**ROTARY DISTRICT 9213**

**COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY (2024-2027)**

[DRAFT FOR EXCOM VALIDATION]

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# **ABBREVIATIONS AND ACRONYMS**

CBO Community Based Organisation

CSO Civil Society Organisation

DES District Executive Secretary

DG District Governor

DLT District Learning Team

DT District Treasurer

EXCOM Executive Committee

FAQ Frequently asked question

HTML Hyper Text Marketing Language

ICT Information, Communication and Technology

IEC Information, Education and Communication

LG Lieutenant Governor

MDAs Ministries, Departments and Agencies

M&E Monitoring and Evaluation

MRC Media Relations Coordinator

NGO Non-Governmental Organisation

PI Public Image

PIME Planning, Implementation, Monitoring and Evaluation

PR Public Relations

QR Quick Response

SMC Social Media Coordinator

SMS Short Message Service

SWOT Strengths, Weaknesses, Opportunities, and Threats

WASH Water, Sanitation and Hygiene

# **EXECUTIVE SUMMARY**

This Communication and Stakeholder Engagement Strategy (2024–2027) provides a structured roadmap for enhancing the visibility, credibility, and public understanding of Rotary District 9213’s mission and work in Uganda. It seeks to ensure that Rotary’s story of service, fellowship, and impact is told consistently and compellingly—both within and beyond the Rotary network.

The strategy was developed in response to key communication challenges identified through a Public Image Survey (June 2024) and structured interviews with District leaders. While Rotary enjoys a positive association with community service and charity, public awareness remains uneven and misconceptions persist. Internally, club communicators need more support, training, and access to high-quality content, while externally, Rotary’s community impact is not sufficiently visible across mainstream and digital media.

**Purpose and Strategic Focus**

This strategy aims to guide communication and stakeholder engagement efforts across all clubs and leadership structures within District 9213, with a focus on alignment, storytelling, partnerships, and results-oriented messaging.

*Communication Goal*

To establish a dynamic communication and stakeholder engagement framework that amplifies Rotary’s impact, strengthens brand visibility, and builds trust and collaboration with stakeholders.

*Communication Objectives*

1. To increase public awareness of Rotary’s community impact.
2. To strengthen the visibility and public understanding of Rotary’s brand.
3. To build stronger internal communication and alignment within Rotary clubs.
4. To promote feedback-driven engagement to nurture dialogue and learning.
5. To enhance strategic partnerships and collaboration through targeted outreach.

**Strategic Interventions**

To realise these objectives, the strategy proposes six mutually reinforcing intervention areas:

1. *Internal Communication* – Improve coordination, knowledge sharing, peer learning, and alignment among clubs.

2. *External Communication and Public Relations* – Increase visibility and public awareness of Rotary’s impact.

3. *Media Relations and Publicity* – Build strong professional relationships with journalists and strengthen proactive engagement with the media to secure timely, credible coverage.

4. *Social Media Engagement* – Establish a creative and strategic digital presence energise storytelling, engage youth, share real-time updates, and engage broader audiences.

5. *Stakeholder Engagement* – Deepen collaboration and partnerships with the government, development partners, corporate sponsors, civil society, schools, and beneficiaries through targeted outreach and relationship management.

6. *Branding and Visibility* – Standardise Rotary identity and boost recognition through branded materials, signage, multimedia assets, and event promotion.

**Stakeholders and Audiences**

The strategy identifies and maps key internal and external stakeholders, outlining their information needs, level of influence and interest, and appropriate engagement approaches.

Internal stakeholders include Rotarians, Rotaractors and Interactors; Club Leaders, District leaders, District and Club Committees. External stakeholders include ommunities and beneficiaries, Government MDAs, development partners and corporate sponsors, civil Society Organisations, schools and educational institutions, media, and the general public

Each stakeholder group is supported by clear key messages that reflect Rotary’s values of service, integrity, leadership, and fellowship.

**Communication Channels and Tools**

The strategy lays out a diverse mix of traditional and digital tools to achieve its goals. These include:

* Social media platforms (Facebook, Instagram, LinkedIn, Tiktok, X, YouTube, WhatsApp)
* Magazines and newsletters
* Radio and TV talk shows, public affairs programming, and documentary storytelling
* Press releases
* News conferences
* Flyers
* Brochures, and fact sheets
* Web-based resources, including the District website, blogs, and podcasts
* Internal coordination tools such as WhatsApp groups, circulars, and intranet-style platforms
* Visibility events like exhibitions and school visits/outreach

These channels are matched to specific audiences based on reach, accessibility, and communication goals.

**Implementation Plan and Monitoring & Evaluation Framework**

The strategy includes a detailed implementation plan that outlines key activities under each communication channel or tool responsibility centres and timelines, as well as a monitoring and evaluation framework that details both outputs and outcomes, performance indicators and targets.

**Budget**

The strategy concludes with a budget to support delivery over the three-year period.

# **1. INTRODUCTION**

District 9213 recognises the need for a strategic approach to communication and stakeholder engagement. Effective communication is critical for enhancingthe District's public image, increasing awareness of Rotary's impact, strengthening relationships with both internal and external stakeholders, building trust among partners and communities, and mobilizing resources, and attracting new members.

This strategy leverages modern communication tools, establishes robust feedback mechanisms, and ensures that Rotary's mission, values, and community impact are clearly communicated across diverse audiences. It presents a comprehensive roadmap to amplify the District’s communication and stakeholder engagement, drawing on evidence from surveys and leadership consultations, Rotary International’s public image guidelines, and incorporating best practices in media relations, branding, public relations, and digital engagement.

