

# Zone 8 Regionalization Pilot

## Business Case

Prepared By: Zone 8 Regionalization Business Case Team

Prepared For: Rotary International Board and Trustees, Zone 8 Regionalization Chairs

Date: March 2023

***Together, we see a world where people unite and take action to create lasting change across the globe, in our communities, and in ourselves.***

# Table of Contents

## Executive Summary

- 1. Background 2**
  - 1.1 *Root cause identification 4*
- 2. A New Regional Governance Model 4**
  - 2.1 *Purpose and objectives 4*
  - 2.2 *Guide rails 5*
  - 2.3 *Regional Council 5*
  - 2.4 *Timeline for implementation 11*
  - 2.5 *Monitoring and Evaluation 12*
  - 2.6 *Transferring functions from the District to the Region 14*
  - 2.7 *Brand and marketing 14*
  - 2.8 *Expenditure budget and funding sought 14*
- 3. Implications for Rotary International 15**
  - 3.1 *Risks, issues identification and mitigation 15*
  - 3.2 *Existing leadership 16*
  - 3.3 *Local office – RISPPPO 16*
  - 3.4 *The Rotary Foundation 16*
  - 3.5 *Programs of Rotary International and Rotary Zone 8 16*
  - 3.6 *Learning and development 16*
  - 3.7 *Rotary Down Under (RDU) magazine 16*
- 4. Implications for Rotary Clubs 17**
  - 4.1 *What's in it for Members? 17*
- 5. Appendices 17**

# Executive Summary

*"If Rotary is to achieve its proper destiny it must be **evolutionary** at all times and **revolutionary** on occasions"*  
~ Paul Harris, founder of Rotary

## Introduction

Our Governance model is out of date and to be fit for purpose now and into the future, it's time to bring about bold and revolutionary change. Rotary International (RI) has given us the opportunity to be one of two pilot programs across the world to bring in a contemporary new approach.

## One voice

We highly value our Clubs and volunteers and the work they do in their communities. They will continue doing what they do best. However, due to a complicated and complex leadership structure, our Members and Clubs are without national influence, limiting their ability to deliver new projects of scale and attract and retain Members, and attract public attention. The number of Clubs and Districts in Zone 8 limits interaction with larger Government, and Corporate entities, who seek easier and single points of senior level access.

For the first time in our history, the Regional Council structure (at the core of the new Governance model) could give us a seat at the national table in each of our countries - the table that also seats, Governments, multinational corporates, large philanthropic trusts, and high net worth individuals, all of which could leverage outcomes for community resilience within our Zone.

In doing so, we have the opportunity to enhance our brand understanding and comprehension in this region using one unified voice that delivers projects of scale and impact, enhances club unity, improves member experience, gains more media exposure, and unlocks greater opportunity for fundraising growth.

Disruption across many industries and organisations, and their supply chains, has been well underway for some time. Recent global events have highlighted that the world we now operate in is one of constant change and challenge with disruption becoming the norm and not the exception. Rotary at all levels is not immune to this uncertainty and this impacts on the effectiveness of our current model in Zone 8.

It's within this context of challenge and disruption, coupled with a deep look over the last 20 years or so at our Zone 8 organization, that leads us to the realization that evolutionary change is not enough. We need a bold change to how we are organized, function and operate. We are proposing a pilot that allows flexibility to adapt to this changing environment.

## A new Governance model

The objective of this business case is to gain approval, partnership, and funding to pilot a new Governance model. The pilot will explore, test, develop and evaluate a new model over a 3-year pilot period commencing July 1<sup>st</sup>, 2023.

The pilot is being led by a Steering group that includes DG Train, Rotaract leadership with Member engagement ensured via regular communication and consultation.

This revised and rejuvenated Governance model puts Clubs and Members at the core, but also seeks to arrest the rapid decline in membership, the systematic churn of members that do join, and the resulting ageing membership base that prevails. It ensures leadership is not only retained but enhanced, strengthened, and made more relevant at all levels. It tackles the current complexity and difficulty for partners to access and interact with us, offering up easier, more accessible routes to collaboration. The pilot model also considers external competitive pressures, the waning relevance and image of our brand in our Zone and addresses the negative impact of fixed costs against a diminishing membership base.

From July 1<sup>st</sup>, 2023, the existing implementation task force will begin working with the DGs and Districts, commencing work on recruiting the new Regional Council members and the Rotary Community Leaders who will be nominated and voted on by the Clubs.

From January 1<sup>st</sup>, 2024, the Regional Council would take office, continuing to operate in a matrix structure closely aligned to DGs and Districts. In practice, the new Governance model will continue to evolve as we explore, test, and develop our processes, programs, and structure.

From July 1<sup>st</sup>, 2024, The Rotary Community Leaders (RCL's) will replace the Assistant Governor (AG) role and will be critical to the success of the pilot. They will work in collaboration with the District Governor (DG) during each year of the pilot to provide smooth transition and member experience for our Clubs and Members.

The Governance model, will be constantly monitored and evaluated by a dedicated team for our Region's learnings and benefit, reporting back to the RI Board at regular intervals to share those learnings so that, in time, potentially these may be adopted elsewhere.

Of key importance is the way in which the pilot program addresses the needs of the 16 very diverse countries that form our Zone, particularly those in the Pacific Islands, which are very unique, have significant differences between them and have special economic needs.

