people who don’t have the professional qualifications.” (Rotarian, Italy)

Again, women and younger members have different perspectives than Rotarians overall. Female Rotarians value gender parity and Rotarians age 30-39 value age parity:

- 70% of female Rotarians say it is important that at least 30% of leaders are women in their ideal organization
- 73% of members between 30 – 39 years old find it important that 30% of leaders are 45 or younger in their ideal organization

Although gender and age parity may be ranked as less important by Rotarians overall, most Rotarians perceive Rotary as being welcoming towards younger and female prospective members. A total of 84% confirm that “women are welcome to join Rotary.” Almost 80% completely agree with the statement “young professionals are welcome to join Rotary.”
When asked about their Rotary experiences, 69% **fully** agree that “Rotary is an organization for people like me.” Yet, almost 30% do not fully agree or even say that Rotary is not for people like them. Similarly, almost 30% of Rotarians respond that their club does **not** reflect the demographic diversity of their local community. Comments illuminate the reasons for the hesitancy about whether Rotary is an organization for them and may not reflect the diversity of their community:

- “I find it is male dominated and ego-centric and still stuck in old ways. Some members are not willing to be flexible and oppose any good changes to move to 21st century. I would like to see more gender and race balance.” (Rotarian, United Kingdom)
- “In Germany, it is almost easier to get into heaven than to get a woman accepted into most clubs. The obsession with Christianity turns off the majority of the population who are non-believers.” (Rotarian, Germany)
- “Many clubs are not adapting to young members. The first club I was a part of still sang songs before the meeting! I left that club, largely, because of that. There needs to be a larger focus on networking and making the meetings and activities more palatable to younger members. We have different goals and desires than older members and there needs to be more of a balance.” (Rotarian, United States)
- “We find young people reluctant to join our Club as the majority of our members are much older than they are! They prefer to be in clubs with their own age mates.” (Rotarian, Ethiopia)
- “[My friends] pictured Rotary kind of being a narrow-minded, conservative, ‘good old boys’ club. While there honestly ARE those elements/members in the club, I saw that most of the club members truly wanted to be of service to their community. Still, I hear statements like ‘those Mexicans’, and some ‘narrow-minded’ remarks regarding gays.” (Rotarian, United States)

**Membership Summary**

Rotarians’ ideal membership is generally consistent with the demographics and attributes of Rotary’s current membership. Many Rotarians’ answers in the survey reveal that they want to be part of and find Rotary to be for “people like them”, i.e., with a significant number of members sharing similar demographic characteristics. The majority of male Rotarians seek diversity of perspective and opinion but are less concerned about achieving age or gender parity. On the other hand, female and/or younger Rotarians – both minority groups among Rotary membership in most countries – would like more age and gender diversity than currently exists in their clubs.
TRAITS AND ATTRIBUTES

“My basic philosophy it to have fun whilst doing good things with like-minded people.” (Rotarian, New Zealand)

As with questions about membership, survey respondents answered questions about the traits and attributes of their ideal organization and then subsequently, were asked to what extent these traits are exhibited in Rotary and their Rotary club. In one survey question, participants were asked to pick between two oppositional traits by indicating their preference plus the strength of that preference for that attribute on a spectrum. As the following chart shows, the majority of Rotarians say that in their ideal organization:

- Through in-person meetings in their communities, members become close friends with other members of a variety of ages (multi-generational)
- Joining the organization is a long-term commitment where, in this service-oriented organization, members are involved with a wide variety of activities and causes, rather than just one global cause

<table>
<thead>
<tr>
<th>Rotarians’ Preferences for Traits/Attributes in Their Ideal Organization</th>
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<tbody>
<tr>
<td>Become close friends with other members and supporters</td>
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<tr>
<td>46%</td>
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<tr>
<td>Service-oriented</td>
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<tr>
<td>42%</td>
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<tr>
<td>Long-term commitment</td>
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<tr>
<td>38%</td>
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<tr>
<td>Multi-generational membership</td>
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<tr>
<td>43%</td>
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<tr>
<td>Wide variety of activities, causes, and reasons to join</td>
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<tr>
<td>33%</td>
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<tr>
<td>In-person meetings in my community</td>
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<tr>
<td>34%</td>
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<tr>
<td>Positive impact on my community</td>
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<tr>
<td>26%</td>
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In 2011 and 2012, extensive research was conducted for Siegel & Gale’s Strengthening Rotary’s Brand initiative. Through this research, Rotary confirmed that Rotarians primarily join for friendship/fellowship and community impact while Rotarians stay for friendship, community impact, and global impact. Consistent with the Siegel & Gale research, the results in this 2017 survey indicate Rotarians would like their ideal organization to spend more of its time on community activities but still want the organization to have a global role.

