

ROTARY DISTRICT 9212 ACTION PLAN

THREE YEAR ROLLING STRATEGY
2025/2026 TO 2028/2029

APRIL 2025

2025-26 Presidential Message

Unite for Good

Rotary International President-elect
Mário César Martins de Camargo
calls on us all to **Unite for Good**.

Through the power of human
connection — welcoming new
members, collaborating on
impactful service projects, and
strengthening our global presence —
**together, we create lasting,
positive change.**





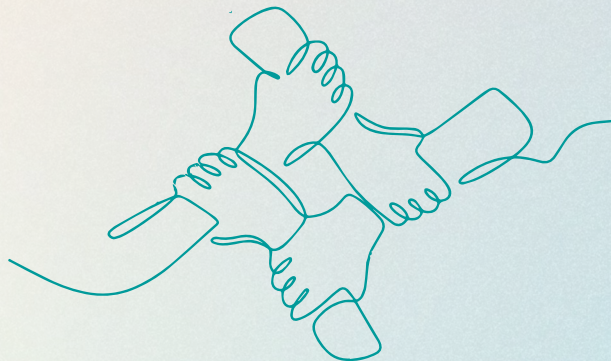
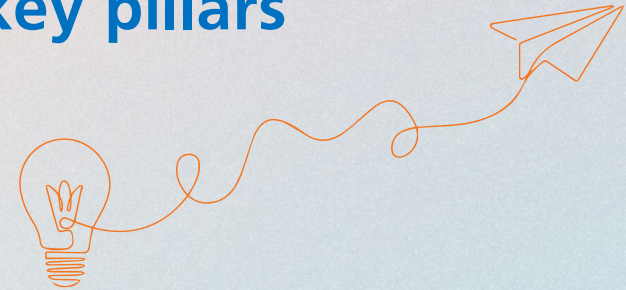
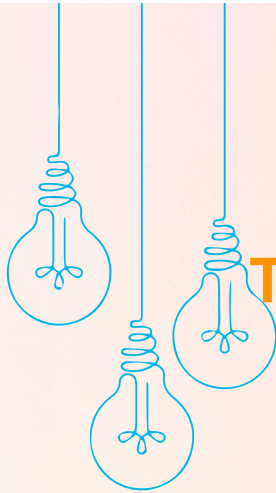