The strategy serves several purposes:

1. To guide the planning, implementation, and evaluation of communication and stakeholder engagement activities in District 9213.
2. To promote a consistent, compelling Rotary voice across all platforms and engagements.
3. To enable Rotary leaders, clubs, and partners to communicate strategically, inclusively, and effectively.

Each section of this strategy provides a focused foundation for action.

The Situation Analysis (Section 2) presents findings from a public image survey and leadership consultations, alongside a SWOT analysis of current communication practices.

Section 3 (Stakeholder Analysis) identifies Rotary’s key internal and external stakeholders, outlines their information needs, and proposes engagement strategies based on interest and influence.

Section 4 (Communication Goal and Objectives) defines the strategic intent of the strategy and what it aims to achieve.

Section 5 (Strategic Interventions) outlines priority actions across six key areas—internal communication, external communication and public relations, media relations, social media, branding, and stakeholder engagement.

Section 6 (Communication Channels and Tools) details the platforms and products that Rotary clubs and leaders can use to implement this strategy effectively.

Section 7 (Key Messages) provides consistent, stakeholder-specific messages to guide Rotary communication.

Section 8 (Implementation Plan) sets out key actions, timelines, and responsible actors for each intervention area.

Section 9 (Monitoring and Evaluation Framework offers) tools to track implementation progress and measure communication outcomes.

Section 10 (Budget) presents estimated costs for implementing this strategy over three years.

This strategy is a living document that will evolve with Rotary’s goals, stakeholder feedback, and emerging opportunities. It represents Rotary District 9213’s renewed commitment to telling its story boldly, engaging its stakeholders meaningfully, and serving communities with excellence and integrity.

# **2. SITUATION ANALYSIS**

This strategy is informed by multiple data sources, including a Public Image Survey conducted in the Greater Kampala Metropolitan Area (June 2024) and structured interviews with Rotary District leaders. The survey and interviews reveal that while Rotary enjoys a positive association with community service and charity work, awareness remains uneven and misconceptions persist.

According to the survey, 49% of the randomly selected adult respondents had no knowledge of Rotary. Awareness levels were notably higher among men (58%) compared to women (45%) and among individuals with post-secondary or postgraduate education (nearly 80%). In contrast, only about a third of those with primary or informal education had heard of Rotary. Notably, older respondents (aged 30+) demonstrated higher levels of awareness compared to the youth.

Positive perceptions focused on Rotary’s charitable work, community projects, and contributions to education and healthcare. However, 6% of respondents associated Rotary with entertainment and drinking, while 5% confused Rotary with lottery or gambling, likely due to pronunciation similarities. Others viewed it as a club for the wealthy or elite, or associated it with political influence and secret societies. These misperceptions highlight a critical need for consistent, targeted public education campaigns.

Insights from interviews with district and club leaders further illuminated the communication landscape. Internally, communication between District leadership and clubs is largely functional but not always strategic or timely. Club-level communicators face challenges such as lack of training, inconsistent branding materials, and limited access to ready-to-use content. Externally, Rotary’s impact stories are not regularly shared with the media or public, and there is little tracking of how stakeholders engage with Rotary’s communication efforts. There is also a noticeable underutilisation of the District’s website and video storytelling potential.

The combination of survey findings and leadership perspectives underlines the importance of structured messaging, proactive media engagement, capacity building for club communicators, and a more dynamic digital presence.

## **SWOT Analysis**

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Multi-platform communication presence (email, websites, social media, newsletters). * Signature projects with strong public appeal (e.g., Cancer Run and Cancer Program; Rotary Blood Bank at Mengo Hospital; Rotary Peace Centre; Rotary WASH Institute). * Skilled, passionate communicators within the Rotary network. * Most clubs have PI chairs/directors * District Public Image Committee supports/engages Clubs * Club PI directors have a common to with District PI committee members | * Absence of a documented, integrated communication strategy. * Fragmented media engagement and ad hoc publicity. * Weak monitoring, feedback, and analytics capacity. * Variability in branding and messaging across clubs. |
| **Opportunities** | **Threats** |
| * Growing smartphone and internet penetration. * High public interest in community service and partnerships. * A growing youth demographic active on social media. * Rotary’s global brand and institutional credibility. * High potential for storytelling based on impactful community work. | * Misinformation on social and traditional media platforms. * Resource constraints at both club and district levels. * Public misperceptions and brand dilution. * Communication overload from non-strategic messaging. |

# **3. STAKEHOLDER ANALYSIS**

Effective communication within District 9213 shall rely on a clear understanding of the diverse stakeholders involved in or impacted by the Rotary’s activities. Stakeholder analysis/mapping provides a structured framework to identify, categorise, and prioritise these stakeholders based on their level of interest and influence. This process helps the District tailor its messaging, select appropriate communication channels, and allocate engagement resources strategically. The table below outlines key stakeholder groups, their information needs, levels of influence and interest, and the most suitable communication approaches for each.

Stakeholder mapping should guide message development, channel selection, and feedback mechanisms to ensure relevance and engagement.

