



About the cover:

The Rotary Club de Vargem Grande Paulista – Conecta, Brazil, is one of more than 300 Rotary clubs chartered in the midst of the COVID-19 global pandemic. Club meetings take place virtually and service projects meet immediate community needs. To fight food insecurity and raise awareness about wearing face masks, community members could donate non-perishable items, and in return, receive a club-branded face mask. The Rotary club provided more than 440 pounds (200 kilos) of food to Quilombola and Haitian families.



ROTARY INTERNATIONAL®
THE ROTARY FOUNDATION

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ANNUAL REPORT 2019-2020

ROTARY INTERNATIONAL
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Rotary works with a variety of partners around the world to transform communities, amplify our impact, advance important causes, and make global connections.

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Our partners

Polio eradication partners

Rotary International is a leading partner in the Global Polio Eradication Initiative, along with:

- World Health Organization
- UNICEF
- U.S. Centers for Disease Control and Prevention
- Bill & Melinda Gates Foundation
- GAVI, the Vaccine Alliance
- Donor governments

Project partner

- ShelterBox

Service partners

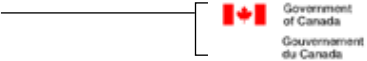
- Ashoka
- Habitat for Humanity
- Mediators Beyond Borders International
- Peace Corps

Strategic partners

- Global Partnership for Education
- Institute for Economics and Peace
- U.S. Agency for International Development

Supporters

- Blane Foundation
- DollarDays
- Fondation Coup de Coeur
- Giantmicrobes
- Global Affairs Canada
- Goodeve Foundation
- Modern Education Trust



United Nations

- Rotary International appoints representatives to work with several United Nations agencies and global organizations in 15 capital cities around the world.



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Now, more than ever, the world needs the values, camaraderie, innovation, and opportunities to engage that are the hallmarks of this great organization.

From our leaders



We live in challenging times. Imagine how much more difficult these days would be if we did not have each other. Imagine not having the global friendships, service projects, and connections to keep up our spirits and enrich our souls. Without Rotary, our lives would not have the same vitality and purpose. Together, we connect (and respond) because we see all that Rotary does to improve the world and ourselves.

In these difficult times, Rotary held its first ever Virtual Convention, building it from the ground up into a successful event that attracted more than 183,000 views during its weeklong program, with a record-breaking 60,528 registrants and 12,048 breakout session participants. Likewise, The Rotary Foundation rose above the daunting obstacle of raising money during the COVID-19 global pandemic to exceed our fundraising goal, raising more than \$408 million.

Looking ahead, our Action Plan, Rotary's strategic roadmap to a stronger future, calls for us to increase our impact, expand our reach, enhance participant engagement, and increase our ability to adapt. We are proud to have started on that path. Now, more than ever, the world needs the values, camaraderie, innovation, and opportunities to engage that are the hallmarks of this great organization. Thank you for making Rotary an essential part of your life and for connecting with Rotary members and participants around the globe.

Kindest regards,



Mark Daniel Maloney
2019-20 President
Rotary International



Gary C.K. Huang
2019-20 Trustee Chair
The Rotary Foundation

Rotary brings together people with diverse backgrounds and experiences so we can better serve and inspire others.

Rotary in action

Rotarians and Rotaractors worldwide unite in service to improve communities near and far. Together, we promote peace; provide clean water, sanitation, and hygiene; support education; fight disease; save mothers and children; grow local economies; protect the environment; provide disaster relief; and eradicate polio. This work takes commitment, knowledge, leadership, and above all, determination to take action.

We are guided by our **Action Plan**, which reinforces our vision, charts our future, and provides a strategy to steer us toward success. **Our plan has four strategic priorities: increase our impact, expand our reach, enhance participant engagement, and increase our ability to adapt.** Through this lens, we improve lives through service projects, community outreach, and personal and professional growth.

Rotary is about the power to connect, partner, and create change. Our work is methodical and steady, generating long-term results, like our decades-long commitment to eradicate polio. And when urgent needs arise, Rotarians respond — whether it’s by providing food and shelter after disasters or getting protective equipment to health care workers during the COVID-19 pandemic.

Rotary builds lifelong friendships that extend across organizations, communities, cities, countries, and cultures. We bring together people with diverse backgrounds and experiences so we can better serve and inspire others.

Rotary is committed to cultivating leaders and supporting humanitarian pursuits by providing clubs with the tools they need to carry out service projects and other activities. Our members and program participants also gain professional development opportunities, like through Rotary’s alliance with Toastmasters International.

Looking toward the future, we will rely on data to guide our good work. By documenting the metrics of our service, we’ll get a clear picture of the results — and learn how to replicate and build on our successes.

Members of the Rotary Club of San Francisco Chinatown distribute food and personal protective masks at Cameron House in Chinatown, San Francisco, California.





Rotarians are known for getting results. Our collective efforts can change lives for generations.

Making a difference

Rotarians are known for getting results. Our collective efforts can change lives for generations — like our work to protect billions of children against polio. Because of our partnership in the Global Polio Eradication Initiative and the fundraising and advocacy efforts of countless members, nearly 19 million people are walking today who otherwise would have been paralyzed, and 1.5 million people are alive who otherwise would have died.

In August 2019, Nigeria, the last polio-endemic country in Africa, marked three years without a single case of polio caused by the wild poliovirus, thanks to the tireless work of Rotary members, health workers, partners, and governments. As the last polio-endemic country in the World Health Organization's African Region, this milestone paved the way for the entire African region to be certified as wild polio-free in August 2020. Nigeria's wild polio-free declaration and removal from the list of endemic countries is an incredible public health achievement for Nigeria and all countries in the region, and a huge step forward on the road to global polio eradication.

Our achievements extend beyond the effort to end polio. The polio eradication infrastructure has provided critical support to the COVID-19 response in many vulnerable countries and has played a continual role in other health efforts, such as providing additional medical treatments and vaccines, bed nets to prevent malaria, access to clean water, and even soap for hand washing.

Fighting disease is just one of our areas of focus. Rotarians and Rotaractors also support education, grow local economies, save mothers and children, promote peace, and provide clean water, sanitation, and hygiene.

Rotary has long supported activities that sustain the environment, providing \$18 million in global grants over the last five years through our existing areas of focus. Recognizing the increased interest in environmental conservation among our members, The Rotary Foundation Trustees and Rotary International Board of Directors unanimously approved adding a new area of focus: protecting the environment.

