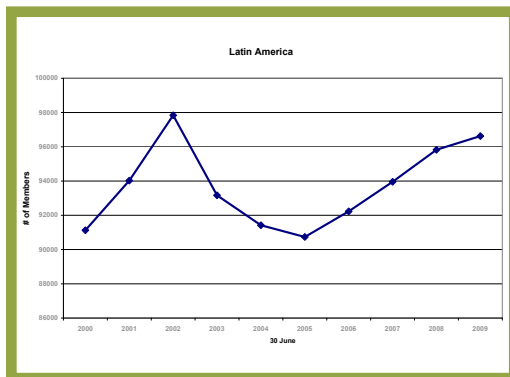
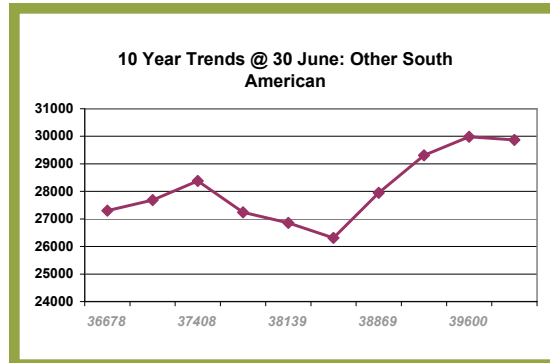
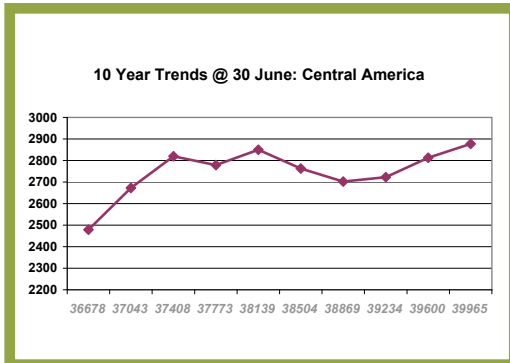
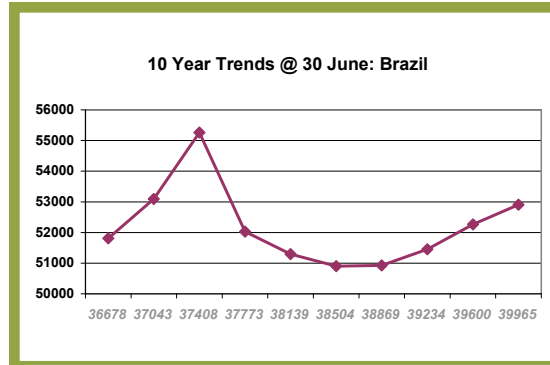
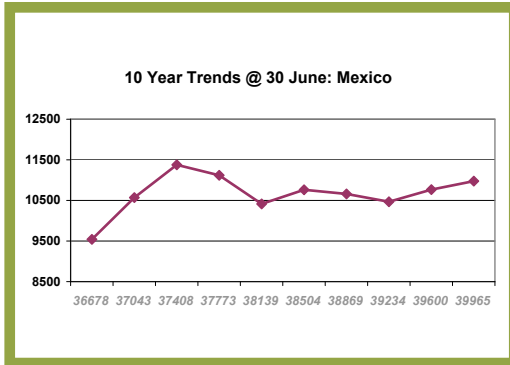