***Stakeholder Mapping***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Stakeholder** | **Information needs** | **Level of interest** | **Level of Influence** | **Engagement strategy** |
| Rotarians | Rotary updates, timely information on projects, branding resources and support, training, success stories | High | High | Empower through regular updates and capacity building |
| Club leaders | Rotary updates, global grants information, training, success stories | High | High | Empower through regular updates, capacity building and recognition |
| District and Club committees | Strategic direction, best practices, resource materials | High | High | Support with tools, guidance, mentorship and consistent messaging |
| Rotaractors/Interactors | Rotary updates, mentorship opportunities, leadership development content | High | Medium | Engage through club talks, storytelling, inclusion, and mentorship |
| Communities and beneficiaries | Feedback on project impact, opportunities to contribute to or co-design interventions | High | Medium | Promote participation, share results and build trust |
| General public | Clear, inspiring messages about Rotary’s mission, impact, and how to get involved | Medium | Low | Raise awareness through storytelling via social and mainstream media |
| Development partners and sponsors | Impact reports, visibility opportunities, alignment with CSR goals | Medium | High | Maintain transparency, co-brand successes, highlight ROI |
| Government ministries, departments and agencies | Project alignment with national priorities, data on service delivery contributions | Medium | High | Position Rotary as a strategic development partner |
| Media | Press releases, credible stories, Rotary’s impact, access to events and Rotary spokespersons | Medium | High | Build relationships, offer story leads, and facilitate access |
| Civil Society organisations | * Rotary’s development priorities, project opportunities, and thematic focus areas (e.g., health, education, governance). * Collaboration frameworks, funding possibilities, and local Rotary club contacts. * Results, impact stories, and Rotary’s principles of neutrality and service. | High | High | * Co-create and co-brand community projects to leverage strengths. * Involve CSOs in planning, monitoring, and storytelling of Rotary interventions. * Engage CSOs in policy dialogue forums and thematic campaigns (e.g., World Water Day, Literacy Month). |
| Schools/Educational institutions | * Opportunities for collaboration on education, mentroship, literacy and youth empowerment programmes. * Information on interact clubs, scholarship and leadership development initiatives * Rotary’s contribution to education | Medium | Medium | * Partner on school-based programs (e.g., Interact clubs, career days, reading campaigns). * Recognize and support outstanding teachers and student leaders. * Share Rotary stories and opportunities through school networks, events, and education sector platforms. |

# **4. COMMUNICATION GOAL AND OBJECTIVES**

## **4.1 Communication Goal**

To establish a dynamic communication and stakeholder engagement framework that amplifies Rotary's impact, strengthens brand visibility, and builds trust and collaboration with stakeholders.

## **4.2 Communication Objectives**

* To increase public awareness of Rotary’s community impact.
* To strengthen the visibility and understanding of Rotary’s brand.
* To build stronger internal communication and alignment within Rotary clubs.
* To promote feedback-driven engagement to nurture dialogue and learning.
* To enhance strategic partnerships and collaboration through targeted outreach.

# **5. STRATEGIC INTERVENTIONS**

To translate its communication goal and objectives into measurable impact, District 9213 will implement a suite of strategic interventions targeting internal coordination, external communication and public relations, media relations and publicity, social media engagement, branding and visibility, and stakeholder engagement. Each intervention area is designed to address identified gaps, build on existing strengths, and leverage emerging opportunities. The interventions are informed by survey insights, stakeholder consultations, and Rotary International communication best practices.

## **5.1 Internal Communication**

Strengthening internal communication is foundational to building a unified Rotary identity and ensuring seamless coordination across clubs. This intervention focuses on equipping Rotarians—especially club leaders and public image chairs—with the tools, training, and platforms they need to communicate effectively within the Rotary network. A well-informed membership increases alignment, innovation, and ownership of Rotary’s public image.

**Key Actions:**

* Develop and disseminate a Rotary communication toolkit for club public image chairs.
* Organise quarterly orientation sessions for new club communication officers.
* Create WhatsApp groups and intranet-style portal for sharing event templates, branding tools, and best practices.
* Develop peer-learning forums or WhatsApp groups for club communicators to share updates and challenges.
* Publish District Governor’s weekly schedule

## **5.2 External Communication and Public Relations**

Rotary’s community impact deserves visibility beyond internal circles. This intervention aims to share Rotary’s stories with the public through structured campaigns, human-interest content, and local-language storytelling. It ensures that Rotary’s values and impact are communicated in ways that resonate with diverse audiences, dispel misconceptions, and inspire support and involvement.

**Key Actions:**

* Develop and execute quarterly campaigns aligned with Rotary’s seven areas of focus.
* Publish The Wave, a monthly magazine highlighting Rotary stories, club events, and partner profiles.
* Identify and amplify compelling personal stories that humanise Rotary’s impact.
* Engage local radio stations for storytelling in local languages.

## **5.3 Media Relations and Publicity**

The mainstream news media remain a critical bridge between Rotary and the public. This intervention will strengthen partnerships with journalists and editors to ensure regular, credible, and accurate coverage of Rotary’s work. It includes proactive outreach, curated story angles, and capacity building for both clubs and media professionals to deepen mutual understanding and collaboration.

**Key Actions:**

* Build and maintain a media contact list segmented by region and media type.
* Host media open days and site visits to Rotary project sites.
* Issue regular press releases pegged to both Rotary and national themes (e.g., health days).
* Hold news conferences to launch major projects.
* Publish op-eds in local newspapers.
* Support clubs in building relationships with local media.

## **5.4 Social Media Engagement**

Social media is fast becoming Rotary’s most powerful tool for real-time storytelling, youth engagement, and broad-based visibility. This intervention will establish a more strategic and creative approach to digital platforms—turning them into engines for awareness, advocacy, and mobilisation.