The Presidential Message key pillars

**INNOVATION AND
CREATIVITY**

**PARTNERSHIPS &
COLLABORATION**

**CONTINUITY IN
LEADERSHIP**



Our reach Globally

46,000

Rotary Clubs

11,000

Rotaract Clubs

14,911

Interact Clubs

7,000

Rotary Community Corps

7,000

Rotary Community Corps

532

Rotary Districts

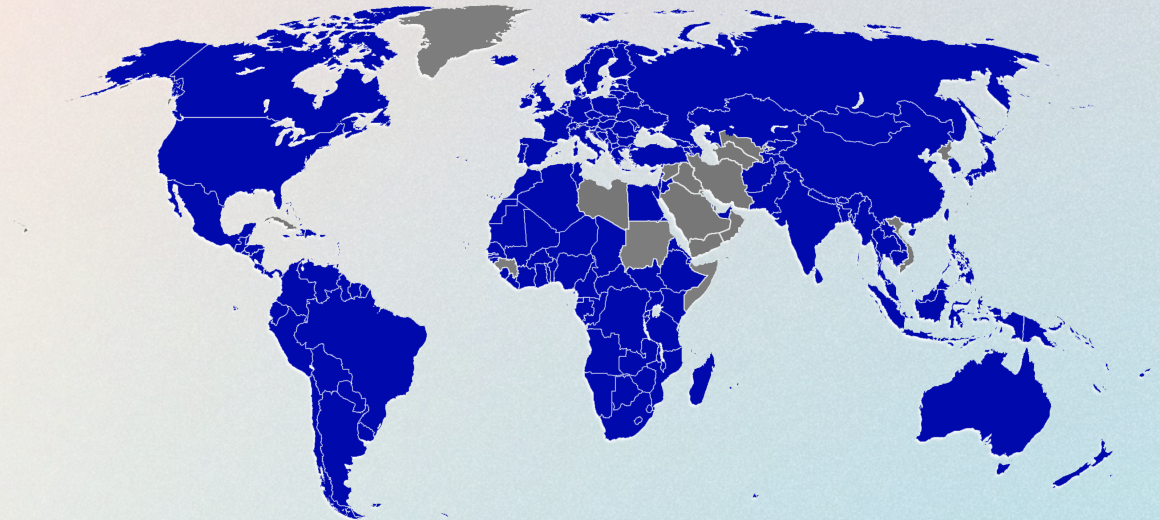
34

Zones

Zones

1.2 million; 200 countries/geographical areas

Rotarians worldwide