Rotaract, Interact and Earlyact / Rotakids are also very important membership pathways for the pilot program and the Steering committee are already working in this space and will continue work with the Regional Council, DGs, Districts and Rotaract leadership ensuring the anticipated benefits of a Regionalized structure benefit all.

Over the 3-year pilot we seek an investment of USD \$1,952,173 which includes additional staff costs at RISPPPO for the term of the pilot. The maximum exposure on the model is estimated at USD \$920,908 in the year of establishment (24/25).

As detailed throughout this business case, Zone 8 is well prepared to roll out a Regional Pilot – indeed the volume of pre-work already done has seen the RI Board consider us as prequalified to embark on such a project:

- In February 2022 the RI Board granted approval to develop and pilot a new Governance solution, subject to Council on Legislation (CoL) Enactment. In April 2022 CoL approved Zone 8 along with RGBI to proceed with pilots.
- In October 2022 the need for a new Governance model went to a vote of Clubs and Members to: *“approve participation in a pilot to develop, test and evaluate a new regional approach to supporting and governing Rotary and Rotaract clubs and members in Zone 8 from July 2023 to June 2026”*. 89.5% of Clubs voted in favor.
- This business case represents the third decision point.

Our region represents a large geographic area, covering vast cultural diversity, encompassing sixteen countries, 31,000 Rotarians and 1,000 Rotaractors, and serves as an excellent “test bed” for such a pilot.

The time has come to address some of the most persistent challenges in new ways, whilst remaining true to the 4 key priorities stated within the Rotary Action Plan. This pilot addresses each of these 4 priorities with particular reference to Adapt.

Whilst the change proposed may be challenging to implement, as people of action, we need to be impactful, relevant, and attractive to future generations who share and embrace our passion for service and leadership in building community.

## 1. Background

### Membership Decline

In the last decade, Zone 8 has seen population growth of 20%, however Rotary and Rotaract membership has declined by 23%. While membership may ebb and flow, and we acknowledge that Rotary isn't for everyone, the trend over this length of time confirms it is not transitory, but embedded, structural and worsening.

Declining membership and less Clubs are of considerable concern. Fewer members in the first instance, and the rapid churn of members that do join, has also had a negative financial impact through reduced dues of approximately USD \$700k over the same decade. This dilemma collides with an existing membership base that is ageing.

Left unaddressed, this trend paints an even grimmer picture for the coming decade.

## ZONE 8 (AUSTRALIA, NEW ZEALAND & PACIFIC ISLANDS) 10 YEARS



### Leadership challenges

Within the declining membership crisis, we are finding it increasingly difficult to attract leaders. When we do, the twelve-month tenure of Club and District leadership diminishes impact. Continuity of leadership is also restricted, and these leadership roles are further hamstrung by being overly administrative and excessively time-consuming.

### Brand relevance and image

Past research<sup>1</sup> has shown that awareness of our Brand is strong, and that a high proportion of people have a positive association and impression of Rotary. Conversely, the research also says that most people don't really know what Rotary does. As a result, our Brand has lost relevance, and in turn suffers from a poor image, specifically within younger generations and newer members who also speak of disconnected experiences.

### Competition

Competition is rife. Alternatives to Rotary and Rotaract abound in many and varied forms, often at lower or less cost, especially for younger generations that we must attract and retain if we are to survive.

The proliferation in recent years of single issue, volunteer focused not for profit causes and organizations have done a better job of capturing attention and offering inclusion to members. Many of these organizations use modern technology such as "one click giving" to expediate donations and also to simplify different membership models, access, and connection methods.

### Pacific Islands uniqueness

The 14 countries of the Pacific Islands within Zone 8 require special consideration given their make-up includes Sovereign States, Annexures, and Islands under administration from France, Australia, and New Zealand.

<sup>1</sup> Referenced from Membership Experience Feedback Survey May 2019

Each has different laws, languages, cultural nuances, and uniqueness given their geographic isolation, geopolitical landscape, and the differing levels of economic situation each of these countries experience.

The pilot program will address how they will be supported and continue to have a voice, ensuring recognition of this broad diversity.

## 1.1 Root cause identification

Each of the challenges outlined above are significant in their own right, but as we've looked more deeply into this, put together, they present merely as symptoms of a much greater cause:

- Our current Governance structure is flawed and is no longer fit for purpose.
- Our current structure dilutes effort, is costly to administer, isn't scalable and feeds duplication. It confines DGs to a narrow one-year term which despite increasing collaboration by the G-Trains in many Districts perpetuates inconsistencies of strategy and messaging between Districts, Clubs, and members leading to constant interruption to continuity, limiting our organizations opportunity to grow and move forward.

Financially the impact is dramatic too. Partners that wish to work with us are forced into multi-level, complex hierarchical roadblocks, where they are really seeking simple, less layered single point of contact.

### A Different way of Governing

In 2018, the Zone 8 Institute approved a proposal to design a different model of Governance.

Since then, a huge volume of work has been completed resulting in the intended pilot starting concept – a rejuvenated Governance model that seeks to stem the flow of membership and club decline; addresses leadership and hierarchical barriers; improves overall member and membership experiences; and invests in improving brand image and relevance.

It anticipates additional benefits in the form of a simpler, easier single point of contact and a pathway for partners to collaborate with us. It also offers potential new membership models and ways of attracting a younger demographic membership base, while delivering an overall lower cost model of operation.