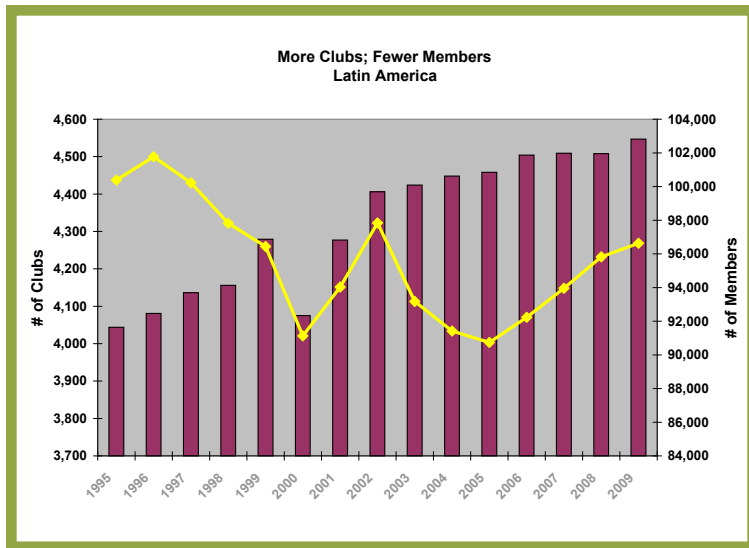
Latin America

10-Year Trend



The four subregions of Latin America (Mexico, Central America, Brazil, and other South America) follow the overall trend in Latin America in terms of membership numbers: a peak in membership in 2002, followed by a drop-off until 2005 and slow growth in the years since 2005.

Mexico is up 15% from 10 years ago, Central America is up 16%, Brazil is up 2%, and other South American countries are up 9%. Overall, Latin America's membership has increased 6% from 2000. This compares to a worldwide membership increase since 2000 of 5%.

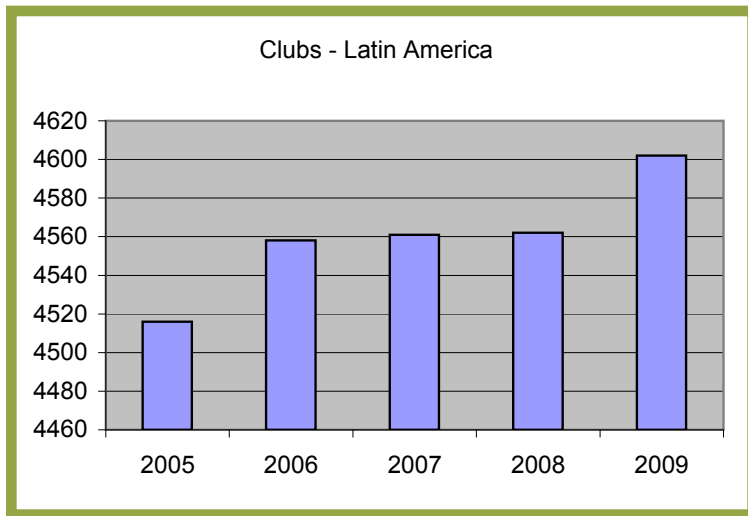


Membership growth is a crucial element in continuing the important work Rotary does throughout the world. Simply put, in order for Rotary to offer more services to more communities at home and abroad, a strong and engaged membership base is needed to provide the time, energy, and resources required to carry out these much-needed projects.

This graph shows growth in clubs as compared to growth in members. As you can see, over the past 20 years, Latin America has experienced a steady growth in the number of clubs but has not maintained that pace of growth in the number of members (though the trend in the past five years is positive). Next, we will examine club characteristics to see what factors might improve membership in line with the increase in number of clubs in the region.

Club Characteristics

Number of Clubs



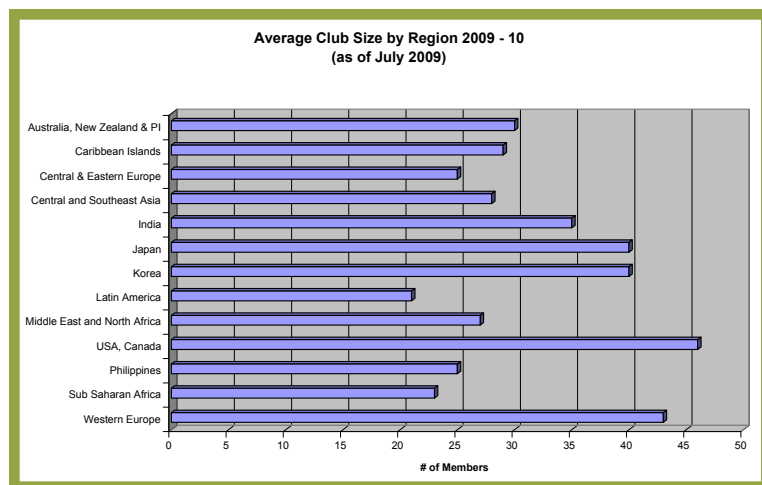
The number of clubs in Latin America has increased by 86 clubs over the past five years (representing a 2% growth in number of clubs over that time period). This compares to an overall growth of 4% in Rotary clubs worldwide.