Our reach in Africa

18
Districts

1874
Clubs

45,000
members

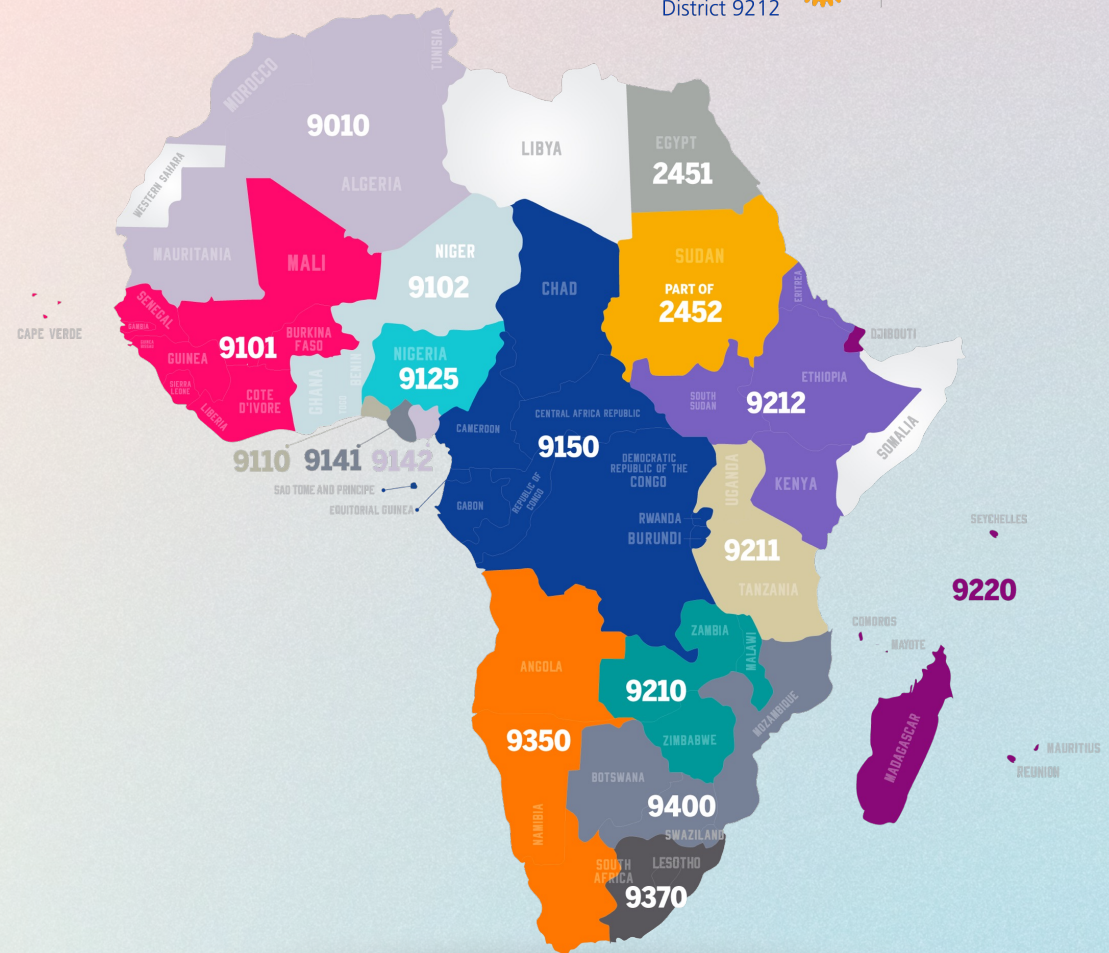
ROTARY DISTRICTS IN AFRICA, COMPILED: JAN 2023

Not to scale

Rotary
District 9212



UNITE FOR GOOD



Our reach in the District - 4 countries

267

Clubs

148

Rotary

119

Rotaract

3917

Rotarians

124

Clubs (Kenya)

4

Clubs (South Sudan)

19

Clubs (Ethiopia)

1

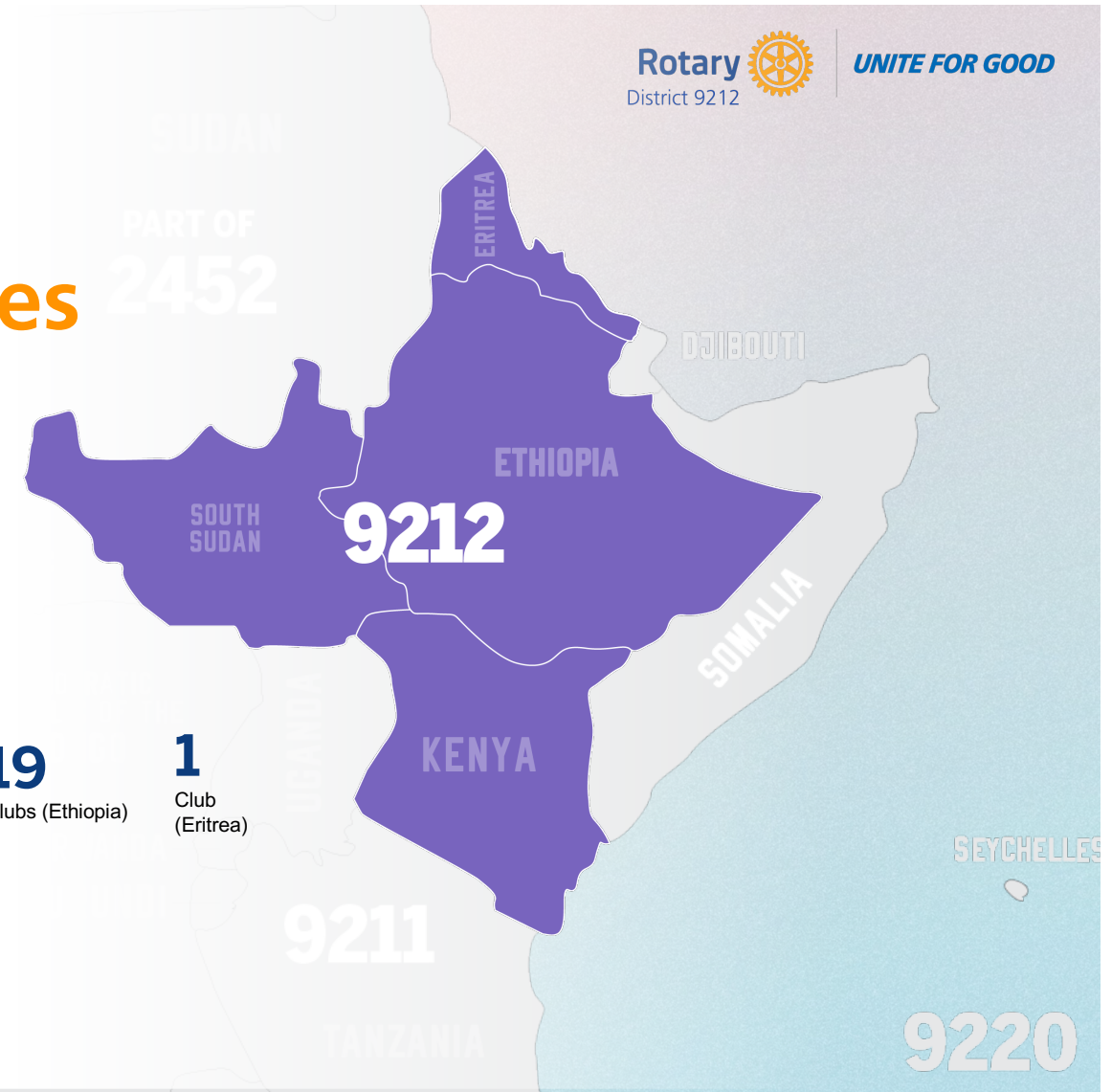
Club
(Eritrea)