**Key Actions:**

* Develop a District Social Media Playbook outlining content guidelines, branding standards, and engagement protocols.
* Identify and empower club-level social media champions, especially among youth.
* Curate and publish daily content aligned with Rotary’s areas of focus, milestone events, and public service themes.
* Launch hashtag campaigns tied to District events or causes (e.g., #CancerRunUg, #RotaryUgandaImpact).
* Run monthly digital storytelling contests for clubs to share compelling projects through short videos or photo essays.
* Collaborate with Rotarian and Rotaractor influencers and content creators to amplify reach.
* Invest in social media ads and geo-targeted promotions for flagship events and campaigns.
* Integrate social listening tools to monitor mentions, sentiment, and trends around Rotary in Uganda.

## **5.5 Stakeholder Engagement**

Rotary’s impact is amplified through strategic partnerships. This intervention will promote systematic engagement with stakeholders such as government entities, NGOs, sponsors, and community groups. It emphasises two-way communication, feedback loops, and relationship management to build trust, alignment, and long-term collaboration.

**Key Actions:**

* Develop a stakeholder database that includes contact information, interest areas, and history of engagement.
* Produce and distribute stakeholder briefs showcasing Rotary’s contributions.
* Include stakeholder feedback mechanisms (e.g., quarterly surveys, feedback forms).
* Schedule one-on-one meetings with key partners before and after major events.
* Schedule (breakfast) meetings with development partners and sponsors.
* Schedule (breakfast) meetings with government MDAs.

## **5.6 Branding and Visibility**

A strong, recognizable Rotary brand builds trust and loyalty. This intervention focuses on strengthening visual identity, messaging consistency, and presence at events. Through training, branded materials, and multimedia storytelling, it ensures that every Rotary interaction—online or offline—reflects professionalism, impact, and pride.

**Key Actions:**

* Conduct branding workshops at the District Learning Events.
* Create a District-branded merchandise catalogue accessible to clubs.
* Use milestone events (e.g., charter nights, project launches) to reinforce Rotary identity.
* Design a photo and video bank for use in campaigns and reporting.
* Offer clubs feedback on branded products.

# **6. COMMUNICATION CHANNELS AND TOOLS**

District 9213 employs a diverse mix of communication channels and tools to reach its internal and external stakeholders effectively. These channels serve to inform, inspire, mobilise, and create visibility for Rotary’s values and work. The strategy aims to leverage both traditional and digital media, enhance internal coordination, and promote inclusive, accessible outreach across urban and rural areas. Each tool below is aligned with specific audiences and intended outcomes.

## **6.1 Social Media**

Social media is a cornerstone of Rotary's digital engagement strategy, particularly for reaching youth and amplifying real-time storytelling.

* **Daily Content:** Timely, well-designed posts featuring projects, quotes, milestones, and Rotarian profiles.
* **Paid Promotions:** Targeted ads to boost awareness of campaigns and flagship events like the Cancer Run.
* **Live Streams:** Live broadcasts from project launches, conferences, and special events.
* **Influencer Takeovers:** Collaborations with Rotarian influencers and partners to boost reach.
* **Comment Moderation & Social Listening:** Monitoring platforms for feedback, emerging trends, and misinformation.

**Platforms:** Facebook, Instagram, X (formerly Twitter), LinkedIn, YouTube, and WhatsApp.

## **6.2 Flyers**

Flyers are a cost-effective and highly visible communication tool that the District Rotary clubs frequently use to promote events, initiatives, and key messages. Their portability and ease of distribution make them ideal for both internal and external engagement.

* **Event Promotion:** Used to announce upcoming events such as health camps, fundraising runs, charter nights, and district conferences.
* **District Governor’s Schedule:** Used to highlight the District Governor’s weekly schedule including official club visits and events.
* **Project Visibility:** Highlight specific club projects, impact statistics, and calls to action, especially during community outreach or exhibitions.
* **Branding Consistency:** All flyers should follow Rotary’s visual identity guidelines, including the proper use of logos, fonts, and approved colour palettes.
* **Digital & Print Formats:** Designed for both print and digital sharing (e.g., via WhatsApp, email, or social media), increasing their reach and adaptability.
* **Language & Accessibility:** Flyers should be concise, visually engaging, and where relevant, translated into local languages to improve accessibility.
* **Distribution Points:** Shared through club networks, placed at public noticeboards, community centres, schools, churches, and markets.

## **6.3 Email**

Email remains a core tool for direct, efficient communication within District 9213, particularly for formal and operational correspondence.

* **Official Correspondence:** Used to send announcements, meeting invitations, and administrative notices to club officers, committee members, and partners.
* **Targeted Communication:** Enables segmentation by audience (e.g., club presidents, committee chairs, donors) for relevant messaging.
* **Document Sharing:** Facilitates easy dissemination of policy documents, event templates, press releases, and campaign toolkits.
* **Professional Tone:** All emails should maintain Rotary’s brand tone—clear, respectful, action-oriented, and aligned with the District’s visual identity.
* **Email Protocols:** A standardised signature block and subject line format should be adopted across all official emails for consistency and recognition.

## **6.4 Magazines and Newsletters**

Magazines and newsletters serve as storytelling and engagement platforms that keep Rotary members and stakeholders informed, inspired, and connected. The Wave is the District’s official magazine.