Funding provided by a Rotary Foundation global grant helped members of Rotary clubs in Cartago, Costa Rica, and Denton, Texas, USA, along with an international nonprofit, CATIE, to establish an ecotourism cooperative in Costa Rica that attracts visitors and grows community-based tourism businesses. Evelyn Garcia Fuentes's family runs a butterfly sanctuary and raises them for export as part of this co-op.

More than a library

After the 1994 genocide in Rwanda, the Rotary Club of Kigali-Virunga looked for ways to support peace and reconciliation, stability and security, and economic growth in the country. Club members believed that literacy and access to information would be key to these goals. So, in 2000, they decided to build Rwanda's first public library.

At the time, books were hard to obtain in the country, and access to technology — and to new ideas — was limited. It took more than a decade, but with support from Rotary Foundation grants, private donations, and government contributions, the Kigali Public Library opened its doors in 2012. It's now a major institution in the bustling capital, with 19,000 volumes housed on three floors, plus 30,000 digital titles.

Students have a place to do homework. Children can play while their parents visit the internet cafe. Groups can hold their meetings in conference rooms. It's a free and peaceful place, open to all. It's also a reminder of how far Rwanda has come.



The Rotary Club of Cartago, Costa Rica, partnered with the Rotary Club of Denton, Texas, USA, on a global grant project to help women launch a tourism cooperative. The group attracts visitors to the area to experience its rain forests, waterfalls, and cultural traditions. Operators work with other local entrepreneurs to showcase the community's heritage through farm tours and cooking classes.

To house tour groups and provide meeting space, Texas Rotarians and Interactors worked alongside Costa Rican Rotarians, partners,

and local volunteers to build an “ecolodge,” complete with high-speed Wi-Fi.

Many of the women involved in the cooperative were single mothers who were eager to become successful entrepreneurs. They received business training, including lessons in bookkeeping, pricing, and marketing, through grant-funded workshops.

The project has benefited the entire community by bringing jobs to the area and creating a more stable economy.



Sustainable tourism

Until the late 20th century, Mollejones, Costa Rica, was a coffee and sugarcane town. When commodity prices began to plummet, half of its population left to find new ways to make a living. That's when the idea for community-based tourism took root among local entrepreneurs. But they needed help.

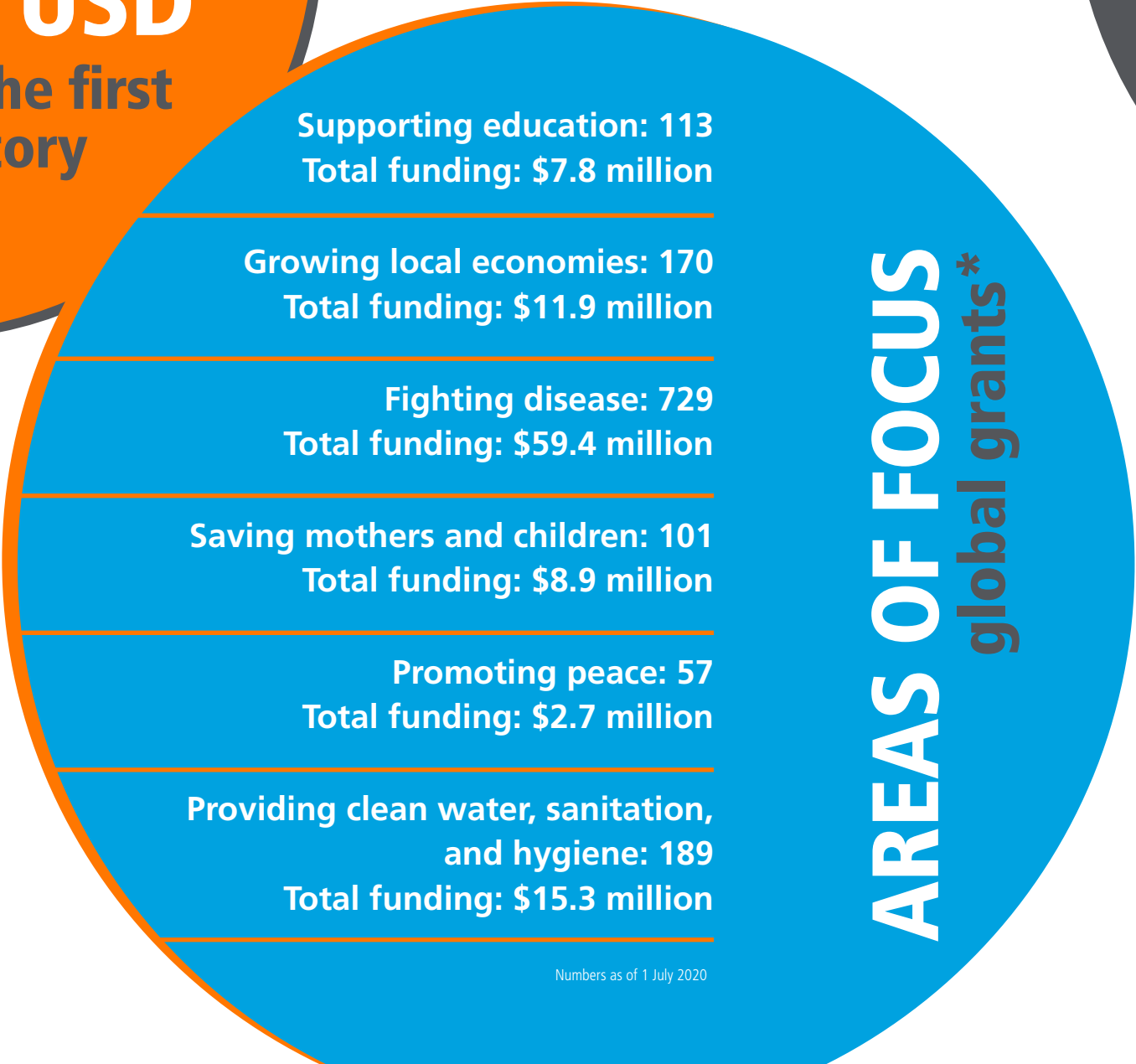
GRANTS

The Rotary Foundation helps Rotary members bring transformative service projects to life.