New clubs are a crucial part of overall membership growth in a region. Establishing new clubs can be an effective way of responding to the changing needs of a community — whether demographic, geographic, or even economic.

Action steps:

- Use **Organizing New Clubs (808)** to learn about the process of starting a new club.
- Consider sponsoring a new club in an underserved geographic location in your community.
- Start new clubs that focus on a particular demographic group that may not be served with a community's current club. Perform the **Membership Diversity Assessment** in **Club Assessment Tools** to see if any demographic groups are underrepresented in your club, and determine whether a new club could respond to those needs.
- Consider starting a Rotary e-club. The 2010 Council on Legislation approved the establishment of up to two Rotary e-clubs per district. E-clubs may be a viable option in your area for members who find it difficult to attend in-person meetings. Review **What You Need to Know about Rotary E-Clubs**.
- Perform the **Membership Satisfaction Survey** in **Club Assessment Tools** to gauge members' happiness with the time your club meets. If a significant number of members are experiencing difficulties with the established time, consider sponsoring a new club that meets at a time more convenient for this group and may also appeal to others in the community.

Club Size



As of July 2009, the average club size in Latin America was 21 members, the smallest of Rotary's 14 geographical regions. The average club size for Rotary worldwide is 37 members.

Of the 4,602 clubs in Latin America, 52% have fewer than 20 members.

The RI Board has established the following provisions to ensure that clubs have adequate numbers to remain viable:

- As of January 2011, any new club is required to have a minimum of 25 charter members. At least 50% of the charter members must be from the local community in which the club is established.

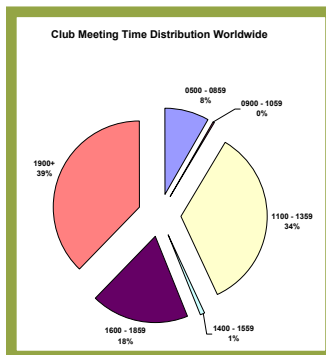
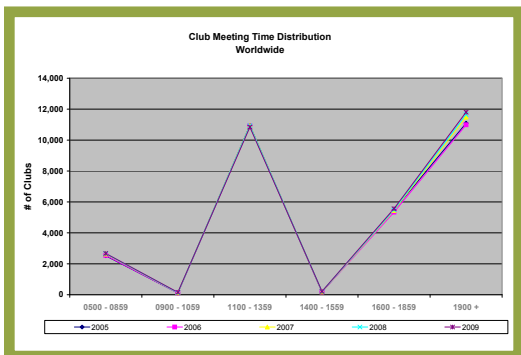
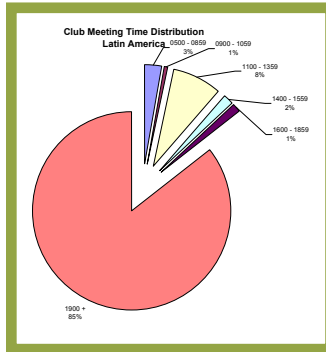
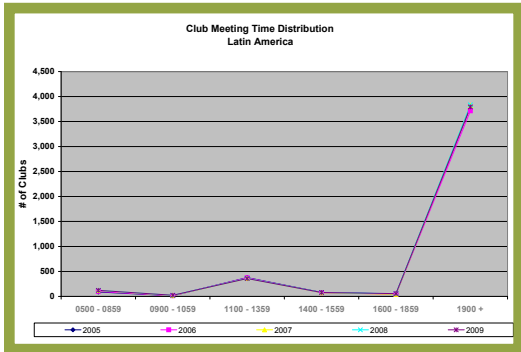
- A club that wishes to sponsor a new club must have at least 20 members.
- Each club is required to pay RI dues for a minimum of 10 members.

The challenges for smaller clubs can be that there are not enough members to successfully carry out service projects for the community or to lead the club and fulfill all of the club's administrative roles. Other issues could be that all professions in the community are not adequately represented and the club does not sufficiently reflect the business and demographic composition of the community.