* **HTML-Designed Layouts:** Visually appealing digital newsletters that incorporate multimedia, clickable sections, and embedded calls to action.
* **Regular Publication:** Distributed monthly with content aligned to Rotary’s thematic areas and campaign calendar.
* **Content Highlights:** Include project spotlights, leadership messages, upcoming events, Rotarian profiles, and photo stories.
* **Audience Reach:** Shared with Rotarians, partners, media contacts, sponsors, and other external stakeholders.
* **Multi-Platform Distribution:** Circulated via email, posted on the District website, and promoted through social media for maximum visibility.
* **Brand Alignment:** Incorporates Rotary’s global identity elements—logo, fonts, color palette, and core messaging.

## **6.5 Traditional Media**

* **Press Releases & Backgrounders:** Timely dissemination of structured information to newsrooms and editors.
* **Radio & TV Talk Shows:** Monthly segments featuring Rotary leaders, community beneficiaries, and expert guests on topical issues.
* **Human Interest Documentaries:** (Proposed) Short films capturing project impact, aired on TV or online.
* **Newspaper Pullouts:** Special feature sections showcasing impact stories, Rotary history, and upcoming initiatives.
* **Infomercials & Ads:** Strategic use of broadcast and print for brand positioning and event promotion.

## **6.6 Website**

The District website serves as the primary digital repository for Rotary’s work.

* **Monthly Updates:** New blogs, event reports, downloadable resources, and multimedia galleries.
* **Interactive Features:** Contact forms, event registration, FAQ, newsletter sign-up, and social media feeds.
* **Knowledge Hub:** Archive of reports, strategic documents, and past projects.
* **Accessibility:** Designed to be mobile-friendly and compliant with digital usability standards.

## **6.7 Podcasts and Webinars**

* **Monthly Webinars:** Thematic discussions on Rotary’s areas of focus, community issues, or leadership training.
* **Rotary Voices Podcast:** (Proposed) Audio series profiling Rotarians, partners, and change-makers.
* **On-Demand Access:** Archived content available on the website and major streaming platforms.

## **6.8 WhatsApp and SMS Alerts**

* **Quick Mobilization:** Event reminders, urgent calls to action, and internal coordination.
* **WhatsApp Broadcast Lists:** For segmented outreach to club officers, media, or volunteers.
* **Feedback Collection:** Short surveys and polls to gauge opinions or collect quick data.

## **6.9 Printed Materials**

* **Club Starter Packs:** Branded kits for new clubs, including banners, flyers, and identity guidelines.
* **Project Posters & Factsheets:** Designed for events, partner presentations, and community awareness.
* **Bookmarks & QR Cards:** Portable tools with scannable links to digital resources.
* **Rotary Diaries & Calendars:** Functional items doubling as awareness tools, distributed annually.

## **6.10 Outreach and Visibility Events**

* **School Visits & Debates:** Youth-focused programs showcasing Rotary’s values and promoting Rotaract/Interact.
* **Community Barazas & Fairs:** Participatory forums to engage the public in local languages.
* **Marketplace Booths:** Used during exhibitions, trade fairs, or cultural events to engage new audiences.

## **6.11 Expert Contributions and Thought Leadership**

* **Rotary Blog Series:** Articles from senior Rotarians, technical experts, or partners published on the website or media outlets.
* **Talking Points Repository:** Approved key messages for leaders engaging media, stakeholders, and the public.
* **Op-eds & Commentaries:** Submitted to national media by selected Rotary leaders to position Rotary as a thought leader on community development.

## **6.12 Internal Communication Tools**

* **District WhatsApp Groups:** Real-time coordination and peer learning across clubs.
* **Intranet or Google Workspace:** (Proposed) A shared portal for branding materials, event templates, and strategic documents.
* **District Circulars & Memos:** Formal notices for clubs and officers from District leadership.
* **Digital Notice Boards:** Club-level digital bulletin boards for announcements and event tracking.

# **7. KEY MESSAGES**

Clear, consistent, and audience-specific messaging is essential to advancing the District’s mission and strengthening its public image. This section outlines key messages tailored to the District’s priority stakeholder groups. These messages are designed to foster understanding, build trust, and inspire action across diverse audiences. They reflect Rotary’s values—service above self, integrity, diversity, leadership, and fellowship—and support the District’s strategic goals of visibility, engagement, and partnership.

The key messages serve as a foundation for all communication materials and engagements, ensuring alignment across Rotary’s digital platforms, public relations efforts, internal communication, and stakeholder outreach. While the messages may be adapted for tone or context, their core intent should remain consistent to reinforce a unified Rotary voice.