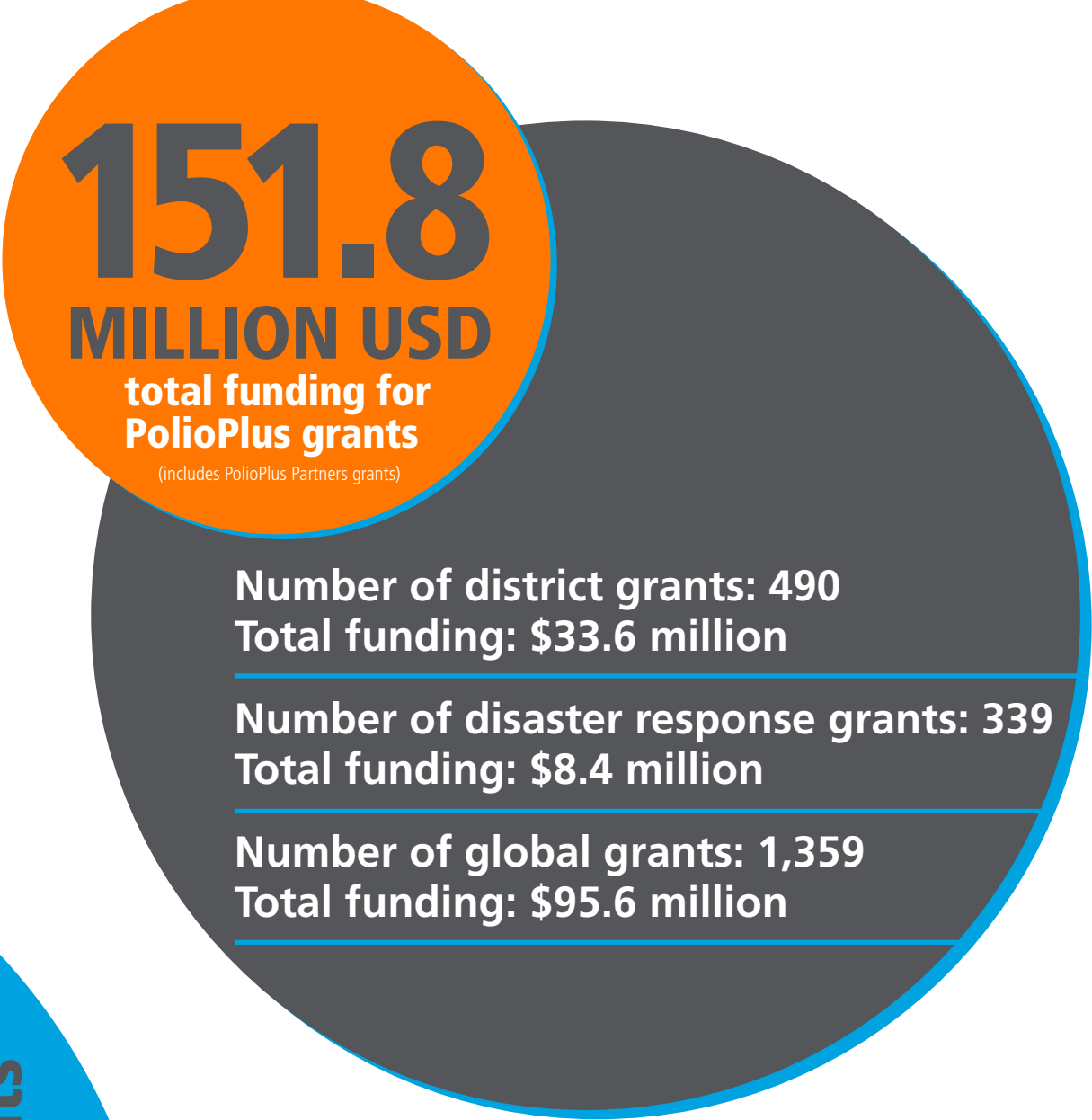


In 2019-20, The Rotary Foundation awarded over \$300 million in grants for the first time in its history. Grants totaling \$307 million advanced the Foundation’s strategic goals and allowed Rotarians to do good like never before.

The COVID-19 pandemic brought unprecedented challenges to communities around the world. Where help was needed, Rotary responded. By 30 June, the Foundation had awarded nearly \$8 million for COVID-19-related projects through disaster response grants, thanks to generous funding from the Trustees and Board of Directors. The Foundation also awarded over \$14 million through global grants to support COVID-19 response.



Numbers as of 1 July 2020



The Foundation offers grants that help Rotary members increase their impact through service, scholarships, and training.

Through global grants, clubs partner with one another on international projects that can make a large, sustainable impact. The Rotary Clubs of Machala Moderno, Ecuador, and Chicago, Illinois, USA, worked together on a global grant project to restore a ravaged watershed in the foothills of the Andes. Through consultations with local leaders and residents, the Rotarians learned how the land, water, and community interact, and designed a project that has improved the area’s water quality and supply.

When a smaller, short-term solution can produce effective results for a community, the project can be funded with a district grant. The Rotary Club of Jeffreys Bay, South Africa, used a district grant to install a jungle gym at a local mother-and-baby clinic.

Rotary’s disaster response grants provide urgent funding to help communities recover from a natural disaster. After a deadly earthquake struck Albania, local clubs used the funds they received from a disaster response grant to deliver food and hygiene packages to displaced families.

Rotary’s PolioPlus grants fund polio eradication activities in polio-endemic and at-risk countries. Additionally, PolioPlus Partners grants support urgent polio projects submitted by Rotary members.

*Grant applications for the new environment area of focus will be accepted beginning 1 July 2021.

Stronger together

This year, even during the COVID-19 pandemic, we chartered more than 320 new Rotary clubs around the world. These clubs are now part of a global network of leaders that connects individuals, organizations, and government agencies; builds cultural bridges; and removes barriers to progress. Together, we are moving closer to achieving peace, justice, and equality worldwide.

We want everyone to join us and take action. A great example of this type of engagement occurs on our annual World Polio Day, 24 October, when Rotarians, Rotaractors, partners, governments, and friends of Rotary raise global awareness of polio eradication. In 2019, we set a new record with more than 5,900 World Polio Day events held in 136 countries. Social media efforts generated 4.8 million comments, shares, and retweets. World Polio Day is not just an opportunity to learn about polio eradication — it's a chance to get involved in one of the most ambitious public health initiatives in history.