Action steps:

- Use the *Planning Guide for Effective Rotary Clubs* to assess the club's current state, establish goals for the coming year, and learn and develop strategies to pursue membership goals.
- Use *Be a Vibrant Club: Your Club Leadership Plan (245)* to help you make your club more active, engaging, and vital to the community.
- Use the **Retention Model** and **Termination Profile** in *Club Assessment Tools* to gauge the club's ability to keep members active and to address any weaknesses uncovered.
- Use the *Strategic Planning Guide* as a framework for establishing long-term goals for your club, including increasing your club size.

Club Meeting Time



In Latin America, 85% of clubs meet in the evening (1900 or later), compared to 39% worldwide.

A comment from a Rotarian in the region:

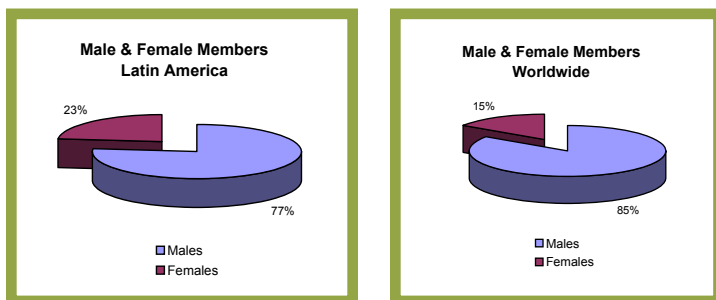
“Latin American society is relatively young, and many people prefer to socialize in the evening. Also, meeting after the business day means that we can take our time and not worry about rushing off to work.”

Club meeting times can affect the ability to attract and involve members. Professional demands have made it difficult for many to attend lunchtime meetings. Younger members with families may have time constraints preventing them from joining evening meetings. The goal is to provide meeting opportunities that are convenient to different situations. Research indicates that flexibility is key to meeting the needs of members and attracting prospective members.

Action steps:

- Use the **Membership Satisfaction Survey** in *Club Assessment Tools* to determine if club meeting times are optimal for your current membership.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to find out if meeting time is a factor in members' decision to leave.
- Consider other meeting times to attract young professionals who may have family obligations that could preclude them from attending evening meetings or cannot attend lunchtime meetings. For example, in some regions, “tea time” clubs that meet at 1600 are successful.
- Consider sponsoring a new club in your area with a different meeting time to accommodate prospective members who can't make your club time.

Member Gender



Approximately 23% of Rotary club members in Latin America are women. The worldwide average for Rotary clubs is 15%.

A comment from a Rotarian in the region:

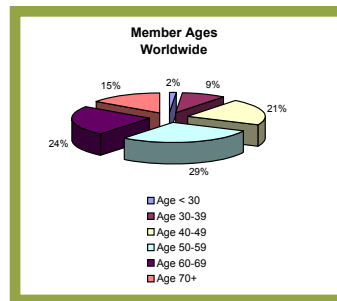
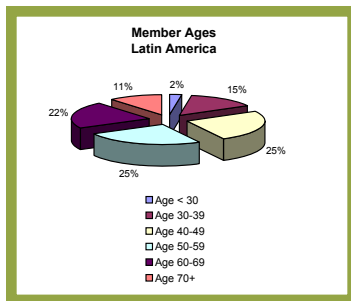
“The high percentage of women members in Latin America is perhaps a reflection of a culture where women take a very active role in all aspects of society — the business sphere, community, and home.”

Although the participation of women in Latin America is better than the worldwide average, when the average size club in Latin America is considered, a club of 21 members would have just 5 women.

Action steps:

- Check with your local business association for statistics on female business owners and professionals. Then make it a goal to match your club’s gender profile to the gender profile of your business and professional community.
- Consider **designing a PR campaign** targeted specifically to women. Research indicates that the public image of Rotary clubs is predominantly male. Often, changing the public’s perception of an organization can be a significant hurdle to improving diversity.
- Send out the **Membership Satisfaction Survey** in **Club Assessment Tools** to learn from female members what may or may not be working for them. Do they feel welcome? Does your club’s structure and schedule fit in with their other responsibilities?
- Perform the **Classification Survey** in **Club Assessment Tools** to make sure your club represents your community’s business and professional interests. Professional and business interests that are not represented in your club’s membership can be an opportunity to focus your club’s recruitment efforts. Consider professional women who might be approached to fill these gaps in classification.
- Have female Rotarians run a club information/promotion meeting to invite business and professional women in your community.