## 2. A New Regional Governance Model

*“Be the inspiration for positive change and face today's challenges head on with courage, optimism and creativity” —Barry Rassin, Rotary International President 2018 - 2019*

### 2.1 Purpose and objectives

Our Regionalization pilot Vision<sup>2</sup> states “to significantly increase the reach and impact of Rotary and Rotaract in Australia, New Zealand and the Pacific Islands.”

To address the challenges outlined earlier in this document, and indeed to equip ourselves for future growth, we believe we need a new way of operating. Through this new model we seek to:

- Create attractive and diverse leadership and development opportunities.
- Provide greater consistency and continuity of strategy across the zone.

---

<sup>2</sup> Refer Appendix #1 Objective Tree

- Enable a single point of contact for external parties seeking partnerships.
- Build a stronger, unified regional Rotary image and Brand.
- Improve efficiencies to reduce duplication and costs to members and indeed to RI.

Taken together, a new Governance approach will ensure we are able to provide greater support to clubs and members – to meet the goals of Rotary’s action plan, whilst providing more meaningful and rewarding club experiences for members.

## 2.2 Guide rails

The following set of principles has been developed to guide and safeguard the pilot program.

- Supporting our Clubs in how they interact with their members to retain and attract members and make a bigger impact in their community.
- The pilot is to “explore, test, develop and evaluate”, beginning with the proposed Governance model, so that we end up with a model that delivers to our core objectives.
- Clubs will vote at the appropriate time at the end of the pilot to enable an agreed Governance structure to be implemented beyond the pilot period.
- G-Train shall assist in defining the timeline to transfer responsibilities to the Region.
- Districts and DGs will remain for the duration of the pilot to carry RI officer duty responsibilities and ensure governance and compliance requirements are met. They will also support key programs such as Youth Exchange.
- The Rotary Foundation grants and allocation of DDF will remain within the scope of Districts for the duration of the pilot. No changes are proposed; however, collaboration is encouraged.
- Community Leaders are a unique and essential part of the pilot with high value for change and will be a catalyst for the required transformation and better engagement in supporting clubs. They will support clubs, be mentors, facilitators, a resource, and leaders of change. They will not co-exist with Area/Assistant Governors. They will participate in a customized learning program prior to taking office.
- All the desired nominations and elections processes must be introduced and conducted prior to the start of the Governance structure pilot to ensure all initial office bearers are selected according to process.
- The most qualified subject specialists from across all districts will be identified and brought together at Regional level to be available to assist all clubs.

## 2.3 Regional Council

### 2.3.1 Purpose and function

The model below illustrates that Members and Clubs are at the heart of the Regionalization pilot. The Regional Council, (made up of Australia, New Zealand, and the Pacific Islands) representatives would strategically lead and manage the activities of the region, while also recognizing the nuances and requirements of the different countries, territories, and states, set regional membership dues; and govern Rotary and Rotaract in our region. This would be done in concert with the assistance of vibrant committees, and specialist support to Clubs to address the challenges we all face.



### 2.3.2 One voice

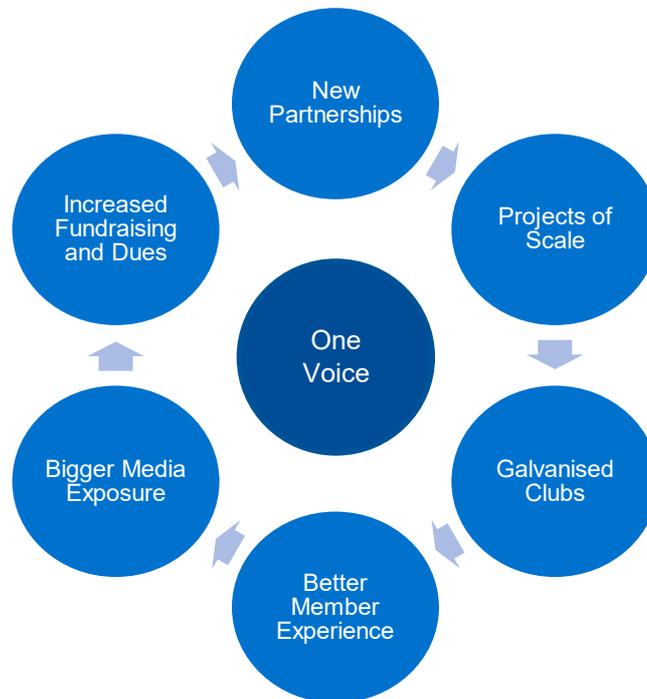
The gravitas and imprimatur that a Regional Council model delivers, provides a significantly greater chance to magnify our efforts at higher levels. Working at scale with National Governments, large corporates, and philanthropic trusts, will now be possible in the new Governance structure. Currently these organizations see Districts as too small, too numerous and too cumbersome to deal with, and our volunteer army has no access to these larger groups.

These relationships take time to foster and grow, and a single source – the Regional Council – with one voice for the entire Region, will act as a catalyst for projects of scale for all levels of Rotary where the decision makers of these large groups are directly connected with the decision makers of Zone 8 – the Regional Council.

One voice, in action, also works as a multiplier. As we build these relationships at the highest level with these larger groups, and deliver impactful projects, it will trickle down to countries, States, and communities, and then in turn to Clubs.