The following chart displays Rotarians’ opinions about friendship/fellowship in Rotary as well as global and local impact. As the results confirm, their Rotary experience compares favorably with their preferences in an ideal organization. A sizable majority believe Rotary is a good place to make friends and Rotary has a positive impact on their community and world.
Comments illustrate the value of friendship, community and global impact to Rotarians:

- “A very fulfilling way of putting something back into local and international communities. Enjoying the fellowship and fun that being a Rotarian brings.” (Rotarian, United Kingdom)
- “I have met the best people in the community by joining my local Rotary that I probably never would have met if I didn't. To me, Rotary isn't just a community group, it feels more like a family and I have made some really fantastic long lasting friendships.” (Rotarian, United States)

The question about preferences between oppositional traits asked about additional attributes. For some of these attributes, a significant percentage of Rotarians desire a **mix** in their ideal organization.

- Similar to their desire for multi-generational membership, Rotarians want their ideal organization to appeal to both **seasoned and young professionals**
- They wish for their involvement in the organization to be **fun and productive**
- Although most Rotarians specified that their ideal is a service-oriented organization, a significant percentage of Rotary club members would like their ideal organization to be both a **humanitarian organization and a professional business association**
- About the same percentage (40%) of Rotarians prefer their organization to be practical as the percentage (42%) who desire a **mix of practicality and imagination**
For exclusive vs. inclusive, the results reveal no discernable preference for Rotary overall – about equal percentages prefer each of the oppositional traits. The responses for exclusive and inclusive are evidence of the diversity of Rotary opinion around the world: There are clear preferences at the country-level and these preferences vary significantly among the countries. As the following chart displays, Rotarians in some countries strongly prefer an inclusive organization while Rotarians in other countries strongly prefer an exclusive organization.

Looking at the answers to questions about their Rotary experiences provides insight into how well Rotary is meeting the objective of being fun and productive as well as being both a humanitarian organization and a professional business association. In terms of fun and productive, Rotarians often point to their club meeting as the place where it all begins. Almost 70% agree that club meetings are a good use of their time.
• “The club is fun and has great fellowship events. The programs are interesting and varied. We have reached a 50/50 membership of male/female. We are starting to attract young professionals. We are considered a rural club, but yet have a large number of participants in District roles.” (Rotarian, United States)

It is less clear if Rotary fully meets expectations for professional business association-type activities. A slight majority agree that Rotary provides great opportunities for professional networking and another 30% indicate there are some opportunities for networking at Rotary – but perhaps not as many as they hoped. Reflecting the diversity of the Rotary experience around the world, perceptions of opportunities for networking vary greatly by country. Some examples include:

• In Taiwan, 77% of Rotarians agree that Rotary provides great opportunities for professional networking
• In contrast, only 27% in the United Kingdom and even fewer (19%) Italian Rotarians agree
• Almost 10% of American Rotarians respond that Rotary does not provide opportunities for professional networking. A member of a Rotary club in the U.S. explains:
  o “I am relatively new to Rotary. To be honest, I thought it would be great for my business, but it hasn’t been so far. I know Rotary does a lot of good, but so do other service organizations that cost a lot less each year. I am a small business, so every dollar counts. I suggest lowering cost or encourage more Rotarians to remember to support each other's businesses.”

Although their views on networking are mixed, Rotarians respond that Rotary is not (and should not be according to many) an association that people join solely to advance their careers. Only 24% agree they can advance their careers through Rotary.

• “Not enough altruism, fellowship, and honesty. There are lots of selfish and financially immature attitudes that slow down or even stop our most important operations. Due to the way we recruit our members we get too much of a "Chamber of Commerce" feeling, not enough of a humanitarian feeling.” (Rotarian, United States)
To understand further what traits and attributes Rotarians want, the survey continued with a question about the importance of various traits in their ideal organization. Consistent with their preferences for friendship and positive impact on the community, Rotarians indicate that friendship/fellowship and a strong presence in the community are very important to them.

Rotarians’ most important quality in an organization is transparency and accountability. Reflecting this theme, almost two-thirds feel that it is very important that members have the highest ethical standards. In their comments, Rotarians explain:

- “Transparency in working and finance. Each and every member should have right to know the every detail of working and finance of the organization.” (Rotarian, India)
- “Active members feedback needs to be seriously considered concerning expenditures over a certain higher dollar amount prior to decision by the board to issue the funds. Emphasis on local charity support needs to take priority in so far as our donations and all active Rotarians need to be made knowledgeable of who or what these local charities are that we do support. Transparency is a necessary evil for a great organization like the Rotary.” (Rotarian, United States)

Rotarians’ views are mixed about the importance of several other attributes: professional networking, invitation-only membership, decentralization, and tech savvy culture. The majority say offering anytime, anywhere meetings is not important. A Rotarian in India reflects:

- “Would prefer a balance of the old and new in every aspect. That is what would help it be dynamic and evolve. For example, emails and text messages replacing letters is fine. But personally meeting members is absolutely essential to ensure the camaraderie and
fellowship thrive. Only personal meetings can do it. And that’s why Rotary has survived these many decades.”