2095

Rotaractors

6000

Interactors



Our Rotary Kenya - Clubs

124

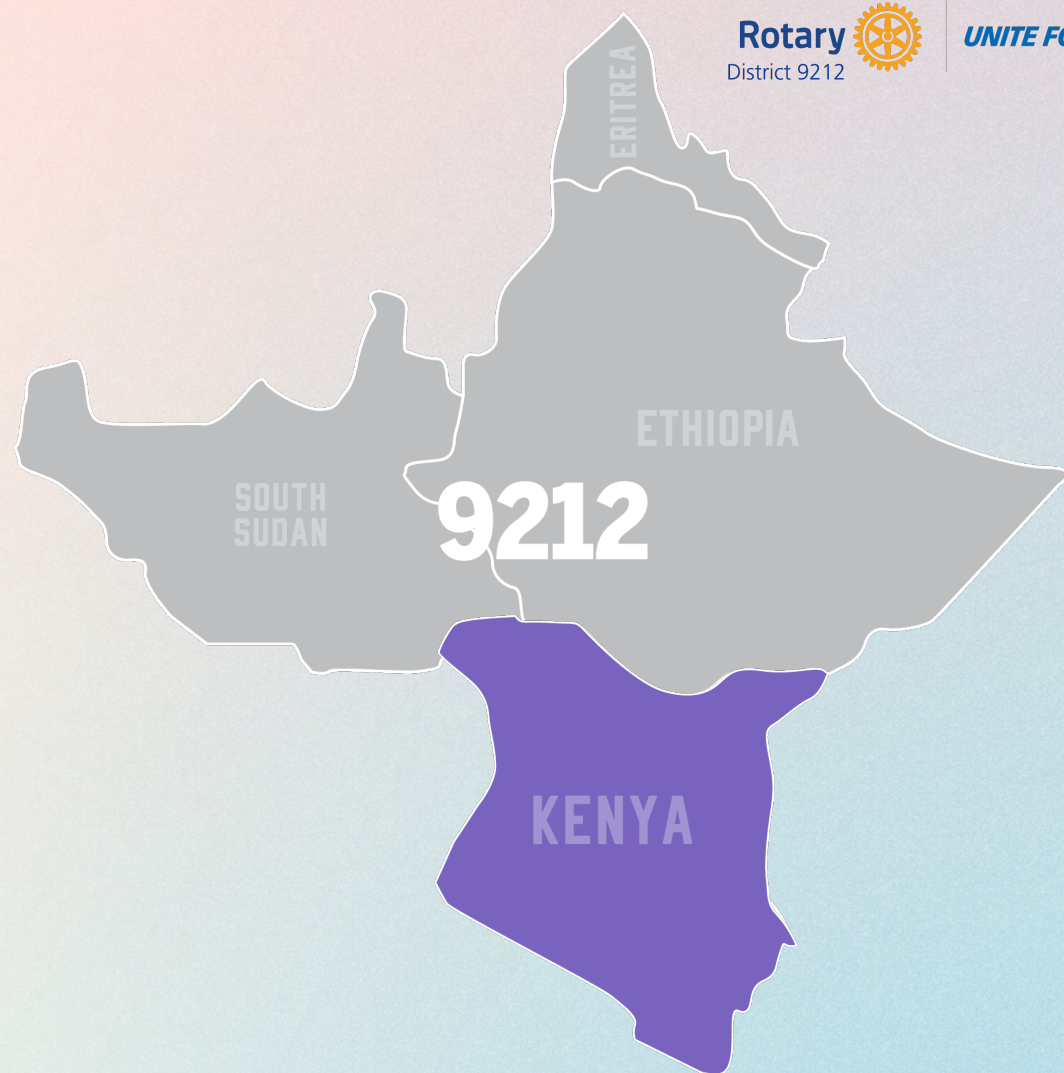
Rotary Clubs

95

Rotaract
Clubs

3,187

Rotarian
Membership



Rotary
District 9212



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Our Rotary Ethiopia - Clubs

19

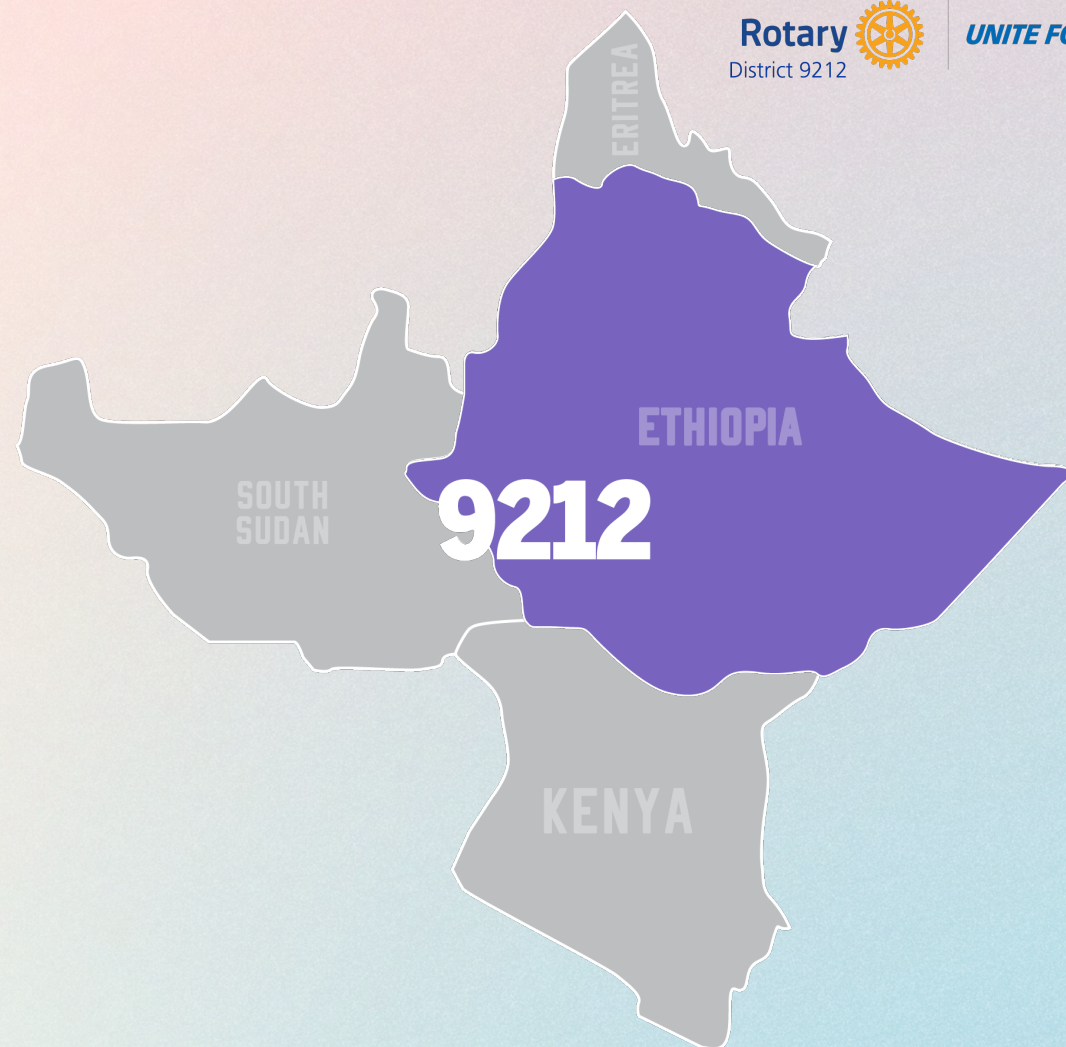
Rotary Clubs

375

Rotarian
Membership

20

Rotaract
Clubs



Rotary
District 9212



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Our Rotary South Sudan - Clubs