In January 2020, Rotary and the Bill & Melinda Gates Foundation renewed its long-standing fundraising partnership. We are committed to raising \$50 million annually for three years, with every dollar to be matched with two additional dollars from the Gates Foundation, for a total of \$450 million.

Another top priority for Rotary is growing and diversifying our membership to make sure we reflect the communities we serve. To do so, we are creating new types of clubs that offer a variety of meeting experiences and service opportunities. For some members, meeting once a week over lunch is ideal, but for others, a weekly meeting may be too expensive or time consuming. Flexible clubs bring more people together to experience the power of Rotary.

It's vital for our clubs to provide a diverse, equitable, and inclusive experience for all members and participants. Everyone is welcome in Rotary, regardless of age, ethnicity, race, color, ability, religion, socioeconomic status, culture, sex, sexual orientation, or gender identity. Rotary is at its best when our clubs represent our communities.

Riteesh Kumar is district vaccine store manager in Shahjahanpur, Uttar Pradesh, India. He oversees the polio vaccines that are stored in ice-lined refrigerators and prepares them for health workers to use during immunization campaigns.



Five newly formed Tanzanian clubs included one e-club and four location-based clubs, where evening meetings were held without meals to allow more people to fit Rotary into their schedules at a reduced cost. Each club strived to welcome and engage people from underrepresented groups, and all five inaugural club presidents were women.

The Dar es Salaam Oyster Bay club also reached out to young adults and professionals

by sponsoring a Rotaract club at St. Joseph University in Tanzania, an Interact club at Miono High School, and a Rotary Community Corps in Muungano, an impoverished area with infrastructure needs.

The new clubs are already making a difference. One club donated items to a children’s cancer facility; another renovated a kindergarten classroom and provided water filters to a local primary school.



Innovative outreach

The Rotary Club of Dar es Salaam Oyster Bay, Tanzania, represents nearly 20 nationalities, reflecting the city’s diversity. To increase its membership and expand its reach, the club sponsored five new clubs, each offering a different experience to entice new members.

Partners in service

When the World Health Organization declared COVID-19 a pandemic, clubs throughout District 9212 (Eritrea, Ethiopia, Kenya, and South Sudan) formed a response team to provide hand washing stations, deliver food to families who had lost jobs, and raise money for personal protective equipment. Local partners provided critical support.

Within 20 days of forming the district’s response team, a fundraising effort in Ethiopia and Kenya raised more than \$21,000. Prime Bank in Kenya agreed to match all contributions 1-to-1. The team used the money to purchase 100 water tanks and persuaded the supplier to donate an additional 100.

Rotary Community Corps, groups of non-Rotarians who work with Rotary members on service projects, are teaching people effective hand washing techniques and collecting a variety of data. After learning more about local families’ needs, clubs distributed packages of sugar, maize meal, rice, lentils, salt, and soap. The team also partnered with Shofco, a grassroots organization that provides critical services, advocacy, and education for girls and women in Kenya’s urban slums, to monitor the stations.

The Rotarians’ work during the COVID-19 crisis attracted the attention of other organizations, such as banks and insurance companies, who wanted to partner on the effort.



Reasons for giving

The generous contributions from Rotary Foundation donors makes it possible to support projects that bring sustainable improvement to communities in need.



Gerry Tipple
Czech Republic
Major Donor Level 1, Bequest Society Level 5

It gives me immense satisfaction to know that my bequest to The Rotary Foundation will help provide education to children around the world. You can have no better legacy than to have done something that will go on helping others long after you have gone.



Hans-Jürgen and Sabine Leuchs
Germany
Major Donor Level 4

We like to donate to The Rotary Foundation because by doing so, we help Rotary help people who are not able to fend for themselves.



Heinz and Jacqueline Eberhard
Switzerland
Major Donor Level 4

As donors to The Rotary Foundation, what we feel, above all else, is a sense of trust. It is impressive to see the impact and professionalism with which The Rotary Foundation uses its funds.



Fritz-Eckhard Sticher
Germany
Major Donor Level 4

I feel great moments of happiness and gratitude for the opportunity to give something back from what I have personally achieved to support higher goals.



Suraiya Kassamally
England
Arch Klumph Society Trustees Circle, Bequest Society Level 4

As a former educator myself, I am a firm believer that if a woman is educated, the whole family will benefit and there will be a ripple effect throughout the community. I feel delighted that my donations to The Rotary Foundation make this possible.