Opinions among Rotarians about the most important attributes vary somewhat by country/region of the respondent. The following chart exemplifies the similarities and differences in opinion by displaying the top six qualities for several countries/regions ranked according to the “very important” percentage. Of note, for Rotarians in all these countries, transparency and accountability consistently ranks as one of the most important traits.
In order to evaluate the match of Rotarians’ ideals to their Rotary experiences, Rotarians were also asked about how well each of the same traits/attributes describe Rotary currently. The following chart displays their responses ranked by the percentage “Describes Rotary Completely / Mostly.”
Almost all Rotarians say that Rotary is a global organization with a well-established history and record of accomplishments. Rotarians also rate Rotary highly for friendship/fellowship. In terms of the other top six most important ideal traits, responses are moderately favorable and two reveal areas of opportunity. More than a quarter of Rotarians report only somewhat, very little, or not at all seeing the following most important, ideal traits exemplified in their Rotary experience:

- Transparency and accountability
- Attracts people of the highest ethical standards
“Transparent communication – internally and externally.” (Rotarian, Austria)

“Rotary has a wide range of well qualified people all over the world. We communicate well on projects, especially in developing countries.” (Rotarian, Canada)

While most (73%) respond that transparency and accountability describes Rotary completely/mostly, 26% say that Rotary is lacking in this trait. Looking at perceptions of communication within Rotary facilitates a better understanding of the favorable and unfavorable responses about transparency and accountability in Rotary. Most Rotarians feel their clubs are doing a good job communicating and seeking input: Three quarters of Rotarians say their club does a good job communicating with them. Results are less favorable above the club level—a slight majority (57%) feel well informed about Rotary as a whole. An American Rotarian’s comment may provide insight into one reason why clubs are rated more favorably than Rotary as a whole:

- “As the world turns away from face-to-face communications and meetings, I think the importance of a handshake and meeting over a meal will become more important.”

A Rotarian in Hong Kong explains the impact of communication and an opportunity to improve:
"Effective communications means to channel good deeds of Rotary locally, regionally and globally to all members and to all their communities. [This communication] will help to make Rotarians feel proud and inspire them to continue inviting more friends and colleagues to join Rotary. So far most success stories are only shared in the Rotary magazine and local Rotary club bulletins and district newsletter which is not frequent enough and not distributed widely, efficiently or effectively to the public.”

Other Rotarians’ comments show how insufficient communication can breed suspicion – even where those suspicions are unwarranted.

- [When asked about district’s communication about DDF process and usage in district] “Very poorly. No real formal method of communication, which sometimes makes the whole matter look suspicious (which it is not).” (Rotarian, Kenya)
- “I feel I know very little about RI’s Foundation costs/expenses, how transparent the Foundation is, and apprehend there may be nepotism up the Rotary ladder. There might be a trust deficit between the RI President and the grassroots member.” (Rotarian, India)

Another aspect of accountability and effective communication may be considering Rotarian input when making decisions. When it comes to taking action upon their feedback, many Rotarians are dissatisfied with both their clubs and Rotary as a whole. Only 64% fully agree that their club regularly acts upon members’ input and opinions. Only a minority (36%) agree that Rotary acts upon feedback and others indicate a lack of awareness (11% “don’t know”). A respondent encourages:

- “Ensure that current members are happy, involved and listened to. Everyone equally respected and avoid forming ‘cliques’ that make some members feel outside of the decision-making process.” (Rotarian, United Kingdom)

Related to transparency and accountability, Rotarians select membership of the highest ethical standards as one of the most desired traits. Most Rotarians (74%) find that Rotary attracts people of the highest ethical standards. Rotarians also select “maintaining and promoting core values” as one of Rotary’s greatest strengths. The following comments illustrate respondents’ views of Rotary values and ethical behavior:

- A Rotarian in Greece says one of Rotary’s main strengths is “promoting the highest ethical values of every culture and trying to develop common global ethics.”
- “Rotary Values (which I feel is summed up in 4-way-test) and ethical behavior are core strengths of Rotary which needs to be preserved to continue attracting and retaining quality membership.” (Rotarian, India)
- “Rotary is a great organization to belong to. However, a big percentage of Rotarians do not carry the sense of being a true Rotarian, due to lack of understanding of Rotary mission and goals. Many seem to have joined the organization with personal gains in mind.” (Rotarian, Nepal)
- “People are being invited to join who do not have the professional qualifications and do not embrace the spirit of service above self.” (Rotarian, Spain)
• “1. Rotary of late has become an avenue for more of a social acceptance 2. Not many are interested in serving for Rotary cause 3. Fellowship is misconstrued as consumption of alcohol 4. The educational qualification and professionalism of leaders at various levels influence the working of the Rotary.” (Rotarian, India)

Traits and Attributes Summary

Rotary fulfills Rotarians’ desire to have fun and be productive while meeting with friends to have a positive impact on their local community and the world. Rotarians also value transparency, accountability, and membership of the highest ethical standards; while the majority find Rotary meets these ideal criteria, about one quarter feel Rotary does not fully. Experiences with professional networking opportunities vary greatly by country.