4

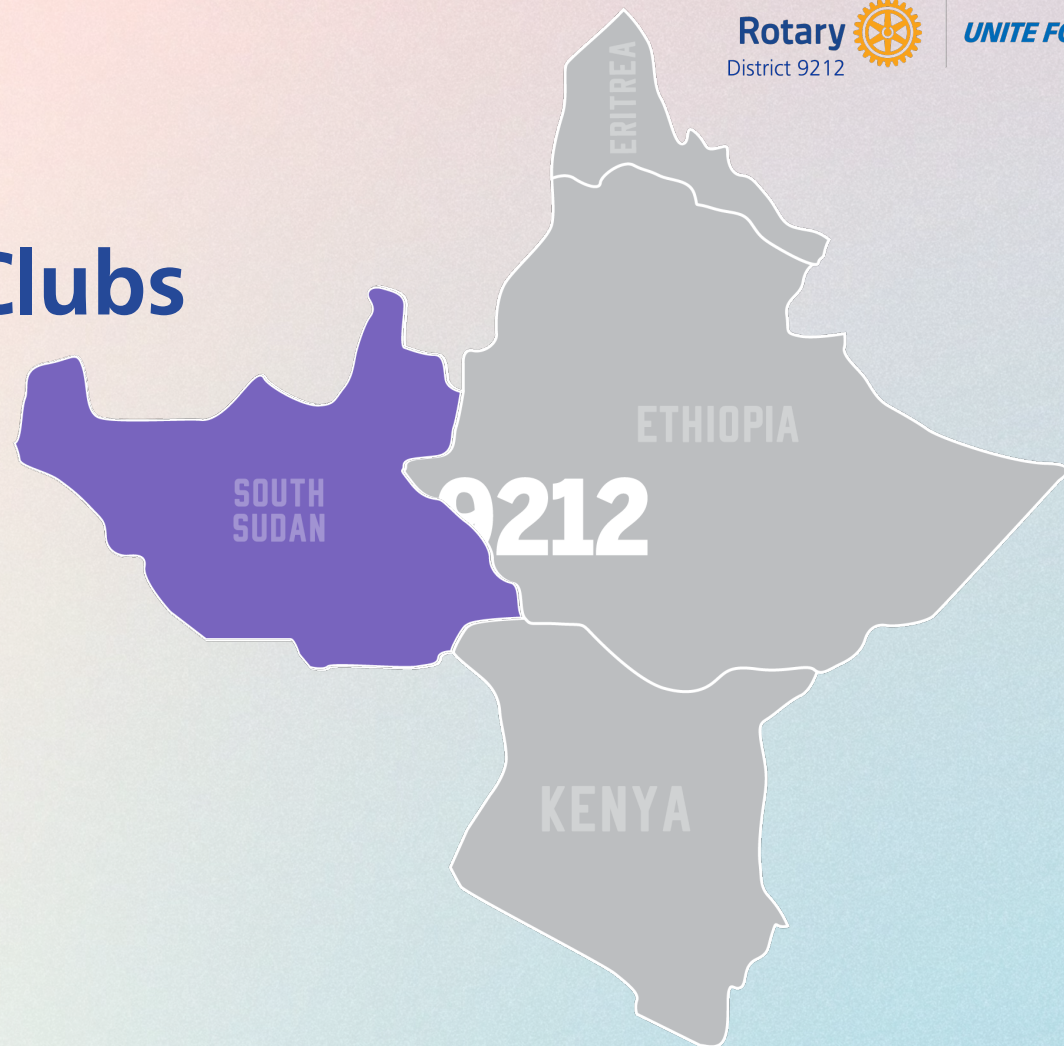
Rotary Clubs

85

Rotarian
Membership

4

Rotaract
Clubs



Rotary
District 9212



UNITE FOR GOOD



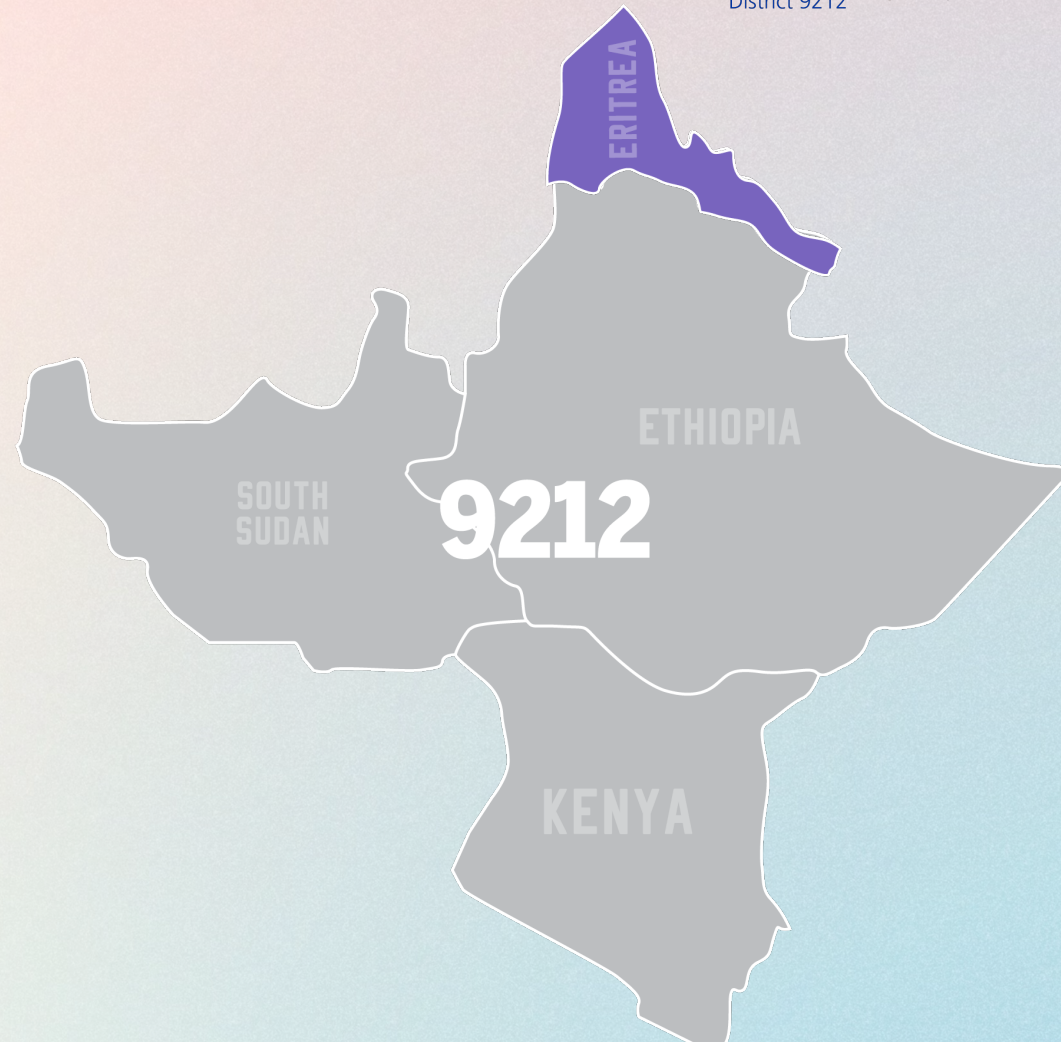
Our Rotary Eritrea - Clubs

1

Rotary Club

32

Rotarian
Membership

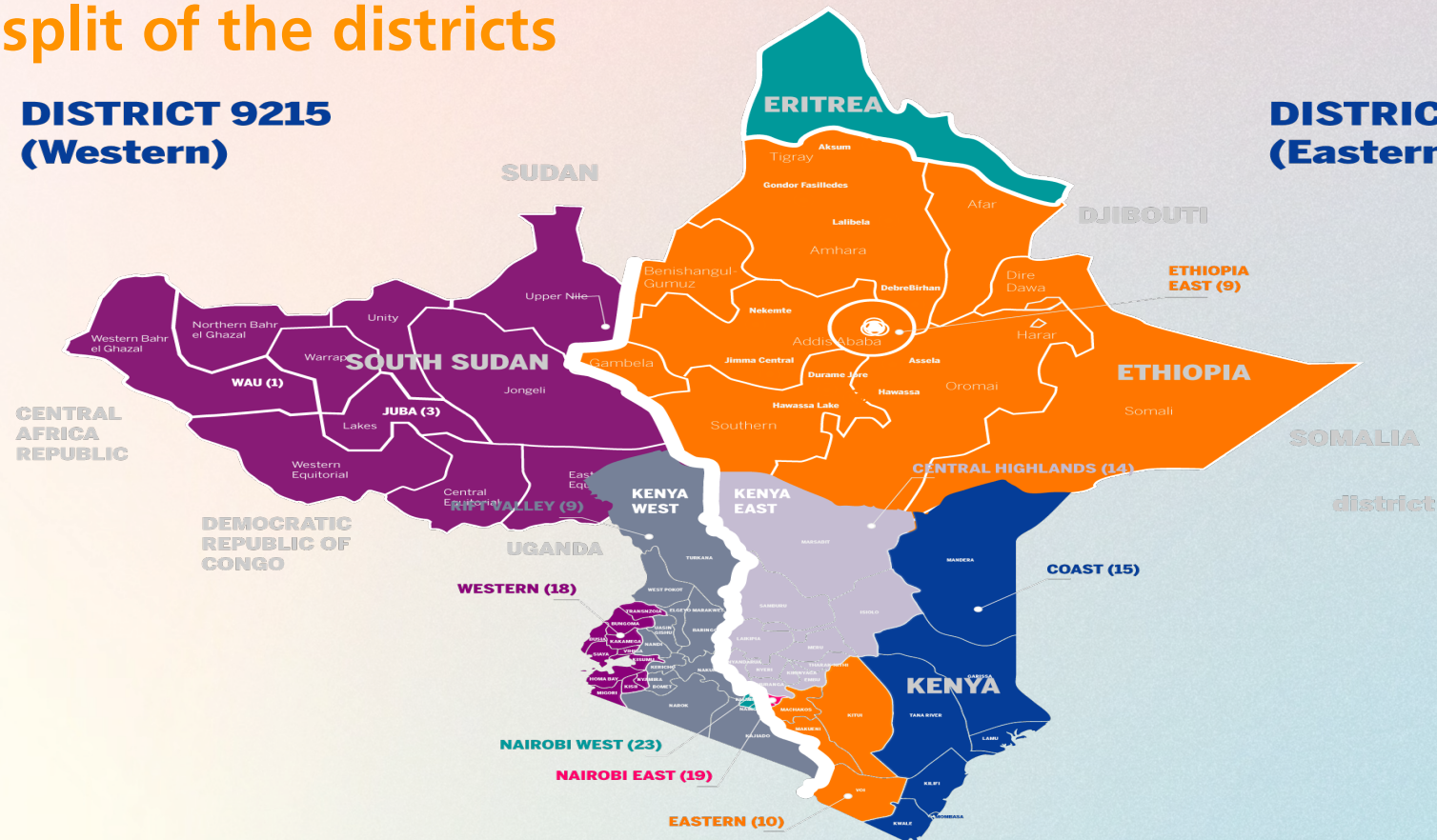


Our new configuration

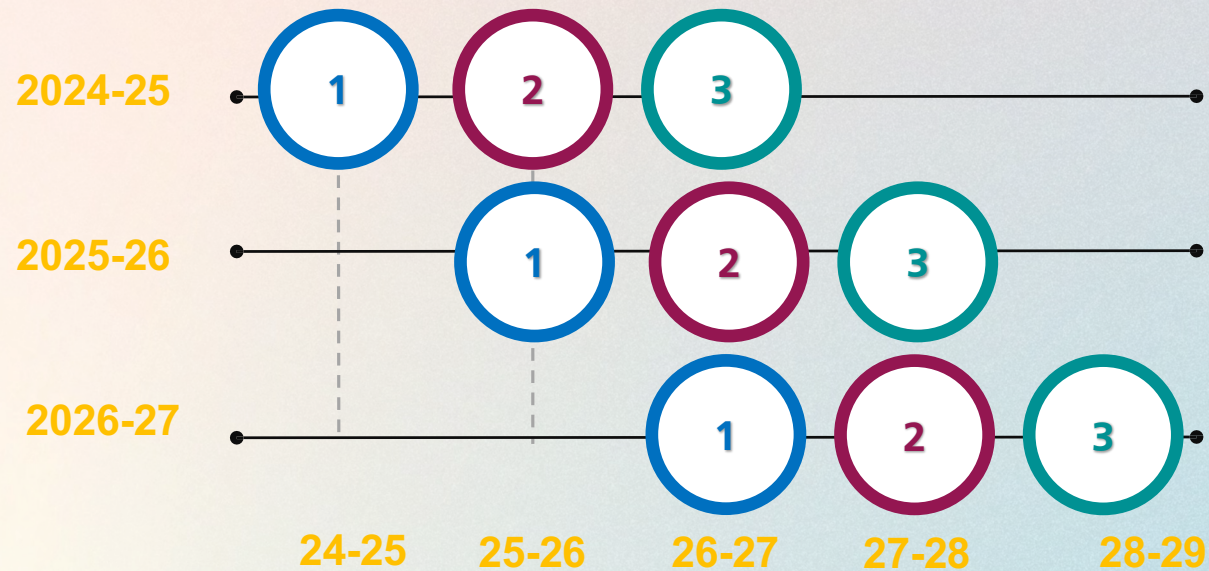
The split of the districts

DISTRICT 9215 (Western)

DISTRICT 9216 (Eastern)



3-YEAR "ROLLING" TARGETS IN LINE WITH RI GOALS



Our Action Plan

We are writing a
powerful story
— a story of **growth, resilience,**
and readiness for a bright and
impactful future.

We live and serve in
complex,
dynamic times.
Our district reflects this energy:
large, diverse, vibrant — and
yearning for transformation.

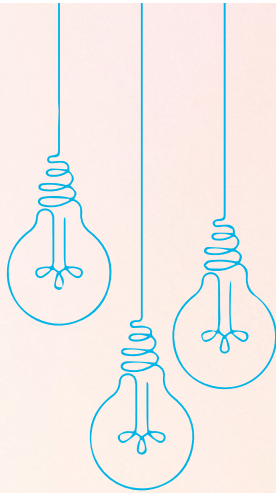
We are on the verge of
something
extraordinary...
Like the final push before new
birth, change is coming — bold,
exciting, and unstoppable!

We are ready to embrace it.