*District 9213 Key messages*

|  |  |  |
| --- | --- | --- |
| **No.** | **Stakeholder Category** | **Sample Key Messages** |
| 1 | Rotarians | * Your service and commitment bring Rotary’s vision to life in communities. * You are the most powerful ambassadors of Rotary’s values and impact. * Together, we are people of action, transforming lives through fellowship and service. |
| 2 | Club leaders | * Your leadership shapes the visibility and credibility of Rotary in your community. * Strong communication builds stronger clubs and better service. * Support is available to help you amplify Rotary’s impact through strategic outreach. |
| 3 | District and Club Committees | * Coordinated communication across committees is key to advancing our strategic goals. * Share your insights—collaboration makes Rotary stronger. * You are catalysts for innovation, visibility, and accountability in Rotary programming. |
| 4 | Rotaractors and Interactors | * You are the future of Rotary—your energy and creativity drive change. * Your voice matters—speak up, show up, and lead. * Rotary is a platform for learning, leadership, and lifelong friendships. |
| 5 | Communities and beneficiaries | * Rotary is your partner in progress—our projects are designed with and for you. * We value your feedback and participation to make our interventions more effective. * Service is at the heart of everything Rotary does. |
| 6 | General public | * Rotary is a global network of volunteers improving lives in your community. * Join us in transforming communities through health, education, and peacebuilding. * Rotary is open to people from all walks of life who want to make a difference. |
| 7 | Development partners and (Corporate) sponsors | * Your partnership helps Rotary multiply its impact across Uganda. * Rotary delivers results—our programs are accountable, community-driven, and sustainable. * Together, we create lasting change and shared value for communities. |
| 8 | Government MDAs | * Rotary complements national development priorities through local-level service delivery. * We welcome partnerships to scale up impact in health, education, and water access. * Rotary supports inclusive governance through grassroots engagement. |
| 9 | Media | * The media is a vital partner in sharing Rotary’s stories and successes. * We are committed to delivering timely, transparent, and accurate information. * Together, we can promote a culture of service, integrity, and civic responsibility. |
| 11 | Civil society organisations | * Rotary shares your commitment to inclusive, people-centred development. * We are eager to collaborate on community-driven initiatives in health, education, and governance. * United in purpose, we can amplify voices, inspire action, and sustain impact. |
| 12 | Schools/Educational institutions | * Rotary invests in education to empower the next generation of leaders and innovators. * We welcome collaboration in mentorship, literacy, and skills-building initiatives. * Together, we can nurture values of service, integrity, and global citizenship. |

# **8. IMPLEMENTATION PLAN**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **1.0** | **INTERNAL COMMUNICATION** | | | |
| **Communication Channels, Tools and Products** | **Activities** | **Responsibility** | **Target audiences** | **Frequency/Timeline** |
| Excom and PIME Meetings | Leaders in their respective Committees contribute to formulating agendas, activities  Briefings on new developments | x | * Excom/PIME | Monthly |
| Letters and Memos | Letters and memos sent out to Clubs, Rotarians by relevant District Officers |  | * Rotarians * District leaders |  |
| Club Runner | Disseminate internal correspondence related to the Rotary’s official business | Webmaster/DES | * Rotarians * District leaders |  |
| District WhatsApp groups  PI WhatsApp group | Disseminate internal posts related to the District’s official business | DES  PI Chair | * Rotarians * District leaders * Club officers |  |
| PI toolkit | Develop and distribute public image toolkit for clubs | District PI Committee | * Club officers * Rotarians |  |
| Training | Conduct training for PI chairs/directors and key club leaders | DLT/PI Committee | * Club officers |  |
| DG’s Weekly Schedule | Publish District Governor’s weekly schedule | PI Committee | * Rotarians * Club leaders * District leaders | Weekly |
| Flyers | Develop compelling flyers for routine communication of Rotary business | PI Committee | * Rotarians * Club leaders * District leaders |  |
| **2.0** | **EXTERNAL COMMUNICATION AND PUBLIC RELATIONS** | | | |
| **Communication Channels, Tools & Products** | | **Responsibility** | **Target Audiences** | **Frequency** |
| Website | Create a content development plan for effective use and management of the website  Produce current and relevant content and update website regularly | Webmaster | * Rotarians & Rotaractors * Club leaders * Development partners * Government agencies * International bodies * Civil society & media * Educational Institutions * Public |  |
| Social media | Develop a plan for effective use and management of social media platforms  Maintain dynamic and interactive social media accounts | Social Media Coordinator | * Rotarians and Rotaractors * Development partners * Civil society & media * Public |  |
| The Wave | Publish the monthly magazine on website and other digital platforms | Editor/PI Committee | * Rotarians & Rotaractors * Development partners * Civil society & media * Schools/Educational Institutions * Public |  |