CAUSES, ACTIVITIES & PROGRAMS

“My ideal organization will ensure that it forms a fine balance at micro and macro levels. It will be global as well as local. It will be sensitive to local needs and issues. It will rally everyone together on larger causes and concerns.” (Rotarian, India)

“It gives me more joy to positively touch the lives of others through joint efforts with similarly minded people, than what I can accomplish alone.” (Rotarian, Nigeria)

The third set of questions about their ideal organization asked respondents about the ideal causes, programs/projects, and activities. When describing the attributes, Rotarians indicate a strong preference for a wide variety of causes and activities. When asked which specific causes would be the focus of their ideal organization – and allowed to select only 3 options from a list, their choices display that broad and varied interest: No single cause is selected by the majority of Rotarians. With the greatest percentage (48%), almost half of Rotarians name basic education and literacy. Next, in order of preference, one-third or more of Rotarians select economic and community development and water and sanitation. Almost a quarter of Rotarian respondents are interested in hunger and food scarcity, disease prevention and treatment and environment. Of the eight top causes selected by Rotarians, six are already primary Rotary causes, i.e., areas of focus or polio eradication. The two other causes are hunger and food scarcity and the environment.
According to Rotarians’ responses in this survey, their **three top reasons for volunteering** are:

1. **To positively impact my community** (62%)
2. **To make a difference** in the lives of others **around the world** (48%)
3. **To connect with others** (36%)

Their top **reasons for volunteering are the same as the top three benefits**, in their opinion of joining or supporting Rotary:

1. **Positively impact my community** (68%)
2. **Connecting with others** (61%)
3. **Making a difference** in the lives of others **around the world** (59%)

When asked about the types of projects and programs funded in their ideal organization – and allowed to select all that apply, the results again point to Rotarians’ first, primary interest (75%) in helping/impacting their community but again an interest albeit lesser (48%) in international, humanitarian projects. A slight majority also want programs for youth and young leaders to be funded.

### Causes/Focuses of Rotarians' Ideal Organization

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<tr>
<th>Causes/Focuses</th>
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<tbody>
<tr>
<td>Basic education and literacy</td>
<td>48%</td>
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<tr>
<td>Economic and community development</td>
<td>37%</td>
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<tr>
<td>Water and sanitation</td>
<td>33%</td>
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<tr>
<td>Hunger and food scarcity</td>
<td>24%</td>
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<tr>
<td>Environment</td>
<td>23%</td>
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<tr>
<td>Disease prevention and treatment</td>
<td>23%</td>
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<tr>
<td>Peace and conflict prevention/resolution</td>
<td>22%</td>
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<tr>
<td>Polio eradication</td>
<td>22%</td>
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<tr>
<td>Human rights</td>
<td>14%</td>
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<tr>
<td>Disaster relief</td>
<td>14%</td>
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<tr>
<td>Maternal and child health</td>
<td>10%</td>
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<tr>
<td>Women’s empowerment</td>
<td>8%</td>
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<tr>
<td>Refugee crisis</td>
<td>5%</td>
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<td>Human trafficking</td>
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Rotarians appreciate the impact of service on the lives of others, their own lives, and member retention.

- “. . .[D]isagreements on running the Club among members surfaced. . .[and] I decided to leave. [Then I became involved with a service project to provide sports equipment to a school and,] after distributing the sporting equipment/articles, I was surrounded by a group of little boys and girls, holding my hands and hugging me, saying ‘thank you very much. I have dreamt to be able to own the balls and rackets for years. Now my dream come true.’ I could not hold tears. This kept me holding on being Rotarian until today.” (Rotarian, Thailand)

- “Service projects attract highly qualified members. Politics in Rotary dampen their spirits. If they are not involved in activities from day one, we are likely to lose them.” (Rotarian, India)
However, a sizable percentage of Rotarians report insufficient opportunities to be involved with service projects.

- Within their clubs, almost one quarter of Rotarians feel there are too few community service projects each year.
- More than 40% feel that their club conducts too few international service projects each year.
- Almost half would like their club to do a better job matching each member’s interests, skills, and availability to club activities.

Looking into their views on a number of service projects in more detail, there is a discernable difference in the number of international service projects among respondents who said “just right”, “too many,” and “too few.” Those respondents in clubs with between 1 – 5 international service projects are more likely to be satisfied with the number of projects. Respondents in clubs with 2 or fewer international service projects are more likely to be dissatisfied.
Causes, Activities, and Programs Summary

Rotarians’ reasons for volunteering match the benefits that they perceive of joining Rotary. Rotary’s primary causes also mostly match Rotarians’ top interests but many Rotarians would also like their ideal organization to be involved with hunger and food scarcity and the environment. Rotarians are very interested in community and international service projects and sizable percentages feel their club conducts too few each year, particularly international service projects.