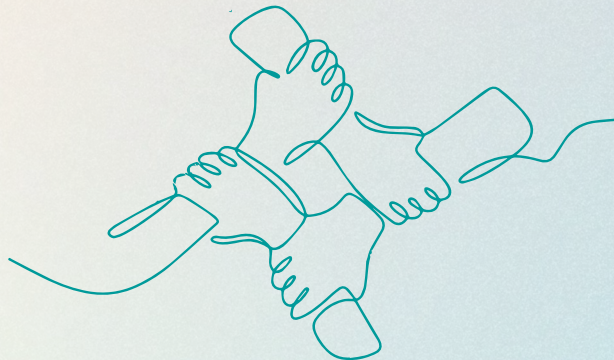


D9212 key pillars

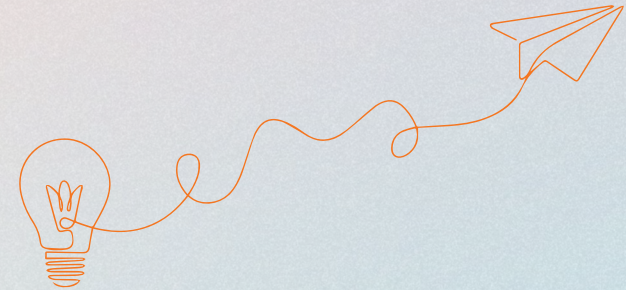
**INNOVATION AND
CREATIVITY**



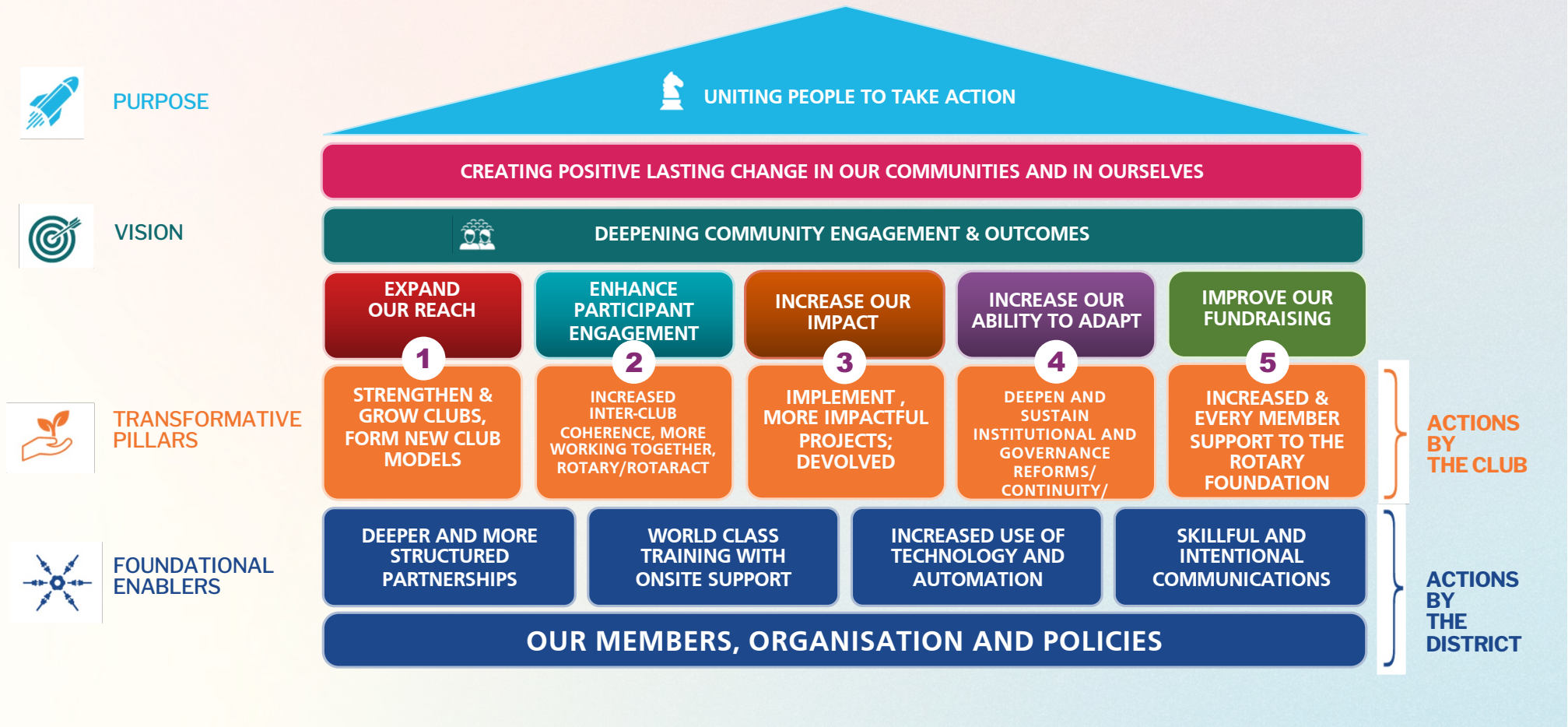
**PARTNERSHIPS &
COLLABORATION**



**CONTINUITY IN
LEADERSHIP**



ROTARY ACTION & PLAN FOR ROTARY INTERNATIONAL DISTRICT 9212



TRANSFORMATIVE PILLARS – ACTIONS BY THE CLUBS



EXPAND OUR REACH

- Refresh our Rotary brand.
- Strengthen the operations of our clubs.
- Deliberate and intentional introduction of new club models
- Grow overall Rotary membership in our District by 1000 members over the Action Plan to hit a total of 4,788 members by 30th June 2028. Grow by a net of 500 members in 2025/2026.
- Charter 10 new clubs of various club models and strategically close to our communities.
- Grow membership in the over 70 under 25 clubs to a minimum of 25 members each by 30 June 2028 – using various club models. Add at least 8 members per club in 2025/2026.