This in turn delivers a deeper and more engaging member experience, helps to improve our image awareness and relevance, which in turn will result in more media coverage, making us more visible and more appealing for other larger organizations with whom we may have not worked in the past.

Fiscally, this has a compounding effect, whereby one voice delivers greater fundraising ability at higher levels, that will ultimately flow down to Districts and Clubs.



### 2.3.3 Matrix structure

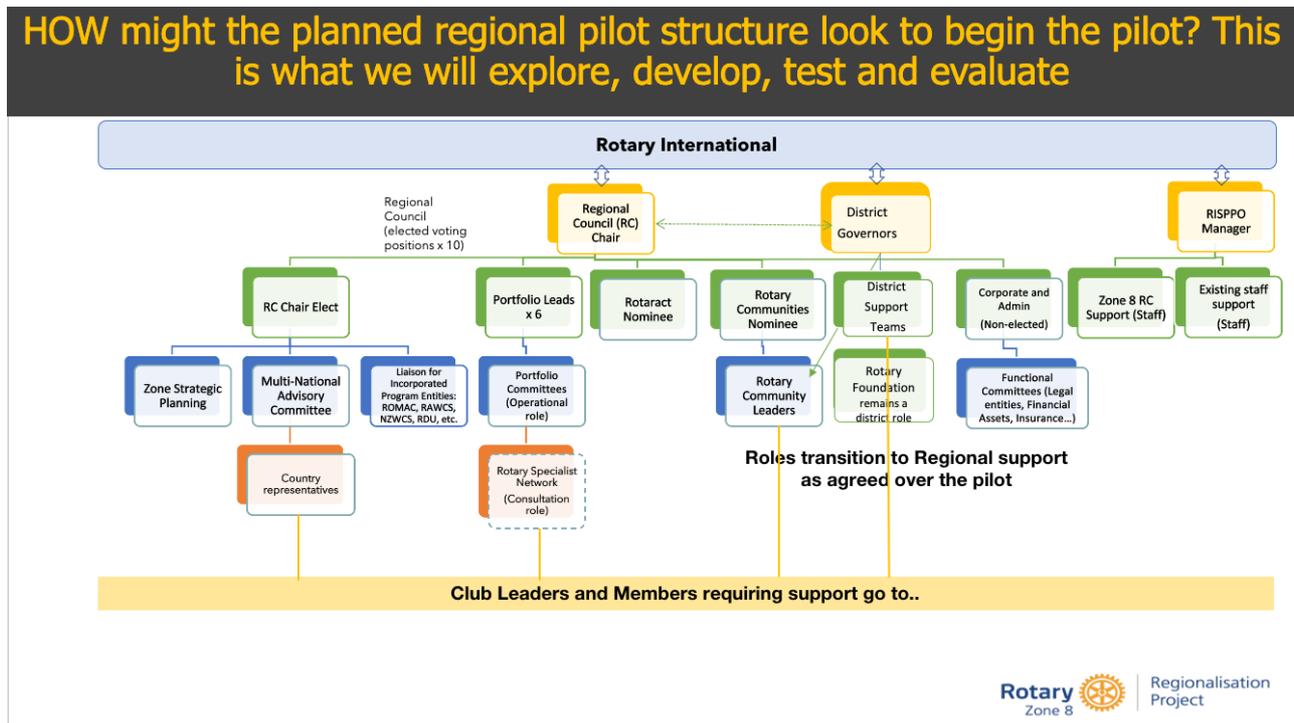
This “linked up” mode of operation really facilitates the opportunity of becoming more unified and galvanized right across the region, where we have a much better operating clarity at the vertical levels of Clubs, Districts and now Zone level.

This vertical clarity sits alongside arranging ourselves in a horizontal matrix configuration allowing for full optimization of resources at all levels, up, down *and across* the entire Zone organization.

This Regional Council Governance model, operating in such a way, doesn’t diminish the voice at other levels of Rotary across the region, on the contrary - it legitimizes and optimizes it.

The real beauty of such a model during the pilot period is that Clubs can and will continue to work and take action at local level, and Districts will continue to operate and function at District level. The standout difference is they will now be supported by the Regional Council at the highest level of the Zone.

## 2.3.4 Potential organizational arrangement



## 2.3.5 Key positions and terms of appointment

### Regional Council Chair<sup>3</sup>

The Regional Council Chair would be responsible for leading and managing the business of the Regional Council, including managing information flow to and from the Council, and conduct of its meetings.

It is a leadership role, ensuring the regional council focuses on agreed mission, vision, and strategies, without preference to geography or interest. It focuses on development and oversight (not doing) of systems that improve consistency and predictability in the delivery of Rotary and Rotaract programs and services. The Council is accountable for outcomes at regional level.

It is expected that the Regional Council will adopt a 'bottom-up' approach as it shapes the region's future, through prioritizing engagement with Clubs and members to understand, consider and respond to issues, and ensure a genuine voice is elevated to the Council's agenda.

In particular the Regional Council Chair will be expected to:

- Demonstrate high levels of relational leadership – inclusive, purposeful, empowering, ethical and process oriented.
- Establish high standards for the Council and the portfolios and committees.
- Establish and maintain a productive link between the Regional Council and RISPPPO manager and office.
- Establish and maintain a productive link between the Regional Council and the elected Zone 8 Director.
- Be a key point of contact with Rotary International including but not limited to the RI Board and RI Coordinators.