CHANGE READINESS

The survey results also provide insight about the desire and willingness for change in Rotary. With 4 out of 10 Rotarians saying the pace of change is too slow, there appears to be significant appetite for change in Rotary as a whole as well as in Rotary clubs.

However, Rotarians doubt Rotary’s willingness and receptivity for change. Slightly more than half feel that Rotary actively seeks out ways to improve. Only 52% say their club is doing a good job updating processes to meet members’ needs. Less than half of Rotarians agree that Rotary leads the way in times of change and fewer than 40% find Rotary to be responsive to new ideas.
Rotarians explain what is necessary to facilitate positive change:

- “Leaders must be charismatic, but they must be leaders who can compromise with their members and resolve problems and businesses in consultation.” (Rotarian, Korea)
- “I wish the senior members of the club would step aside when new members want to step up. I wish they were more open to training the new members on projects they have chaired for years. I would like see more open minded ideas getting support.” (Rotarian, United States)
- “Too many men who have been members for too long and clinging to out-dated concepts of club modus. Hence typical club rituals are anathema to younger men and women, who otherwise have a wish to make the world a better place. Some may find other ways/organisations to satisfy their ambitions.” (Rotarian, United Kingdom)

OVERALL ENGAGEMENT

As discussed in detail, most—but not all—Rotarians’ ideal organization is often a close match for their actual Rotary experience in most areas. Thus, it is perhaps not surprising that overall survey results reveal most members are engaged.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Somewhat Agree</th>
<th>Somewhat Disagree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud of Rotary’s polio eradication campaign</td>
<td>71%</td>
<td>22%</td>
<td>6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am proud to be a Rotarian</td>
<td>61%</td>
<td>29%</td>
<td>9%</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My involvement with Rotary has had a positive impact on me</td>
<td>51%</td>
<td>34%</td>
<td>13%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I recommend my Rotary club to others</td>
<td>44%</td>
<td>38%</td>
<td>14%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I recommend Rotary to others</td>
<td>42%</td>
<td>41%</td>
<td>14%</td>
<td>2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I anticipate I will stay a Rotarian for the rest of my life</td>
<td>41%</td>
<td>32%</td>
<td>19%</td>
<td>5% 3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>With Rotary, I can make a difference</td>
<td>37%</td>
<td>39%</td>
<td>20%</td>
<td>3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rotarians are proud to be Rotarians and more than 80% recommend Rotary and their Rotary club to others. There are high levels of pride in Rotary’s polio eradication campaign and most report that their involvement with Rotary has had a positive impact on them. About 70% would
like to stay Rotarians for the rest of their lives and 69% say they will **definitely** remain a member for at least the next two years.

The results for staying for the next two years provide three different levels of engagement:

- 69% **Definitely Will** = Highly Engaged Rotarians
- 22% **Probably Will** = Somewhat Engaged Rotarians
- 7% **Not Sure** = Somewhat Disengaged Rotarians

**Highly engaged Rotarians** are engaged with Rotary **globally as well as locally** with a 75% rating Rotary as a whole as excellent/very good – above their 70% excellent/very good rating of their club. **Somewhat engaged Rotarians** have **much more favorable opinions of their Rotary clubs** (54% excellent/very good) than of Rotary as a whole (41% excellent/very good). **None** among the somewhat disengaged rate Rotary as whole as excellent but are also not satisfied with their clubs – 43% rate their club as fair or poor.
The following chart shows the differences in intended future involvement among these three groups. The highly engaged group, i.e., the ones who will definitely remain members for the next 2 years, are more than twice as likely to also definitely intend to donate to Rotary than the somewhat engaged Rotarians. The group of somewhat engaged Rotarians, who will probably stay for the next two years, are almost twice as likely as the somewhat disengaged group to definitely intend to donate money to Rotary.
In the next two years, how likely will you be to...?

<table>
<thead>
<tr>
<th></th>
<th>Volunteer for a Rotary international service project</th>
<th>Volunteer for a Rotary community service project</th>
<th>Donate money to Rotary (in addition to dues/fees)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Highly Engaged</strong></td>
<td>23%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td><strong>Somewhat Engaged</strong></td>
<td>10%</td>
<td>26%</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Somewhat Disengaged</strong></td>
<td>9%</td>
<td>17%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Highly Engaged</strong></td>
<td>65%</td>
<td>26%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Somewhat Engaged</strong></td>
<td>35%</td>
<td>47%</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Somewhat Disengaged</strong></td>
<td>25%</td>
<td>42%</td>
<td>24%</td>
</tr>
<tr>
<td><strong>Highly Engaged</strong></td>
<td>48%</td>
<td>33%</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Somewhat Engaged</strong></td>
<td>22%</td>
<td>43%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Somewhat Disengaged</strong></td>
<td>12%</td>
<td>37%</td>
<td>27%</td>
</tr>
</tbody>
</table>

In addition to intentions to contribute money, there are also sizable differences by level of engagement in intention to contribute time and effort for Rotary international and community service projects:

- Half of the highly engaged group say they definitely or probably will volunteer for an international service project. In contrast, only 36% of somewhat engaged members and 26% of somewhat disengaged members say that they will definitely or probably volunteer for a Rotary international service project.
- Across all three levels of engagement, there is a strong interest in community service, but only among the highly engaged Rotarians is there a majority (65%) that definitely intend to volunteer for a Rotary community service project.