| Brochures/booklets | Create an official brochure with generic information about District 9213 as well as intervention-specific and project-specific brochures | PI Committee | * Rotarians * Communities & beneficiaries * Public |  |
| Fact Sheets | Produce fact sheets with up-to-date information about Rotary in Uganda projects, etc, | PI Committee | * Civil society & media * Public |  |
| Flyers | Develop compelling flyers for promotion of Rotary events and special messages | PI Committee | * Rotarians * Club leaders * District leaders * Media * Public * Development partners & sponsors |  |
| Talking points | Prepare talking points for harmonised public messaging by District leaders |  | * Excom * District leadership team * Club leaders |  |
| Expert analysis and Opinions | Prepare and publish articles on topical issues in Rotary’s areas of focus |  | * Media * Public |  |
| **3.0** | **MEDIA RELATIONS AND PUBLICITY** | | | |
| **Communication Channels, Tools & Products** | **Key activities** | **Responsibility** | **Target Audiences** | **Frequency** |
| Press releases | Prepare and disseminate topical and timely press releases | Media Relations Coordinator/PI Committee | * Media * Public |  |
| Media briefings and news conferences | Prepare for and organise briefings for journalists and news conferences | DES/DG/MRC | * Journalists |  |
| Media contact list | Create and maintain a regularly updated media contact list | Media Relations Coordinator | * District leaders * Club leaders |  |
| Media site visits | Host journalists at key project sites | Project leads/PI Committee | * Journalists |  |
| Media skills training | Support Rotarians to build skills in handling the media | PI Committee/DLT | * Rotarians * District leaders * Club leaders | Quarterly |
| Rotary training for journalists | Organise training for selected journalists to get a deeper understanding of Rotary | Media Relations Coordinator/PI Committee | * Journalists | Annual |
| Interviews and news/feature stories | Arrange interviews with leading journalists and bloggers to generate coverage | PI Committee/Excom | * Media * Public |  |
| Radio and TV current affairs / talk shows | Prepare for and appear on radio and TV shows to discuss critical issues and interventions in Rotary’s areas of focus, launch of new projects, etc | PI Committee/Excom | * Radio and TV * Public |  |
| Media monitoring | Carry out annual media monitoring and analysis | PI Committee/PIME | * Commissioners * Management * Staff | Annual |
| **4.0** | **SOCIAL** **MEDIA ENGAGEMENT** | | | |
| **Communication Channels, Tools & Products** | **Key activities** | **Responsibility** | * **Target Audiences** | **Frequency** |
| Social media strategy | Develop social media strategy | Social Media Coordinator | * Public Image Committe * District leaders * Club leaders * Rotarians | Quarter 1 |
| Social media templates | Develop templates for social media use | Social Media Coordinator | * District leaders * Club leaders * Rotarians | Quarter 1 |
| Social media reports | Develop quarterly social media reports | Social Media Coordinator | * District leaders * Club leaders * Rotarians | Quarterly |
| Social media content | Publish daily content | Social Media Coordinator/PI Committee | * Rotarians and Rotaractors * General Public | Ongoing |
| Hashtag and storytelling campaigns | Launch hashtag and storytelling campaigns | Social Media Coordinator/PI Committee |  |  |
| Social media skills training | Conduct social media skills training | Social Media Coordinator/PI Committee/DLT | * Rotarians and Rotaractors * Club leaders * District leaders |  |
| **5.0** | **STAKEHOLDER ENGAGEMENT** | | | |
| **Communication Channels, Tools & Products** | **Activities** | **Responsibility** | **Target Audiences** | **Frequency** |
| Stakeholder database | Maintain and update stakeholder database | Stakeholder engagement lead(??) | * District leaders * Club leaders | Ongoing |
| District Conference | Convene annual District Conference | DISCON Chair | * Rotarians & Rotaractors * Media & Civil society * Development partners & sponsors | Annual |
| Breakfast meetings with journalists | Organise breakfast meetings for DG and District leaders to interact with journalists | Media Relations Coordinator/PI Committee | * Journalists |  |
| Breakfast meetings with key stakeholder groups | Organise rotational meetings with other stakeholder groups |  | * Civil society * Member of Parliament * Government agencies | Quarterly |
| School outreach | Organise outreach programmes targeting students and educators |  | * Schools/Educational institutions | Annual |
| **6.0** | **BRANDING AND VISIBILITY** | | | |
| **Communication Channels, Tools & Products** | **Key activities** | **Responsibility** | **Target Audiences** | **Frequency** |
| Brand communication and standardised merchandise | Development, production, dissemination/distribution of assorted branded products |  | * Public |  |
| Sponsorship | Identify worthy social causes to sponsor or participate in |  | * Civil society * Private sector * Public |  |
| Branding workshops | Conduct branding training | PI Committee/DLT | * Rotarians * Club leaders * District leaders | Quarterly |
| Brand health check/Audit | Commission a brand audit | Excom/PI Committee | * Rotarians * District leaders * Club leaders | Annual |