<sup>3</sup> Refer appendix #2 Position Description – Regional Chair

The role will be held for a 2-year term with a 1-year term limit. The role is elected by Clubs in consultation with members.

### Regional Council Chair Elect

The Regional Council Chair Elect, while preparing for the Chair role, is responsible for developing, communicating, and managing the Zone Strategic Plan and will also have a key role ensuring the voices of all countries are heard, as represented in the Multi-National Advisory Committee. This Committee is chaired by the Regional Council Chair Elect and members will represent the perspectives of their countries.

In addition, the Chair Elect will be the liaison with national incorporated Rotary Entities, ensuring connection and strategic alignment.

### Regional Council Portfolio Leads<sup>4</sup>

The proposed regional model includes an elected Regional Council with Portfolio Leads who are accountable for outcomes in six portfolio areas, which relate to the key areas in which we can best support clubs. This contrasts with the current primary focus on geographic representation and organisation.

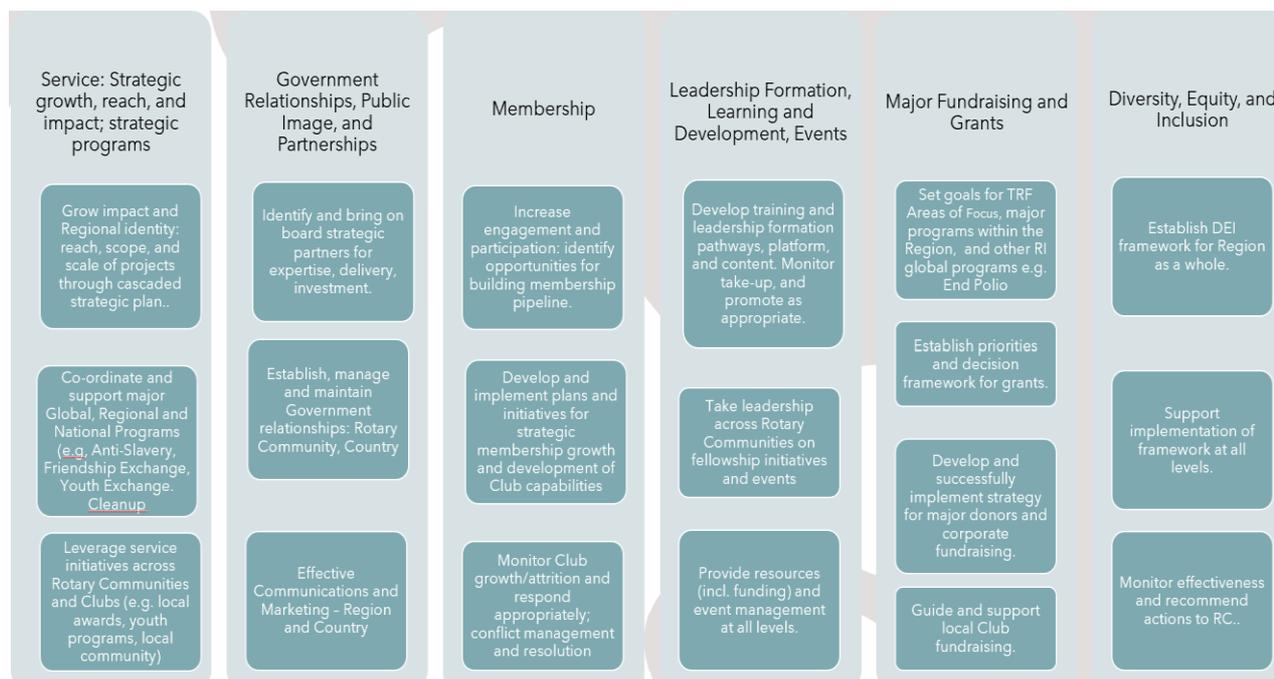
An illustrative design has been developed for each portfolio based on composition and accountabilities/deliverables:

- Composition may be based on one or more of the following:
- Capacity / demand.
- Program related.
- Geographic or jurisdictional differences.
- DEI a given in all cases.

---

<sup>4</sup> Refer Appendix #3 Position Description – Portfolio Leads

## The 6 proposed portfolios



### Rotary Community Leader role<sup>5</sup>

The Community Leader role is essential for the success of the proposed Regional pilot. They will work in tandem with DGs, the Specialist network roles and Portfolio committees during the transition. They will elect a representative to the Regional Council.

The proposed regional model includes groups of clubs. These groupings will be based on affinity – what they have in common, such as cause, focus, type of member, geography, or language. Each group of clubs is a Rotary Community. They will work with each other to create their own grouping and select/elect their own leader. It is expected that the community will enable greater impact through collaboration than simply the “sum of its parts”.

The Title of Rotary Community Leader will include a descriptor such as:

- Rotary Community Leader; e-Clubs
- Rotary Community Leader; Central Auckland
- Rotary Community Leader; Youth Focus

The ‘Rotary’ descriptor is essential as for example the ‘Community’ suggests collaboration, common goal, engagement, and identity, whereby ‘Leader’ defines the focus of the role (and avoids managerial connotations associated with terms like Director, Governor etc.)