Viewing the results reveals significant differences in experiences among these three groups. These differences may indicate levers to use to increase engagement. Perhaps most importantly, there is considerable uncertainty among the somewhat engaged and somewhat disengaged Rotarians about whether Rotary is an organization for people like them.

“I have been fortunate that the Rotarians in my club have made me, as a female, very welcome and appreciate that I help with as many projects/events as I can, but I do know
that there are still some clubs which will not accept female members - shame on them!!” (Rotarian, United Kingdom)

“To date, there have been no benefits to me. I have made no new friends, volunteer opportunities are limited as I work full time and I resent the money I pay each quarter.” (Rotarian, United States)

“In the club, no friendships have developed, although I have been there for years and was already president. There are no deepening connections in the club (only superficial). In other associations, the contact depth and the cohesion are much greater.” (Rotarian, Germany)

Consistently, in multiple different surveys, Rotarians point to friendship/fellowship as very important and a primary reason they join and stay members. Failing to make friends and connect with other Rotarians lessens members’ connection to their club and Rotary as a whole. Almost all of the highly engaged Rotarians find that Rotary is a good place to make friends and 52% of them strongly agree with that statement. Among Rotarians who are not sure if they’ll stay, only 15% strongly agree that Rotary is a good place to make friends and 10% report that in their Rotary experience, it is not easy to make friends.
In their experience, is their Rotary club fun and productive? Whether a Rotarian perceives their club meeting as a good use of their time impacts their engagement.

- “The ideal organization should have members engaged in helping and developing solutions, not memberships and positions. I see that a lot of money is spent in meetings in different countries and it is a lot of money that is not destined for good works. For 30 years I have collaborated anonymously with various causes and I do it by conviction and not to wash my conscience. I do not believe in charity; I believe in involvement.” (Rotarian, Argentina)
- “I expect the meetings to contribute to my professional role. I would like to know more about fellow Rotarians profession, and how I can help them. I would like Rotary to be the means in which we contribute to the development of the community and of the business growth.” (Rotarian, Sweden)

![Bar chart showing the percentage of members who find club meetings a good use of their time]

Similarly, when Rotary clubs do a good job matching activities to their members’ skills, abilities, and interests, their members are more involved and engaged.

Additional representative comments on the importance of involving members:

- “RI should continue engaging other club members other than the club officers because some members feel they are left aside by their club leaders.” (Rotarian, Africa)
- “We have lots of talents in our group with high educated people and some are very successful. I think we can create a bigger difference in our environment if we would use our expertise in a way that best suits, e.g., let the lawyer volunteer in law, the accountant in accounting, etc.” (Rotarian, The Netherlands)
“[The Rotary club] I’m in is engaged, friendly, and encourages learning about Rotary. I’ve learned more about Rotary in this club than previous clubs I’ve been in. And I think the face of Rotary today is all of the faces you pictured, but I believe it will look different depending on what club you’re in. And the variety of clubs means there is a place where all kinds of people belong.” (Rotarian, United States)

“The upper Rotary levels are more and more removed from our club. I now personally refuse to co-finance international projects through Rotary. The processes are too complicated and too opaque. In the past, I had the confidence to organize things in a sustainable and transparent manner. This trust I have withdrawn from RI for a long time.” (Rotarian, Germany)

**Transparency and accountability is the most important, ideal trait for many Rotarians.** Effective communication is integral to creating a transparent and accountable organization. When Rotarians feel well informed about Rotary, their levels of engagement increase. (This finding may also be related to highly engaged Rotarians having a better overall opinion of Rotary as whole than the other groups.)
“I believe that success, especially in Rotary, derives from the organization's ability to adapt. Adaptation may not always occur at the Rotary International level, either. Often times, I find adaptation occurs best at the club level.” (Rotarian, Canada)

Overall, a slim majority of Rotarians express satisfaction with the pace of change and a significant number of Rotarians feel Rotary is changing too slowly. This dissatisfaction increases as levels of engagement decrease.
“As strategic planning proceeds, each club should be looking to the future membership and what exactly is need to attract and retain members at the local community level.”
(Rotarian, United States)

Having a strategic plan is vital to managing change and planning for the future. Analysis of the 2014 triennial strategic planning survey results revealed that Rotarians in clubs with strategic plans are more satisfied. Analysis of these 2017 results confirms Rotarians in clubs with strategic plans are also more engaged and more likely to intend to stay members of Rotary. A full 60% of highly engaged Rotarians are members of clubs with strategic plans compared with 43% of somewhat engaged Rotarians.