# **9. MONITORING AND EVALUATION FRAMEWORK**

The Monitoring and Evaluation (M&E) framework for this strategy provides mechanisms for tracking implementation, measuring outputs, and assessing outcomes over time. This will guide adaptive management, learning and accountability.

## **9.1 Output Framework**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **STRATEGY 1.0:** **INTERNAL COMMUNICATION** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | **Output Indicators** | **Targets** |
| Strengthened internal communication | Excom and PIME Meetings | Meetings | * No. of meetings | At least one meeting each month |
| Letters and Memos | Letters and memos sent out to Clubs, Rotarians by relevant District Officers | * No. of letters/memos |  |
| Club Runner | Club Runner up and running  Messages disseminated via Club Runner | * No. of new posts/messages via club runner * No. of Rotarians receiving Club runner messages | At least 4 new posts/ messages every month |
| District WhatsApp groups  PI WhatsApp group | Disseminate internal posts related to the District’s official business | * No. of active WhatsApp groups | At least six productive WhatApp groups at the District level |
| PI toolkit | Public image toolkit developed and distributed | * No. of PI toolkits distributed * No of Rotarians receiving toolkit | At least one toolkit distributed every quarter  At least 50% of Rotarians receive toolkit |
| Training | Training for PI chairs/directors and key club leaders conducted | * No. of training workshops conducted * No. of club leaders trained | At one workshop conducted quarterly |
| DG’s Weekly Schedule | District Governor’s weekly schedule published | * No. of timely schedules published | At least one scheduled published weekly |
| Flyers | Compelling flyers published | * No. of flyers published and disseminated | At least one flyer every month |
| **STRATEGY 2.0: EXTERNAL COMMUNICATION AND PUBLIC RELATIONS** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | **Output Indicators** | **Targets** |
| Improved external visibility and communication of Rotary’s impact | Website | Website content development plan developed  Current and relevant content produced and uploaded to website regularly | * No. posts/pieces uploaded on website | At least one new piece uploaded every week |
| Social media | Social media plan developed  Dynamic and interactive social media accounts maintained | * No. of social media posts * No, of active social media accounts | At least four active social media accounts  At least five new posts from District accounts every week |
| The Wave | Monthly edition of magazine published and distributed digitally | * No of editions of The Wave * No. of original stories published in The Wave | 12 editions published annually  At least four original stories published every month |
| Brochures/booklets | Official brochure with generic information about District 9213 developed | * No. of brochures developed * Copies of brochures distributed | At least one brochure developed  At least 1,000 copies of brochures distributed |
| Fact Sheets | Fact sheets with up-to-date information about Rotary in Uganda developed and distributed | * No. of copies of factsheet distributed | At least 1,000 copies of fact sheets distributed |
| Flyers | Compelling flyers developed and distributed | * No. of flyers developed and distributed | At least one flyer developed and distributed every month |
| Talking points | Talking points for harmonised public messaging by District leaders prepared | * No. of talking points sets prepared | At least one set of talking points developed every quarter |
| **STRATEGY 3.0: MEDIA RELATIONS AND PUBLICITY** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | **Output Indicators** | **Targets** |
| Increased media engagement | Press releases | Topical and timely press releases prepared and disseminated | * No. of press releases disseminated * No. of media stories | At least one press release every quarter  At least 24 media stores annually |
| Media briefings and news conferences | Media briefings organised  New news conferences held | * No. of media briefings organised * No. of news conferences held * No. of media stories | At least two media briefings annually  At least one press conference held every quarter  At least 24 media stories annually |
| Media contact list | Updated media contact list developed | * No. of times media contact list is updated | Media contact list updated every quarter |
| Media site visits | Journalists hosted at key project sites | * No. of project sites hosting journalists * No. of journalists hosted | At least four project sites host journalists  At least 24 journalists hosted annually |
| Media skills training | Training workshops conducted | * No. of training workshops conducted | At least one training workshop conducted each quarter |
| Rotary training for journalists | Training workshops on understanding Rotary organised for journalists | * No. of training workshops for journalists organised | At least one training workshop organised annually |
| Interviews and news/feature stories | Interviews field with leading journalists and bloggers to | * No. of interviews fielded * No. of district leaders interviewed | At least one interview organised every quarter  At least four district leaders interviewed |
| Radio and TV current affairs / talk shows | Appearances on radio and TV shows | * No. of appearances on radio and TV talk shows | At least one appearance on a talk show every quarter |
| Media monitoring | Carry out annual media monitoring and analysis |  |  |
| **STRATEGY 4.0: SOCIAL** **MEDIA ENGAGEMENT** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | * **Output Indicators** | **Targets** |
| Enhanced social media presence | Social media strategy | Social media strategy developed | * Approved social media strategy | Social media strategy approved in first 100 days |
| Social media templates | Templates for social media use developed | * No. of social media templates developed * No. of Rotarians receiving social media templates | At least two social media templates developed  50% of Rotarians receiving social media templates |
| Social media reports | Quarterly social media reports developed | No. of quarterly social media reports | At least one report every quarter |
| Social media content | Daily content published for social media | * No. of social media posts * Follower growth rate * Engagement rates | At least one post every day |
| Hashtag and storytelling campaigns | Hashtag and storytelling campaigns launched | * No. of hashtag and storytelling campaigns launched | At least one campaign every quarter |
| Social media skills training | Social media skills training conducted | * No. of training workshops conducted | At least one training workshop every quarter |
| **STRATEGY 5.0: STAKEHOLDER ENGAGEMENT** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | **Output Indicators** | **Targets** |
| Deepened stakeholder relations and engagement | Stakeholder database | Up-to-date stakeholder database maintained | * No. of stakeholders in database | At least 100 stakeholders |
| District Conference | Annual District Conference convened | * No. of Rotarians attending Discon | At least 1,000 Rotarians attending |
| Breakfast meetings with journalists | Breakfast meetings for DG/ District leaders and journalists organised | * No. of breakfast meetings for journalists organised | At least two breakfast meetings annually |
| Breakfast meetings with key stakeholder groups | Rotational breakfast meetings with other stakeholder groups organised | * No. of rotational breakfast meetings organised * No. of stakeholders attending breakfast meetings | At least one breakfast meeting organised very quarter  At least 30 stakeholders engaged at breakfast meetings every quarter |
| School outreach | School outreach programmes organised | * No. of school outreach programmes organised | At least one school outreach programme organised every quarter |
| **STRATEGY 6.0: BRANDING AND VISIBILITY** | | | | |
| **Output Area** | **Communication Channels, Tools & Products** | **Outputs** | **Output Indicators** | **Targets** |
| Strong brand recognition | Brand communication and standardised merchandise | Development, production, dissemination/distribution of assorted branded products | * No. of clubs using standardised materials | At least 80% of clubs using standardised materials |
| Sponsorship | Identify worthy social causes to sponsor or participate in |  |  |
| Branding workshops | Conduct branding training | * No. of branding workshops held | At least one branding workshop conducted every quarter |
| Brand health check/Audit | Commission a brand audit | * No. of brand audits | At least one brand audit conducted annually |

## **9.2 Outcome Framework**

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| --- | --- | --- | --- | --- |
| Outcome | Indicators | Means of verification | Data sources | Assessment frequency |
| Increased public awareness and understanding of Rotary | * Percentage increase in public awareness of Rotary * Percentage of people who understand Rotary’s mission | Public perception surveys | Survey report | Every 2 years |
| Greater visibility of Rotary’s impact in Uganda | * No. of projects with documented stories * No. of media stories about Rotary projects | Review of reports  Content analysis | Community Service and Public Image Committee reports | Annually |
| Strengthened stakeholder trust and collaboration | * No. of new partnerships initiated * Repeat engagements with key stakeholders * Number of people participating in stakeholder engagement activities | Review of reports  Participants signed up for engagement activities  Participant feedback | Engagement reports | Annually |

# **10. BUDGET**