### Specialist network role<sup>6</sup>

The proposed regional model includes a Specialist network comprised of individuals with expertise and skills in key areas that are important to Rotary and Rotaract clubs.

<sup>5</sup> Refer Appendix #4 Position Description – Community Leader

<sup>6</sup> Refer Appendix #5 Position Description – Specialist Network Role

The Rotary Specialist is someone clubs and members can directly connect with for advice, guidance, support, specialist knowledge.

It is expected that the Rotary Specialist will be a Rotarian or Rotaractor, (but not necessarily), who has demonstrated knowledge and expertise, who also is formally accredited, or peer reviewed for performance and quality of knowledge delivery and compliance. Non-Rotarians would also need to be under agreement of confidentiality to protect Rotary interests.

Access to the network will be through a secure searchable database, available to all members.

### 2.3.6 Selection and election criteria

To fulfil these roles<sup>7</sup>, we propose a volunteer selection committee that would operate independently of the Regional Council.

Key principles are:

- That it operates at arm's length to Regional Council and its committees.
- The entire process is transparent and supported by RISPPPO.
- No Rotarian or Rotaractor can serve more than 4 years on the Regional Council.

Composition criteria to include:

- Gender and cultural diversity.
- Mix of professional backgrounds in portfolio areas.
- Representative from relevant portfolio for position being filled (selected positions, not elected).
- Cannot be a current member of RC or any committee of the RC.
- An expert in HR processes ideal from either service or community organizations.
- Need not be a Rotarian or Rotaractor.

### 2.3.7 Relationship of these roles to the RI Board

The RI Board will have a direct relationship with the Regional Council, through and via the Chair. The other roles described above wouldn't have a direct interaction with the RI Board itself, however, would definitely continue to have interactions with and to RI via the RI staff roles, in much the same way they currently do in supporting Clubs and District leaders. The RI Director role as it stands will remain independent from the Regional structure.

## 2.4 Timeline for implementation

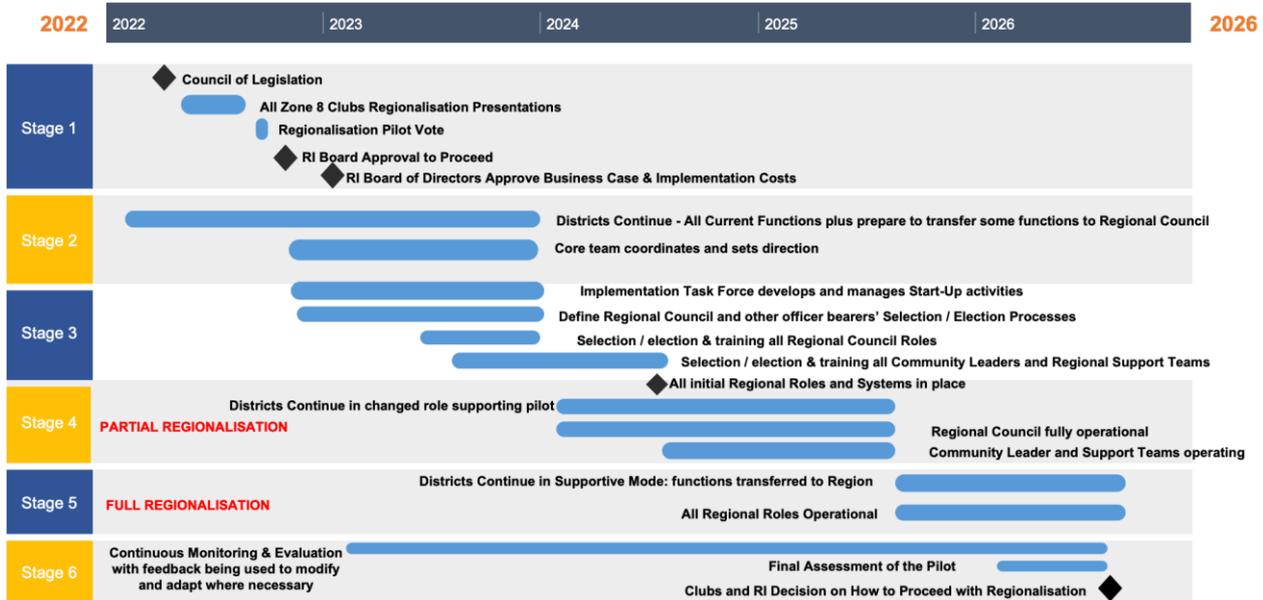
Below is a condensed timeline of each stage of the Pilot project<sup>8</sup>.

---

<sup>7</sup> Refer Appendix #6 Selection and Election Criteria

<sup>8</sup> Refer Appendix #7 Detailed Gant Chart Timeline

## Zone 8 Regionalisation Timeline (DRAFT)



March 2023

## 2.5 Monitoring and Evaluation

### 2.5.1 Nature and timing

While the 2023-24 Rotary year will essentially remain business as usual, the Regional Council will commence on the January 1<sup>st</sup>, 2024, and work in conjunction with the Districts on specific roles like public image. From July 1st, 2024, the full Regionalization structure will become operational.

By June 30th, 2025, all the District roles, subject to the pilot review supporting this proposed transition – and with the exception of the Rotary Foundation.

From the 23/24 Rotary year the M&E team will be working to establish a baseline and key performance indicators to then be used to monitor and evaluate the success of the pilot.