The majority of the somewhat disengaged Rotarians are in clubs either without strategic plans (38% no) or their club has failed to inform them if there is a strategic plan (33% don’t know).
Rotarians stress the importance of strategic planning:

- “With the rapidly evolving society, strategic planning becomes very important to stay up to date and connecting with the world.” (Rotarian, India)
- “A good strategic plan of a club can able to attract highly qualified members in club and retain them.” (Rotarian, Bangladesh)

Levels of engagement are also correlated with optimism and pessimism about Rotary’s next century. Highly engaged Rotarians tend to believe that Rotary will continue to thrive while the somewhat disengaged have concerns about whether their club will still exist in ten years and doubts about Rotary as a whole’s future.

- “As a proud Rotarian see a very bright future as long as the core focus towards the humanitarian services is maintained and extensively promoted.” (Rotarian, India)
- “We need help. Our club is dying. Our average age is somewhere near retirement and we have lost 75% of our women in the past three years.” (Rotarian, United States)

Concern about Rotary’s future does not only impact those Rotarians who are concerned; pessimism about Rotary’s future may be contagious:
“I am tired of the constant doom and gloom about Rotary falling apart. I think RIBI may be struggling to find things to do with its time but I am part of a vibrant, albeit ageing, club in a vibrant district.” (Rotarian, United Kingdom)

**ROTARACTORS’ AND ALUMNI’S IDEAL ORGANIZATION**

“Rotary should focus on developing the Rotaractors and Interactors as they are the future of Rotary.” (Rotaractor, the Philippines)

Rotaractors and alumni also participated in the survey and were asked the same questions about their ideal organization. With their relationship with Rotary, these groups may be considered members of Rotary’s extended family – and many may also be possible future Rotarians. Comparing their opinions with Rotarians’ opinions provides an interesting perspective on attracting members.

When answering the question about the importance of traits for their ideal organization, alumni, Rotaractors, and Rotarians often reveal similar preferences. Rotaractors and alumni share Rotarians’ view that **transparency and accountability is the most important quality** for an organization they would join or support. Like Rotarians, Rotaractors and alumni also highly value **friendship**.

### Ranking of "Very Important" Attributes by Rotarians, Rotaractors, and Alumni

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Rotarians</th>
<th>Rotaractors</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency and accountability</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Attracts people of the highest ethical standards</td>
<td>2</td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Friendship/fellowship</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>A strong presence in my local community</td>
<td>4</td>
<td>4</td>
<td>7</td>
</tr>
<tr>
<td>A good reputation among my peers</td>
<td>5</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Opportunities to make new friends in my community</td>
<td>6</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Opportunities for involvement/participation that fit my schedule</td>
<td>7</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td>Global / worldwide</td>
<td>8</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>A well-established history with a record of accomplishments</td>
<td>9</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Opportunities for professional networking</td>
<td>10</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Invitation only membership</td>
<td>11</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>A decentralized organization</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>A tech savvy culture</td>
<td>13</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Anytime, anywhere meetings</td>
<td>14</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>
There are some notable differences as well. Rotaractors and alumni are more interested than Rotarians in the organization being global/worldwide and less concerned than Rotarians about the organization’s reputation among their peers. One of the biggest differences in opinion is illustrated more by the response percentages than ranking:

- A slight majority (54%) of Rotarians feel “invitation only membership” is important or very important
- Only 33% of Rotaractors and an even smaller percentage (27%) of alumni say that “invitation only membership” is important or very important.

Likewise, the comparison of Rotarians, Rotaractors, and alumni’s opinions on membership diversity is best illustrated by looking at their corresponding percentages for “very important-to-important” for each type of diversity. Overall, Rotarians view most types of membership diversity as less important than Rotaractors and alumni. For example, corresponding with their greater interest in a global/worldwide organization, Rotaractors and alumni also place a higher value on membership from 200 different countries than Rotarians. However, the greatest differences pertain to the gender and age parity:

- About two-thirds of Rotaractors and alumni say an about equal percentage of male and female members is important in their ideal organization whereas only 43% of Rotarians feel the same – a difference greater than 20 percentage points.
- Two-thirds of Rotaractors and over 70% of alumni want at least 30% of their ideal organization’s leaders to be women. Only a slight majority of Rotarians (54%) say it’s important for their ideal organization.
- In the same way, a slight majority of Rotarians (55%) feel it’s important that 30% of an organization’s leaders are younger than 45 years old compared with 70% of Rotaractors and 63% of alumni.