Arch Klumph Society

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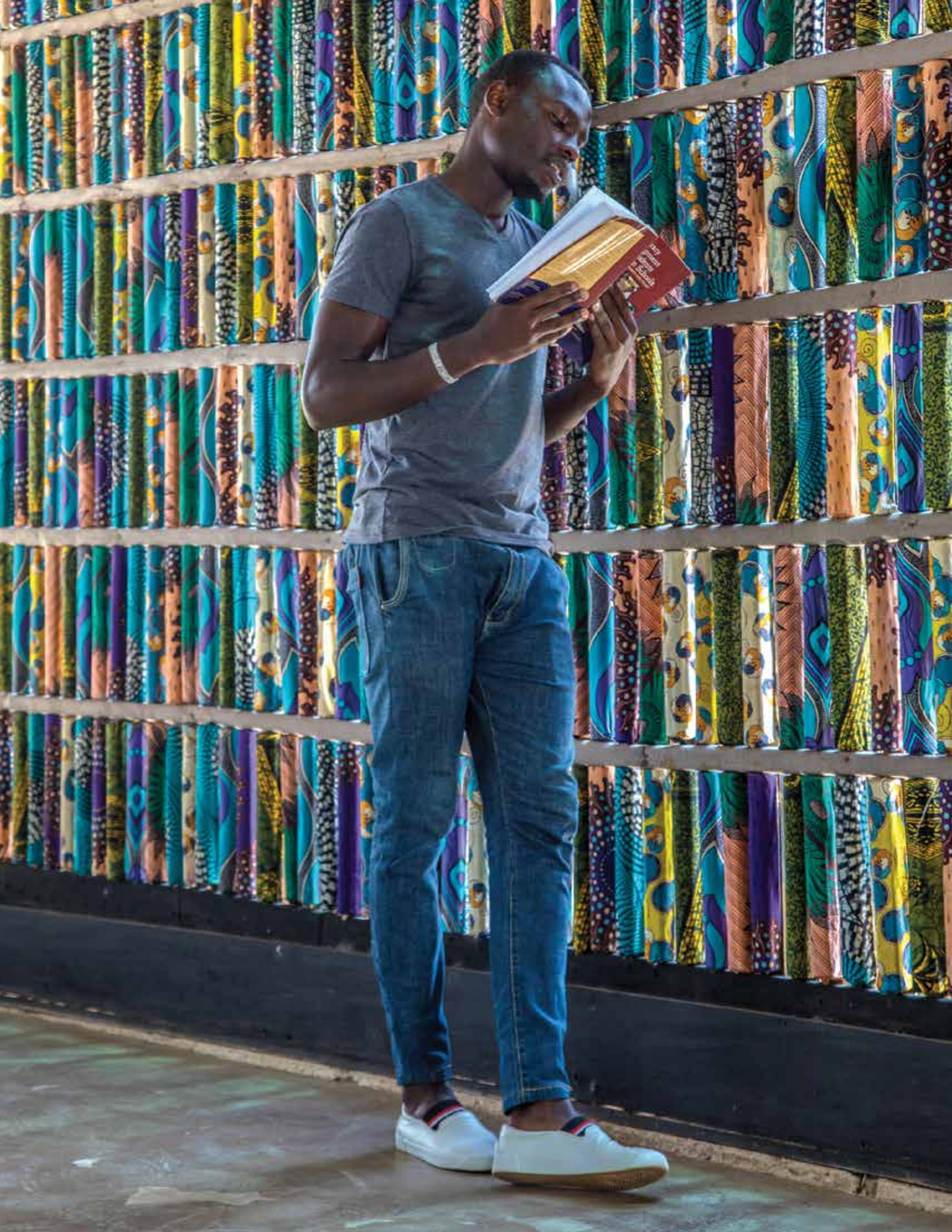
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Sherri L. Wilbers, United States
Herbert A. and Janice A. Wilson, United States
Susanne Zbinden and Richard Delongte, Canada
Gary and Patricia Zebrowski, United States
Anonymous (96)



We want our members and participants to find long-term value in their relationship to Rotary.

Enhancing engagement

Rotary is committed to service, but we are also dedicated to our members and program participants, who seek experiences that are personally and professionally rewarding. To meet members' needs, we are committed to listening more and asking questions to learn about what they want and value. We help them put their professional skills to work, like leading a fundraising committee, planning a membership event, or joining service projects. We want our members and participants to find long-term value in their relationship to Rotary.

More than a year ago, Rotaract was elevated from a program to a membership type. This evolution provides Rotaractors with more training and leadership opportunities and promotes growth and flexibility in Rotaract clubs, strengthening our organization overall.

Each year, Rotary awards up to 130 scholarships for peacebuilders to study at one of seven Rotary Peace Centers around the globe. In 2019, Rotary announced its first peace center in Africa, established in partnership with Makerere University in Kampala, Uganda. Peace and development leaders who are from or have worked in Africa are eligible for the postgraduate certificate program, which will emphasize the underlying challenges to peace in the region.

We want everyone to get involved in Rotary — even those who aren't part of a club or program. Rotarians, Rotaractors, Rotary Peace Fellows, alumni, and friends of Rotary who want to use their skills in service projects can join one of more than 20 Rotary Action Groups. Over 27,500 people in more than 140 countries lend their expertise through these groups. Or, for those looking to connect with others who share a common passion, profession, or identity, we offer Rotary Fellowships. Almost 75,000 individuals are part of 90 fellowships worldwide.

Rotary members who want to use their expertise in an area of focus to support their fellow Rotarians' work can join The Rotary Foundation Cadre of Technical Advisers. Cadre members receive training on global grant advising and are available to help clubs and districts plan grant projects with a lasting impact. The Cadre has more than 700 members from 75 countries.

Charles Nkuaunziza reads a book at the Kigali Public Library in Kigali, Rwanda. The library was founded with the help of a Rotary Foundation global grant.

After reading an article about five Rotarians who attended Wacken Open Air, one of the largest metal music festivals in the world, Felix Heintz started a closed Facebook group for fellow Rotarian and Rotaractor metal fans. Then he organized a Rotary meetup at Wacken Open Air. Twenty-three people came, and the idea for the Rotarian Metalhead Fellowship was born.

Today, the fellowship has 164 members from 23 countries. They host fundraisers to support

The Rotary Foundation and the Wacken Foundation, which helps young people who want to develop their musical skills in a rock and metal environment. They've raised funds for End Polio Now at Wacken Open Air. And they invite anyone in the Rotary family to join, including Rotarians, Rotaractors, Rotary Youth Exchange students, and alumni. Non-Rotary members are welcome too. As friends of Rotary, they get to engage with others who love metal music while learning more about Rotary's work.



Rock on

Felix Heintz is a member of the Rotary E-Club of Bavaria International, Germany, and a fan of metal music. For years, he didn't see any connection between Rotary and his love for metal — not when he was a Rotary Youth Exchange student, and not when he was a Rotaractor. Then inspiration struck.

Using film for peace

When Megumi Nishikura returned to Japan from the United States as a 2006-08 Rotary Peace Fellow, she was often treated as a foreigner, even though she was born in Tokyo. The daughter of a Japanese father and American mother, her identity was constantly questioned.



During her peace fellowship at Tokyo's International Christian University, Megumi Nishikura learned more about the “us versus them” mentality and realized that it was one of the root causes of conflict. She used filmmaking to capture a vision of a more peaceful world.

