



Speech by KI-E President Elio Garozzo

This year, I made a deliberate decision: not to be the protagonist of this showcase.

The true protagonists are the women and men who shared with me the responsibility for change, those who transformed ideas into projects and projects into tangible results.

It is in this spirit that we launched the European Pathway 2025–2028, our three-year strategic plan designed to address some of our most significant strategic gaps and to build a stronger future for Kiwanis Europe.

That is why today you will not hear my voice alone. Instead, you will hear from the Chairs who have led and delivered the initiatives we are about to present.

The first initiative is our European service project, Green Steps for a Bright Future.

This year, we launched the program as a pilot project in only two districts: Italy and Romania. This was a deliberate choice. We wanted to start in a sustainable way, measure the impact, gather experience, and develop a model that can be replicated across Europe.

The second initiative is the return of Training for Trainers.

After many years, we decided to relaunch a program that is fundamental to the growth of our organization: training trainers at the European level so that they can bring knowledge, skills, and best practices directly into their districts, in their own language and within their own cultural context.

At the same time, we strengthened the connection between the districts and Europe by creating the necessary link to ensure effective follow-up of routine activities coordinated by the Ghent office and to transform strategy into concrete action.

Our third initiative is the Visionary Leadership Team – VLT.

This pilot project is composed of young leaders and is based on a simple but essential belief: if we want to attract young people, we must empower young people.

We gave them space, responsibility, and the freedom to innovate, enabling them to contribute fresh ideas and help make Kiwanis more dynamic, relevant, and appealing to new generations.

And finally, let the numbers speak for themselves.

Thanks to the initiatives we introduced and the financial incentives provided to support the creation of new clubs, this year we achieved record-breaking results:



- 24 new clubs chartered;
- 8 of them are Voices clubs;
- the average age of our European membership decreased from 68 to 63.7 years;
- a growth of approximately 1,000 members, with additional growth expected once all membership data has been fully updated and aligned.

These achievements are not the finish line.

They are the starting point.

The 2025–2026 year has been a pilot year—a year in which we tested ideas, built structures, and validated new ways of working.

Now it is time to ensure continuity and consolidate what has been launched.

For this reason, I now hand the stage to the colleagues who worked alongside me in designing the European Pathway 2025–2028.

They will carry forward the responsibility of transforming this vision into a lasting and sustainable reality.

Today, I symbolically pass the baton for the implementation of our three-year strategic plan, confident that the future of Kiwanis Europe will continue to be built upon the same passion, the same spirit of service, and the same commitment to innovation that have brought us this far.

> "Leadership is not about being remembered for what we achieved ourselves, but for what continues to grow after we leave. Today, I proudly pass the baton to those who will lead the next chapter of the European Pathway 2025–2028."

Interventions after me:

Ottaviana Masia - VLT

Mihai Bobitan - A new strategy: Follow Up for Trainees
JVH - Training Activities

Giancarlo Bellina - Green Steps for a Bright Future

Dolores Muniz - BMC: new KI-E Flash

Conclusions by Elio Karli e Michel:

The European Pathway 2025-28: a new vision and continuity in actions to ensure SMART goals