District leaders will be helping assess the outcomes and “where to from here” with the Regional Council guided by the M&E team

### 2.5.2 Key performance indicators

The Monitoring and Evaluation (M&E) team is working with the various working groups of the Regional pilot establishing final KPI’s. These KPI’s will be established in partnership with the G-Train and Rotaract leadership. Outlined below are indicative examples of KPI’s in the key areas of supporting clubs, leadership, and development, developing a stronger, unified brand and image, collaboration and partnerships, and efficiencies and cost savings.

### 2.5.3 Better supporting Clubs

The M&E Team anticipates looking at the support, assistance and resources provided to clubs by the Regional entities and ascertain if they are helping them address issues and strengthen their club in areas of:

- Utilizing and accessing grants.
- Resolving conflict.
- Greater community engagement.
- Creating more positive membership experiences and enhancing the member engagement.
- Membership attraction and retention.

- Creation of newer, more flexible membership and Club models.

Proposed KPI:

*“By June 2026, a minimum of 25% of all clubs show a 10% increase in membership.”*

#### 2.5.4 Providing leadership and development opportunities

In this area, the M&E Team is considering the nature and focus of the possible new and modified leadership roles that might emerge in the Regional management model. In particular, they will want to know if the roles are:

- Attractive and meaningful.
- Seen as providing opportunities for self-development.
- Making a positive contribution to the future of Rotary.

#### 2.5.5 Developing a stronger, unified Rotary brand and image

With respect to improving the Rotary brand and image, the team will need to look and assess what has been initiated at the Regional level and then to evaluate the impact at the community and club level. Are the new Rotary brand and image initiatives being implemented regionally actually:

- Increasing broad awareness of the Rotary Brand.
- Generating increased interest in the Rotary Brand.
- Increasing consideration to become a member of Rotary.

#### 2.5.6 Collaboration and partnerships

The M&E Team will need to look closely at the Regional and Club level to identify and assess new partnerships and collaborations particular with respect to:

- How they might increase the public image of Rotary.
- Lead to new joint projects and enhanced community initiatives, broadening our scope and increasing our impact.
- Attract new members to Rotary.
- Increase our fundraising capacity.
- Re-engage our current members.

Proposed Club level KPI:

*“By June 2026, 40% of clubs have established new partnerships with 2 or more entities that extends their reach and enhances their impact.”*

Proposed regional level KPI:

*“By June 2026, there will be an initiative around mental health in children that builds on our initiatives already in place in 9910 (NZ) that delivers USD \$800k”.*

*“By June 2026, there will be an initiative that delivers circa USD \$600k from Philanthropic Ancillary Funds and the Corporate sector through the Rotary Foundation Australia that delivers an indigenous health project in Central Australia”*

#### 2.5.7 Created efficiencies, reduced duplication, and lowered costs

In this area the M&E Team will be looking for efficiencies and cost savings in possible initiatives like:

- One overall Regional Conference instead of multiple conferences, saving time, resources and delivering significant cost savings.

- A membership model whereby flexibility and multiple approaches could be embraced within an overall simplified membership framework that enabled the reduction of duplication and administration time massively.
- One website with content available for Club use with the consistency of all that is common to Rotary, beyond Club information.

## 2.6 Transferring functions from the District to the Region

To be able to realistically pilot a Regional management structure for Rotary in Zone 8, the DGs and Districts will need to progressively transfer some of their current responsibilities to the Regional Council over the life of the pilot.

Year 1 - as the AGs have been appointed, they will continue to work with their DG supporting clubs in a more traditional model. The DG role in this year will be important in communicating the change to future Community Leaders and determining how this role and districts will work together during the pilot.

Year 2 – leadership, coaching and collaboration. The CL and DG roles will work together as we transition from traditional club visits by the DG to a mix of CL and DG visiting clubs and/or focussing on being there to support clubs and members at events/volunteering, etc.

Year 3 – our CLs will take a more active lead role. We will also have our CL elects coming through where the DG can support/coach as required.

This approach will provide a smooth transition for our clubs during the pilot and importantly be flexible to meet member expectations.

It is envisaged that functions like public image, which could be substantially enhanced with a collective Regional focus, will be transferred from the Districts first and be ready for the Regional Council to work on when they commence on the January 1<sup>st</sup>, 2024. All the other current District roles and functions, apart from the Rotary Foundation, will be progressively transferred to the Regional Council between January 2024 and June 2025, following consultation and collaboration between the Regional Council and the Districts and DGs.

## 2.7 Brand and marketing

To address challenges around Brand relevance and image the Regional Council will develop and implement a comprehensive Marketing Strategy<sup>9</sup> for Rotary in the region.

## 2.8 Expenditure budget and funding sought

A financial model has been developed using a “likely case” scenario<sup>10</sup>. Key assumptions include:

- 100 new Community Leader positions recruited & trained in 23/24 ready to commence 1 July 2024.
- District Governor allocations redirected to the Regional Council to cover Community Leader costs (33% in 24/25 and 50% in 25/26).