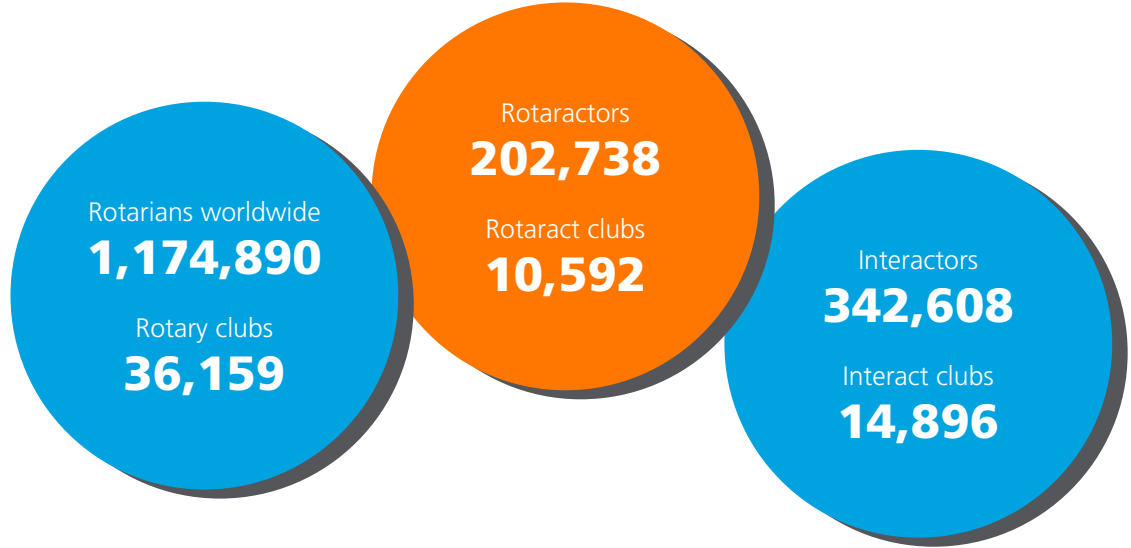
For her film “Hafu,” Nishikura spent three years documenting the experiences of half-Japanese individuals living in Japan. It was released in five major Japanese cities and is widely discussed in university classrooms. Nishikura went on to produce a film about

Japanese “war brides,” and another about a young Japanese American activist who traces his family history of internment during World War II. Nishikura is currently working on a documentary about Sono Osato, the first Japanese American ballet dancer, who was barred from touring during World War II because of her Japanese heritage.

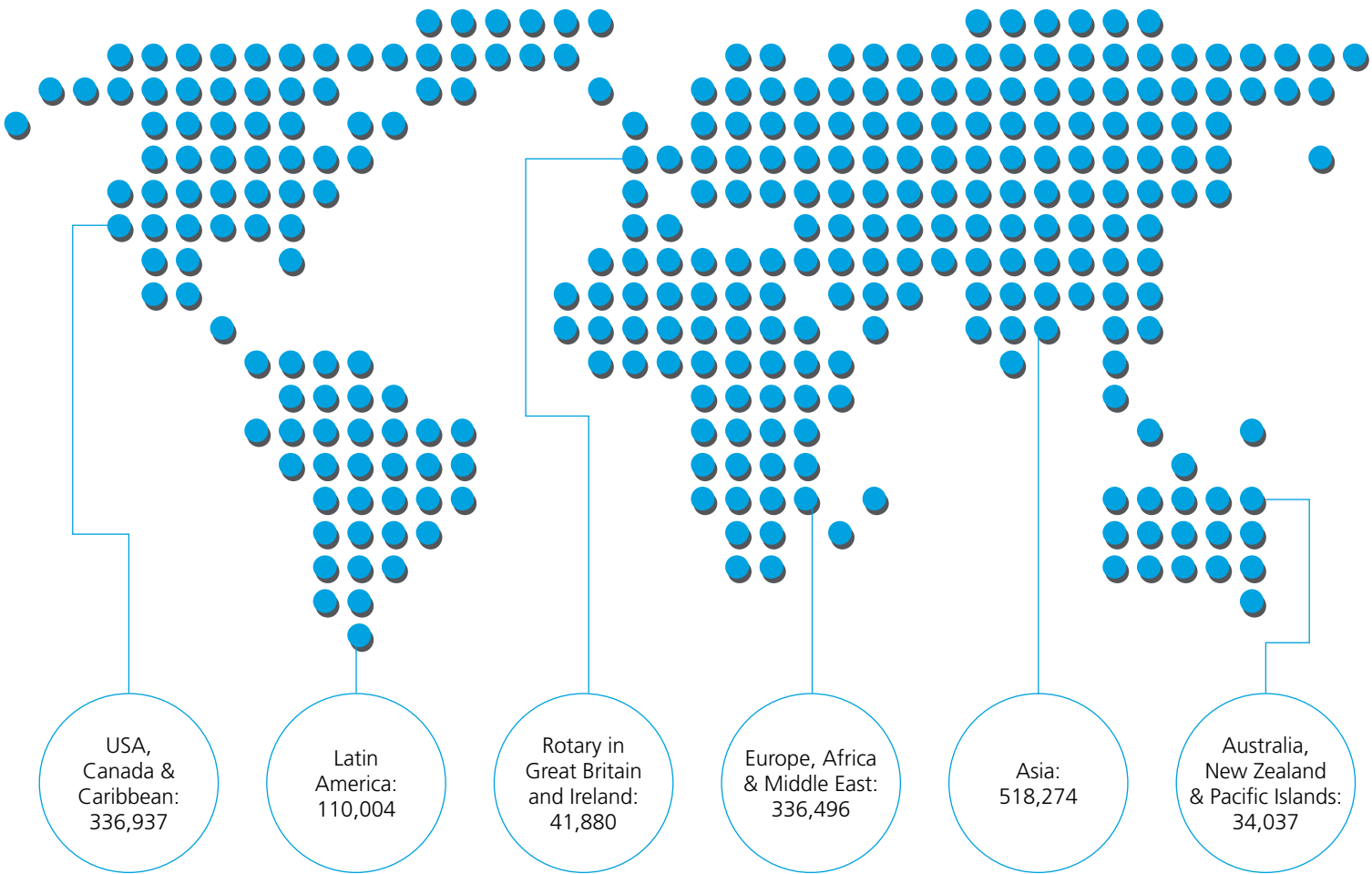
Nishikura's Rotary Peace Fellowship heightened her understanding of peace. Now her films foster conversations about what it will take to achieve a more just world.

MEMBERSHIP

Impact starts with our members — those who see a world where people unite and take action to create lasting change.