Member Age



Clubs in Latin America have a better mix of member ages compared to clubs worldwide.

A comment from a Rotarian in the region:

“The higher percentage of younger members can be partially accounted for by the fact that Latin America is a younger society demographically than other parts of the world.”

A good balance of member ages allows Rotary clubs to better understand the needs of their communities and address them more effectively. Clubs with an adequate number of younger members will also be less likely to encounter certain problems in the future, such as lack of qualified leadership and attrition. Maintaining a good representation of members in all age groups is a goal for all Rotary clubs worldwide.

Because younger prospective members may have pressing professional and family obligations, packed schedules, and limited financial resources, take appropriate steps to encourage younger membership (particularly people in their 30s).

Action steps:

- Consider reducing club meal expenses.
- Think about waiving or reducing fees for younger professionals for a period of time.
- Assign a veteran member to mentor new, younger Rotarians.
- Organize club projects and events that include families and that provide active, hands-on involvement.
- Set up fellowship and networking activities that are convenient for younger members and are fun and engaging.
- Make members aware of alternative arrangements for getting involved and becoming engaged, such as e-club meetings, attendance at a club committee meeting, or participating in a club-sponsored service project.
- Maintain relationships with Rotary Foundation alumni, including Ambassadorial Scholars, GSE team members, Rotary Youth Exchange students, Rotaractors, and Interactors, and keep them involved in your club’s activities. When appropriate, ask them to become Rotarians.
- Complete the **Membership Diversity Assessment** in *Club Assessment Tools* to identify age groups requiring better representation.

New Club Trends

RI performed a five-year regional analysis of clubs chartered between 1 July 2000 and 30 June 2005. It was published in January 2010.

New Club Viability

	Clubs				Percent Net Change
	Clubs Chartered	Terminated	Reinstated	Surviving Clubs	
India	905	420	94	579	-36%
Philippines	191	96	34	129	-32%
Latin America	653	260	87	490	-25%
Central & Southeast Asia	374	163	75	286	-24%
Africa	195	97	56	154	-21%
Korea	263	57	15	221	-16%
Middle East	97	27	16	86	-11%
Caribbean Islands	24	13	11	22	-8%
Central & Eastern Europe	267	45	24	246	-8%
Canada & USA	491	50	27	468	-5%
Australia, New Zealand & PI	51	6	4	49	-4%
Western Europe	478	16	10	472	-1%
Japan	45	0	0	45	0%
Worldwide Total	4,053	1,240	453	0	-20%

Of new clubs organized in Latin America between 2000 and 2005, 25% are no longer in existence. This compares to the worldwide average of 20%.

New clubs fail for many reasons. Lack of direction and support are cited frequently. According to research, the largest loss in members occurs during a club's second year of existence. Having a strong sponsor club assigned to any new club is highly recommended and will contribute to the club's long-term success.

Action steps:

- Use the **Planning Guide for Effective Rotary Clubs** to start setting and working toward goals early in the process that will lead to an effective club.
- Use **Be a Vibrant Club: Your Club Leadership Plan (245)** to help establish plans for fellowship and service projects in new clubs.

- Use the **Strategic Planning Guide** to set three-year goals to ensure your club keeps on track and achieves its vision.
- Use **Community Assessment Tools** to assess your community's particular needs and provide focus and direction for your club's service projects.
- Use the **Membership Satisfaction Questionnaire** in **Club Assessment Tools** early on to uncover and address any issues before they become major challenges to retention and growth.
- Review **Best Practices** frequently to see what methods have been effective for other new clubs, and adapt these practices for use in your club.

Membership Activity

	Members in Surviving Clubs			
	Charter Members	Members After 5 Yrs	Net Change	Percent Net Change
Latin America	11,598	7,751	(3,847)	-33%
Australia, New Zealand & PI	1,254	939	(315)	-25%
Philippines	3,300	2,518	(782)	-24%
Africa	3,886	2,999	(887)	-23%
Central & Southeast Asia	7,684	6,024	(1,660)	-22%
India	14,911	12,916	(1,995)	-13%
Korea	7,703	6,748	(955)	-12%
Caribbean Islands	554	507	(47)	-8%
Central & Eastern Europe	6,100	5,817	(283)	-5%
Canada & USA	12,018	11,567	(451)	-4%
Middle East	2,165	2,091	(74)	-3%
Japan	1,363	1,400	37	3%
Western Europe	11,699	14,317	2,618	22%
Worldwide Total	84,235	75,594	(8,641)	-10%

Citing the same five-year analysis, in clubs that survived (i.e., were active at the end of the fifth year), membership decreased 33% overall in Latin America. This compares to the worldwide average of a 10% net loss during the same five-year period.