---

<sup>9</sup> Refer Appendix #8 Suggested Marketing Strategy Outline

<sup>10</sup> Refer Appendix #9 Zone 8 Regionalization Case Expenditure Budget



## **3.2 Existing leadership**

We anticipate no change to the Club leadership structure. Districts leaders will play a key role throughout. They will be responsible for liaising with State/ Regional territories/ Island countries in regard to local issues, and the continued management of some of the current District responsibilities. These will include the relationship with the Rotary Foundation, State and Territory legislation on matters such as Youth Exchange, fundraising, licensing, and local community disaster relief.

## **3.3 Local office – RISPPPO**

The RISPPPO role will be increased during the pilot period. It will provide support for DGs in the functions that they manage. It will also be supporting the formation and evolution of the Regional Council.

## **3.4 The Rotary Foundation**

Based on information received via a 'stocktake' and in consultation with the region's District Foundation Chairs we consider the regional pilot should:

- Look to harness the opportunities provided by the strengthened national and regional presence of Rotary to engage government, corporate and philanthropic entities to contribute to and work with the Rotary foundation to increase our reach and impact. We note the RI / TRF approved initiative for Rotary in Australia under the corporate grant trial provides an opportunity for the regional pilot to leverage this trial for the regional as a whole.
- As with the wider pilot program we will look to increase the collaborative TRF training, support for clubs and districts and knowledge sharing of TRF matters and where possible increase multi- club and multi-district project delivery.
- We will look to develop coordinated regional and national approaches to fundraising and project development and delivery for projects under the Areas of Focus.
- We do not propose any changes to the districts' management of District Grants for the 2024/25 year as the contributing clubs and members at the time of contribution in the 2021-21 year rightly have expectations of accessibility and the likely terms and conditions under each Districts grants.
- We will look for opportunities such as for the 2025/26 year to simplify and strengthen the district and global grants processes across the region and raise awareness of the value of these grants as a key driver for growing TRF contributions.

## **3.5 Programs of Rotary International and Rotary Zone 8**

The new Governance structure will support the continuance of all of the Rotary International and Zone 8 programs. In fact, with the new Regional Council it is envisaged that the members of this Council via their charter and responsibilities will be able to bring National contacts to provide greater support for these programs and thereby facilitate better outcomes and projects of scale that will assist us in strengthening our Clubs and providing additional opportunities for our Members at large.

## **3.6 Learning and development**

The implementation task force that we have put in place are working closely with the Regional Steering Group and the RISPPPO office on the L&D program for the '23/'24 year using the RI L&D model that is existing, modifying to make sure it is fit for purpose for the new leadership roles. Our soon to be appointed RI liaison will be able to report to the RI Board at the October '23 Board meeting on their programs and progress. Needless to say, our L&D program will be in place to train the new leadership recruits commencing in a similar timeframe to the current L&D programs.

## **3.7 Rotary Down Under (RDU) magazine**

Rotary Down Under Inc. is the creator and producer of the regional Rotary magazine, producing 11 editions each year under a unique license from Rotary International for the members in Australia, New Zealand, and

the Pacific Islands. Whilst an alternative to the USA's Rotary magazine, this highly commended publications majority of content is derived from Rotary members, clubs, and projects throughout our zone.

It is staffed by locals, its editor ensures all areas of our Zone are given equal opportunity to prepare content and if need, professional help is provided.

The board of RDU is representative of all districts, elected in accordance with its constitution from zone. Featuring many articles on the Regional pilot in recent times, it is a true conduit for our zone and the board is investigating its future composition under the regional pilot as it is trialed, tested, and modified to best serve our clubs and members throughout the pilot period.

## 4. Implications for Rotary Clubs

In most respects Clubs will continue to operate how they do currently. Community work in their local area will continue.

It is anticipated however via a simplified Governance model, many benefits will come. The opportunity to work with large corporate entities, Government, industry groups and philanthropic trusts will become easier, there are likely to be new and different models by which to attract and retain members, have greater support via one voice representing the broader Zone but with local nuance, an improved public image and relevance of our Brand and easier and faster fundraising capability.

### 4.1 What's in it for Members?<sup>12</sup>

- Streamlined processes to free up time spent on administration to invest in projects, service, and social activities.
- Leaders they choose, especially directly supporting their Clubs and focusing on community needs because the leaders are from within.
- Leadership roles that are attractive to a great variety of members, focused on leading and less on administration, with customized, localized, and true leadership development.
- Access to the best of the best specialists from across the zone, to give advice and guidance, and they know how we work.
- Targeted and coordinated Regional and national initiatives to help raise awareness and grow Rotary's profile, build connections and partnerships and access potential funding.
- More coordinated approach to communication.
- Creating more opportunities for collaboration and larger scale projects because we are not "limited" to districts. This will also facilitate sharing of ideas, knowledge, and best practice.
- Ability to leverage national branding and partnerships set up through the regional council without having to do all the relationship building that is currently required by individuals and clubs
- For the Pacific Islands it means they will have a stronger voice for not just Rotary Clubs, but Rotaract which is a key membership funnel and pathway for these Pacific Island Countries.

## 5. Appendices

1. Objective tree
  2. Position description – Regional Chair
- 

<sup>12</sup> Refer Appendix #11 What's in it for Members

3. Position description – Portfolio Leaders
4. Position description – Community Leader
5. Position description – Specialist Network Role
6. Selection Criteria
7. Detailed Gant Chart Timeline
8. Marketing Strategy
9. Zone 8 Regionalization Financial Summary
10. Benefits and Risks
11. What's in it for Members
12. Pacific Islands Distribution