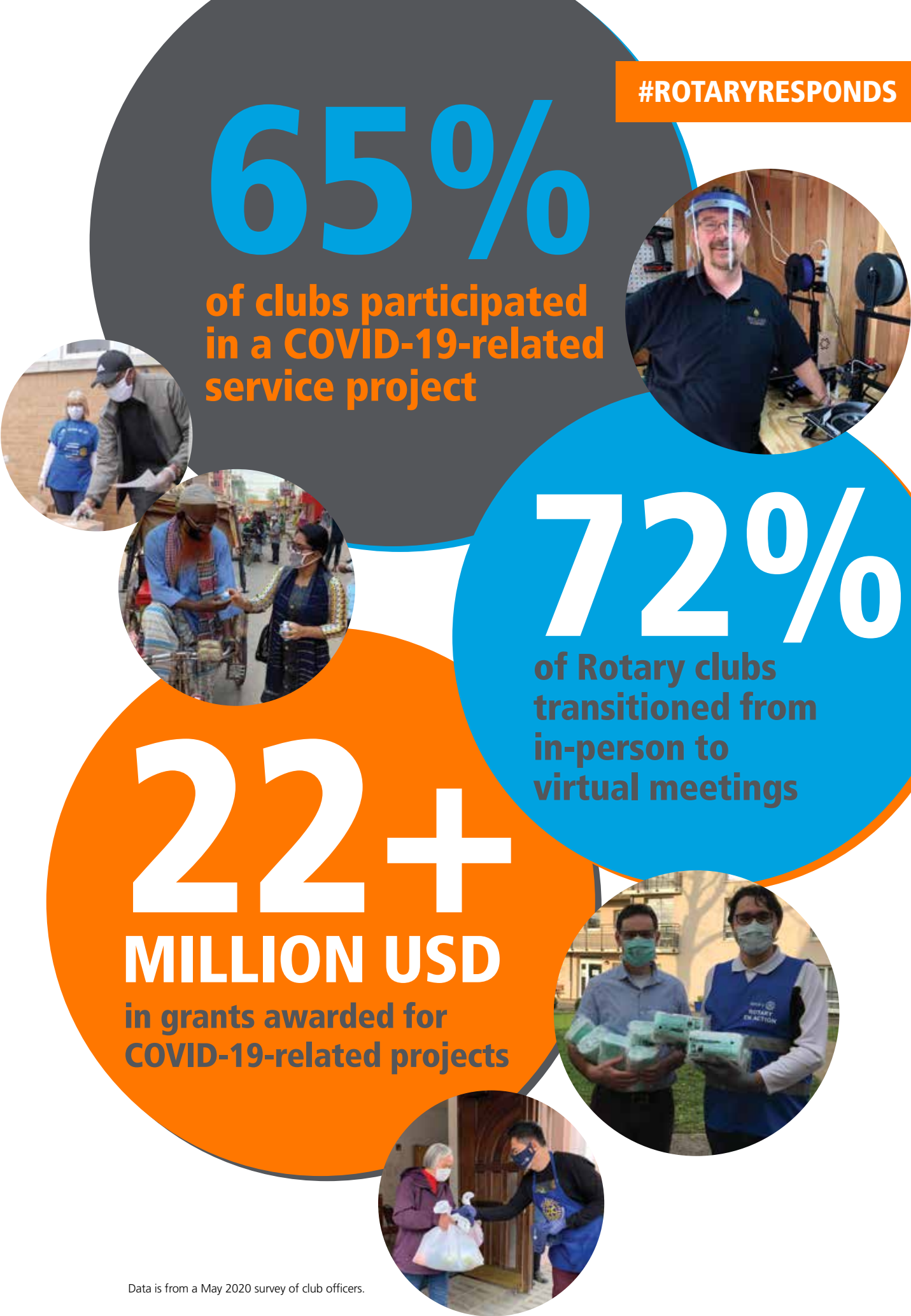


NUMBER OF MEMBERS* BY GEOGRAPHIC AREA



*Includes Rotarians and Rotaractors; numbers as of 1 July 2020

#ROTARYRESPONDS



Rotary and our partners played a critical role in protecting communities from COVID-19, just as we did with Ebola, yellow fever, and avian flu.

Adapt and overcome

As COVID-19 spread around the globe, our ability to adapt grew stronger. When meeting in-person became risky, clubs moved to online meetings. Our members found new ways to connect, first with e-clubs that offered advice on meeting virtually, then with health experts and other guests who joined meetings remotely. For some, club attendance soared.

A global health crisis didn't stop our members from serving their communities. Rotary clubs delivered food to homebound residents. They made masks and face shields. They raised funds and donated supplies to hospitals, schools, and senior centers.

With decades of experience in stopping polio outbreaks, Rotary and our partners played a critical role in protecting communities from COVID-19, just as we did with Ebola, yellow fever, and avian flu. Eradicating polio is our primary objective, but we have a moral imperative to protect the public and save lives. That's why the Global Polio Eradication Initiative, with its thousands of polio workers and an extensive laboratory and surveillance network, temporarily transitioned its resources to help vulnerable countries prepare for and respond to COVID-19.

This year, the Rotary world was going to meet in Honolulu, Hawaii, USA, for the 2020 Rotary International Convention. The organization's biggest event was canceled to protect the health of attendees and residents of Hawaii. Rotary shifted its focus from planning an in-person event to a virtual conference. Over seven days, more than 60,000 attendees listened to a variety of keynote speakers and attended dozens of breakout sessions, which extended into July. Rotary adapted, and by doing so, found a way to engage like never before.

During the COVID-19 pandemic, members of the Rotary Club of Boa Vista-Cacari, Brazil, deliver bleach to a shelter for Venezuelan refugees in their community. The bleach is used to sanitize schools, shelters, and other facilities. The project is supported through partnerships with UNICEF and ADRA International, which are participating in a government-initiated project that assists Venezuelan refugees.



This year's Knox Art Show was hosted by the Rowville-Lysterfield and Bayswater Rotary Clubs. It normally has two components: a physical art gallery and an opportunity to view art online. Realizing that they could not move forward with the physical exhibition, organizers decided to host the entire the show virtually. Artists provided digital versions of their work, and judges agreed to review entries online. The show, which usually lasts two days, was extended to two weeks.

More than 300 artists participated, and over 5,100 visitors viewed the online gallery — five times the usual number of attendees at past shows. Participants purchased both the original artwork and the digital versions online. Proceeds benefited local charities and End Polio Now.

No longer limited by geography, the clubs invited speakers from all over the world to be part of the event. They reached out to vulnerable community members and asked them to attend. In the face of challenge, the Rotary clubs saw opportunity.