Members leave new clubs for the same reasons new clubs fail: lack of direction and support. Charter members in new clubs should be involved in the club and responsible for its long-term success or failure.

Action steps:

- Develop a club leadership plan using *Be a Vibrant Club: Your Club Leadership Plan* (245) to establish an administrative framework for the new club, appoint committees, set expectations for those committees, and establish reporting requirements so that committees are held accountable to their tasks.
- Use *Community Assessment Tools* to identify your community's most pressing needs and provide focus for your members that is in tune with and targeted to your community.

- Inform and involve new members with an orientation program outlined in *New Member Orientation: A How-to Guide for Clubs* (414).
- Develop an effective orientation program for prospective members, using the *Prospective Member Information Kit* (423).
- Implement **service projects** and involve members in projects as early as possible.
- Use the **Membership Satisfaction Questionnaire** in *Club Assessment Tools* every six months to canvass members and get their input on ways to keep the club interesting to them. Communication is key at this stage.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to identify the factors causing members to leave and address those factors before they become a bigger problem.

Keeping Members

The most recent retention study (1 July 2003 – 30 June 2006) shows the following retention rates for Latin America:

Retention Rates (%)

	Overall	Existing Member	New Member
Latin America	67	73	79
Worldwide	76	73	78

Keeping members in your club requires constant monitoring and attention. A high turnover rate is one of the most significant membership issues Rotary clubs face today. Simply replacing lost members with new ones is not the solution; clubs should take steps to ensure not only that new members are involved and engaged with the club but also that existing members are continuously challenged and rewarded by membership in their Rotary club. Clubs should emphasize engagement and participation in all club activities and being connected to the club, not just attending the weekly meetings. Additionally, if a member is relocating outside of the immediate area, it is important to keep them connected to Rotary through another Rotary club.

Action steps:

- Use the **Retention Model** in *Club Assessment Tools* to gauge how your club is doing through all phases of club membership — from induction to termination.
- Keep on track with the *Planning Guide for Effective Rotary Clubs*, paying particular attention to the goals in the membership section.
- Employ the **Termination Profile** in *Club Assessment Tools* to determine how long members stay before resigning their membership and to pinpoint problematic areas that need addressing.
- Use the **Membership Satisfaction Questionnaire** in *Club Assessment Tools* regularly to measure members' happiness with the way the club is functioning at any given time, and adjust club operations and programs as necessary.
- Use the **Resigning Member Questionnaire** in *Club Assessment Tools* to identify the reasons members leave and to take steps to prevent it in the future.

If you find your retention challenges come primarily from new members who leave within two years:

- Hold induction ceremonies for all new members. The new member's spouse or partner should be invited; the occasion should have a welcoming atmosphere, and perhaps feature testimony from current members.
 - Make sure new members are well aware of the many opportunities with which to get involved.
 - Assign a mentor to the new member who will help guide him or her through the steps to becoming involved and active in the club.
 - Develop an **orientation program** for new members so that nothing drops through the cracks. Offer the *Membership Video Set (427-MU)* as part of the orientation process.
 - Get the new member engaged as soon as possible in a service project that is meaningful to him or her.
 - Appoint the new member to a committee that can benefit from his or her background or interests.
- Offer the *New Member Information Kit (426)* to all new members, or create your own new member kit.
 - Focus on the following seven action steps, which a recent RI **pilot program** found to be effective in retaining members:
 - Identify
 - Inform
 - Invite
 - Orient
 - Induct
 - Educate
 - Involve

A strong and engaged membership base is the result of ongoing, diligent work by clubs. The external environment in which Rotary clubs operate is constantly changing, and clubs must respond by addressing these changes in order to remain vibrant and relevant for today's members and for their communities.