### Importance of Diversity by Rotarians, Rotaractors, and Alumni

<table>
<thead>
<tr>
<th>Category</th>
<th>Rotarians</th>
<th>Rotaractors</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important-Important</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diversity of professions/vocations</td>
<td>92%</td>
<td>93%</td>
<td>88%</td>
</tr>
<tr>
<td>Diversity of perspective and opinion</td>
<td>87%</td>
<td>94%</td>
<td>93%</td>
</tr>
<tr>
<td>Members of all ages and generations - from 20s to 90s</td>
<td>80%</td>
<td>76%</td>
<td>83%</td>
</tr>
<tr>
<td>Members at all career stages from new graduates to retirees</td>
<td>77%</td>
<td>84%</td>
<td>83%</td>
</tr>
<tr>
<td>Diversity of socio-economic background</td>
<td>75%</td>
<td>78%</td>
<td>83%</td>
</tr>
<tr>
<td>All job levels from non-management to CEO</td>
<td>67%</td>
<td>77%</td>
<td>75%</td>
</tr>
<tr>
<td>Membership from 200 different countries</td>
<td>64%</td>
<td>73%</td>
<td>73%</td>
</tr>
<tr>
<td>At least 30% of the organization’s leaders are younger than 45 years old</td>
<td>55%</td>
<td>70%</td>
<td>63%</td>
</tr>
<tr>
<td>At least 30% of the organization’s leaders are women</td>
<td>54%</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>About equal percentage of male and female members</td>
<td>43%</td>
<td>66%</td>
<td>65%</td>
</tr>
</tbody>
</table>
When asked to select photos that represent the typical members of their ideal organization, Rotaractors and alumni display their preference for a younger membership with more women. In this comparison, Rotary staff is also included. There are three photos that rank in the top 5 for Rotaractors, alumni and Rotary staff:

While the similarities in top choices are conspicuous among Rotaractors, alumni and Rotary staff, the comparison with Rotarians’ membership choices reveals significant differences. As the table below shows, there is only one photo that is among the top choices of all three groups:
Although Rotarians differ substantially from non-Rotarians in regards to membership ideals, more common ground exists when survey participants are asked about their ideal organization’s types of programs, projects, activities, and causes. Rotarians, Rotaractors and alumni are all interested in grants to help their communities and programs to involve youth in service projects.
A greater percentage of Rotaractors than Rotarians or alumni would also like their ideal organization to fund training and development opportunities for youth and members. Explanation for their preferences may be partially found when looking at the reasons why Rotaractors volunteer:

1. To make a difference in the lives of others around the world (55% of Rotaractors)
2. To positively impact my community (54%)
3. To develop new skills and knowledge (47%)

Almost a third of alumni say they volunteer to gain an international perspective which seems to correspond with alumni’s greater degree of interest in funded travel opportunities.

Likewise, the results confirm that Rotarians, Rotaractors and alumni are concerned about many of the same causes. **Basic education and literacy** is the top issue for all three groups. Significant differences in preferred causes are only seen for a few issues:

- Compared with Rotaractors and alumni, greater percentages of Rotarians are interested in **polio eradication** and, to a lesser extent, **water and sanitation**
- On the other hand, greater percentages of alumni and Rotaractors choose **human rights** and the **environment** for their ideal organization’s main focus
Rotaractors and Rotary alumni seek many of the same traits and attributes as Rotarians in their ideal organization, i.e., an organization they would like to support and/or join. All three groups of the Rotary family value friendship and find transparency and accountability important. There are some differences including Rotaractors’ and alumni’s greater interest in training and development opportunities and their higher level of interest in the environment as a cause for their ideal organization. Among the differences, the greatest potential deterrent/detactor from joining Rotary may be the demographics of Rotary’s membership: Is Rotary an organization for people like them? Rotaractors and alumni place more importance on age and gender diversity and select more photos of young professionals and women than Rotarians when asked to identify the typical membership of their ideal organization.

### Ideal Organization’s Causes by Rotarians, Rotaractors, Alumni

<table>
<thead>
<tr>
<th>Cause</th>
<th>Rotarians</th>
<th>Rotaractors</th>
<th>Alumni</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic education and literacy</td>
<td>48%</td>
<td>50%</td>
<td>43%</td>
</tr>
<tr>
<td>Economic and community development</td>
<td>37%</td>
<td>34%</td>
<td>27%</td>
</tr>
<tr>
<td>Water and sanitation</td>
<td>33%</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Hunger and food scarcity</td>
<td>24%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>Disease prevention and treatment</td>
<td>23%</td>
<td>23%</td>
<td>20%</td>
</tr>
<tr>
<td>Environment</td>
<td>23%</td>
<td>32%</td>
<td>29%</td>
</tr>
<tr>
<td>Peace and conflict prevention/resolution</td>
<td>22%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>Polio eradication</td>
<td>22%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Disaster relief</td>
<td>14%</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>Human rights</td>
<td>14%</td>
<td>23%</td>
<td>28%</td>
</tr>
<tr>
<td>Maternal and child health</td>
<td>10%</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Women's empowerment</td>
<td>8%</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Refugee crisis</td>
<td>5%</td>
<td>6%</td>
<td>14%</td>
</tr>
<tr>
<td>Human trafficking</td>
<td>5%</td>
<td>6%</td>
<td>9%</td>
</tr>
</tbody>
</table>