Finding opportunity in adversity

When social distancing rules took effect in Australia, the Rotary Club of Rowville-Lysterfield, Melbourne, immediately shifted to virtual meetings and canceled in-person events. But one was just too important to let go: the annual art show and fundraiser.

A new plan to save lives

A devastating effect of the coronavirus outbreak has been its rapid spread in senior living homes, leading to high numbers of fatalities among elderly residents. In Piracicaba, a municipality within São Paulo, Brazil, the Rotary Club of São Paulo Jardim das Bandeiras Alto de Pinheiros saw a need to quickly change the testing protocol to curb the spread and save lives.



At the onset of the pandemic, only people who showed symptoms were eligible for testing. But that created serious problems at senior homes, where residents lived in close proximity and caregivers moved from room to room, allowing for unchecked transmission of the virus by asymptomatic carriers.

To change this, the Rotary Club of São Paulo Jardim das Bandeiras Alto de Pinheiros created a plan to test all residents and employees of Brazil's 1,000 senior homes. The project, called

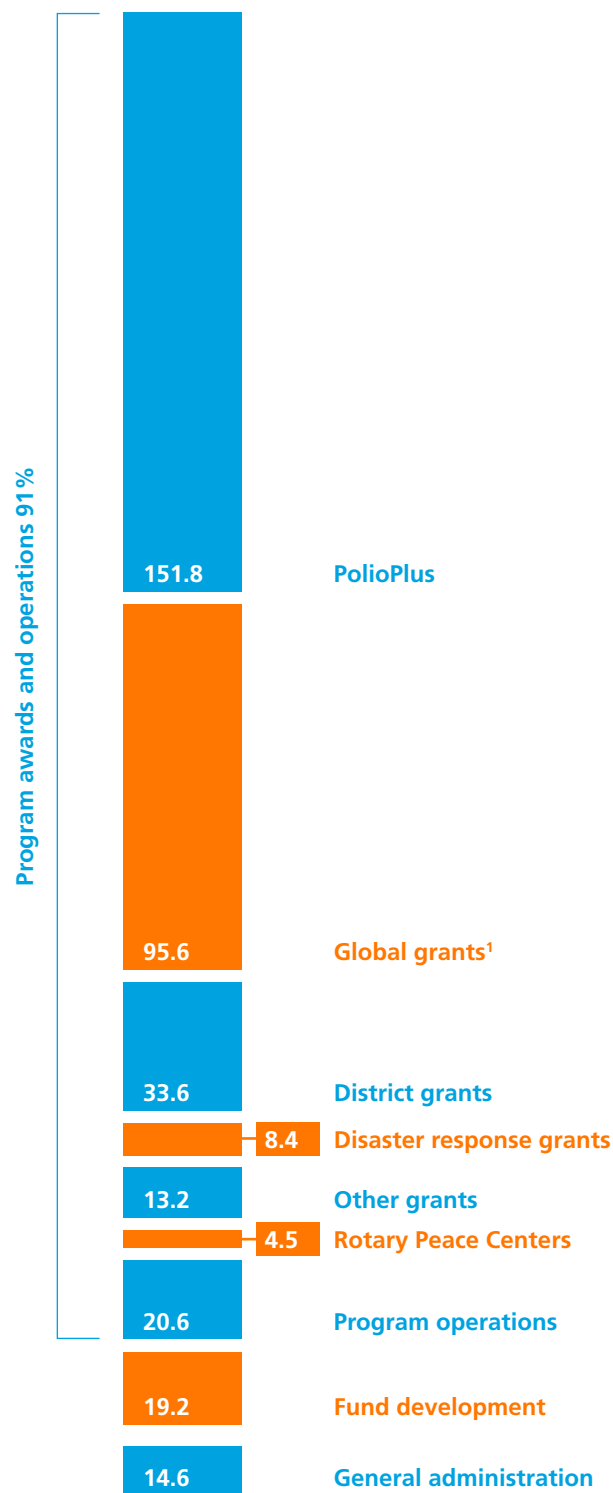
Corona Zero, started off with a single facility in Piracicaba. More than 70 employees and residents tested positive. These individuals were quarantined, halting transmission to others.

The Rotary club network throughout Brazil, partnerships with government and health care organizations, and fundraisers were critical to the ambitious coronavirus testing program. The plan also included strategies for retesting later where needed, and for tracking infection rates in nursing homes across Brazil to improve decision making.

FINANCIALS

Rotary operates in nearly every country, so we take stewardship of our funds seriously.

The Rotary Foundation Expenditures: \$362 million



Rotary International Statements of Activities

For the fiscal years ended 30 June 2019 and 2020 (in thousands of U.S. dollars)

Year to date	June 2019	June 2020
Revenues		
Dues	\$77,713	\$82,205
Net investment return	2,092	3,135
Services and other activities	33,404	19,765
Total revenues	\$113,209	\$105,105
Expenses		
Operating	\$79,213	\$79,095
Services and other activities	26,944	18,326
Strategic reserve	667	1,352
Total expenses	\$106,824	\$98,773
Currency exchange losses	\$(617)	\$(2,432)
Change in net assets	\$5,768	\$3,900
Net assets, beginning of year	\$140,096	\$145,864
Net assets, end of year	\$145,864	\$149,764

The Rotary Foundation Statements of Activities

For the fiscal years ended 30 June 2019 and 2020 (in thousands of U.S. dollars)

Year to date	June 2019	June 2020
Revenues		
Contributions ²	\$321,901	\$338,751
Net investment return	37,975	4,458
Grants and other activities	640	(343)
Total revenues	\$360,516	\$342,866
Expenses		
Program awards	\$281,091	\$307,090
Program operations	20,275	20,581
Fund development	19,049	19,265
General administration	14,790	14,597
Total expenses	\$335,205	\$361,533
Currency exchange losses	\$(661)	\$(2,651)
Reserve against pledges receivable	\$(1,673)	\$(2,375)
Change in net assets	\$22,977	\$(23,693)
Net assets, beginning of year	\$1,127,298	\$1,150,275
Net assets, end of year	\$1,150,275	\$1,126,582

¹ Net of returned funds and other adjustments

² Does not include \$52.8 million in new expectancies and \$17 million in transfers to the PolioPlus Fund