ENHANCE PARTICIPANT ENGAGEMENT

- Support clubs to better engage with their members.
- Integrate Interactors and Rotaractors as a source of young, dynamic, and fully trained future Rotary club members.
- Ensure robust District club support by at least 4 Assistant Governor visits to each club.
- Offer new opportunities for multi-club activities and events by arranging over 100 inter-club, inter-district and international friendship exchange visits
- Offer new opportunities for personal development and professional connection by offering over 200 separate trainings over the three year Plan.
- Provide at least 10 regional training seminars over the 3 years

INCREASE OUR IMPACT

- Establish a large regionally based multi-club integrated project (minimum of 3 clubs; and a Rotaract club) in each of the 9 Regions of our District, valued at a maximum of US\$100,000 each
- Offer improved project support and training to our clubs by providing a minimum of 1 project training per region per year.
- Complete all institutional, stewardship and governance arrangements.
- Conclude all low value and outstanding Global Grants

INCREASE OUR ABILITY TO ADAPT

- Provide improved technology allowing improvements in ecommerce, communication and payments
- Provide easy and simple channels of payment through mobile devices and innovative Rotary platforms.
- Provide Assistant Governors and district officials with technology solutions that supports

IMPROVE OUR FUNDRAISING

- Encourage every Rotarian in our District to make a donation to the Rotary Foundation (EREY)
- Increase the Per Capita donation per Rotarian to U\$100 over the 3 years and US\$ 26.50 per Rotaractor and US\$ 2 per Rotaractor
- Become a US\$1,000,000 (One Million Dollar) + giving District within the 3 year Plan
- US\$ 500,000 for 2025/2026



FOUNDATIONAL ENABLERS – ACTIONS BY THE DISTRICT



DEEPER AND MORE STRUCTURED PARTNERSHIPS

- Create structures and frameworks to allow long-term partnerships
- Offer a unified district wide solution to potential partners
- Disseminate information and data on partnership opportunities with our clubs

WORLD-CLASS TRAINING WITH ON-SITE SUPPORT

- Offer a full range of world-class learning and support to clubs at club and regional level
- Encourage the wider use of the My Rotary Learning Centre
- 20 mandatory and specific trainings to assist club and district leadership in club and district management
- Separate to above, other needs and knowledge based requirements for Rotarians and clubs may be provided

INCREASED USE OF TECHNOLOGY AND AUTOMATION

- Provide technology solutions to fully automate the operations of our District and our clubs
- Increase the use of data analytics to provide decision making insights
- Provide easy and seamless payment gateways for events, donations and other Rotary activities
- Provide Assistant Governors and district officials with technology solutions that supports successful operations

SKILLFUL AND INTENTIONAL COMMUNICATIONS

- Embrace a focused approach to public image and communications as a key driver of strategy
- Support clubs to improve their public image and communications capability
- Become intentional in telling our Rotary story



Foundational Enablers

Our Members, Organisation And Policies

Create a modern and efficient organizational structure, sufficiently funded, with policies and technical & administrative frameworks to act as a foundational catalyst for positive transformation.

Better utilise the skills, experience and networks of our membership to deliver a more unified and deliberate vision and purpose.

Build a culture of research, innovation and willingness to take risks.
Review and improve our governance and DEI policies to foster more diverse perspectives in decision making.



MEMBERSHIP STRATEGY DISTRICT 9212



PILLAR



VISION



STRATEGIC OUTCOMES



STRATEGIC IMPERATIVES



STRATEGIC INITIATIVES



KEY ENABLERS



FOUNDATIONS

EXPAND OUR REACH

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

A Leading RI District in Membership Growth, Retention and Experience

Strengthen & Grow Clubs

- Increase clubs => 25 members from 67 to 77
- Robust Club strengthening framework utilizing the District and Club structures
- Add at least 8 members per club in 2025/2026.

1

Grow Membership

- Retention target
 - 95% Annual,
 - 3 Year Rolling TBD (85%)
- District and Club Membership campaign through standardized content
- Structured Mentorship / Buddy system
- Integrate Interactors and Rotaractors as future Rotary club members.
- 500 members (Net growth: 300 new members' 200 organic growth)

2

Develop New Clubs

- Map of clubs and potential areas for club growth
- 10* New clubs
 - 50% Traditional,
 - 20% Corporate,
 - 20% Cause based,
 - 10% E-Club
- Satellite Clubs
- 4 AG visits a year (minimum)

3

Retain Members

- Tiered growth target by size
- 100% Membership leads follow up and 75% conversion
- 50% Gender distribution in all clubs
- Dual Rotary/Rotaract Club
- 20 interclub, 20 inter district and 2 intercountry exchanges

4

- District/Club Member surveys
- Focused trainings RLI, PELS, DTLS, DisCON, Rotary 101, SOPs etc

- PAP - Pay, Attend, Participate tracking
- Structured recognition

- Community Engagement Potential Data Analysis
- Service Opportunity Analysis

- Increase Rotary's Impact
- Enhance Member Engagement
- Effective PR, Comms, Marketing
- Structured recognition

How-To Guides on Everything Membership

District Membership Committee composed of Experienced Leaders in Successful Membership Growth and Retention

Irresistible Membership Experience

Robust Rotary Membership Training programme

COMMUNICATIONS STRATEGY DISTRICT 9212



PILLAR



VISION



STRATEGIC OUTCOMES



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KEY ENABLERS



FOUNDATIONS

ENHANCE PARTICIPANT ENGAGEMENT

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

A Leading RI District that is Digitally Driven, Digitally Literate and Digitally Engaged

Enhanced Digital Presence/Digital Literacy & Training

- Digital training for Rotarians and Rotaractors
- Update and maintain the district website and social media channels
- A 50% increase in website visitors and a 20% increase in social media followers.
- Conducting 20 workshops and increasing digital tool usage by 70% across clubs.

1

- Digital Platforms
- Coordinated approach to communication management

Content Strategy & Mgt/Integration of new Digital Tools

- Use digital analytical tools to monitor performance across all digital platforms
- Timely delivery of monthly performance reports with a 95% accuracy rate and a 25% increase in social media engagement rates.

2

- Increase Rotary's Growth Impact and Visiility
- Enhance Member Engagement
- Effective PR, Comms, Marketing

Ecommerce, Fundraising, Digital Advertising and Sponsorship

- Establish and manage e-commerce and fundraising initiatives through digital platforms
- Raising USD 100,000 through digital channels and generating USD 50,000 in advertising revenue.

3

- Sustainable Growth
- Strategic Management

Governance & Risk Management

- Ensure all digital initiatives are aligned with District governance structures and comply with security standards.

4

- Compliance with relevant legislation

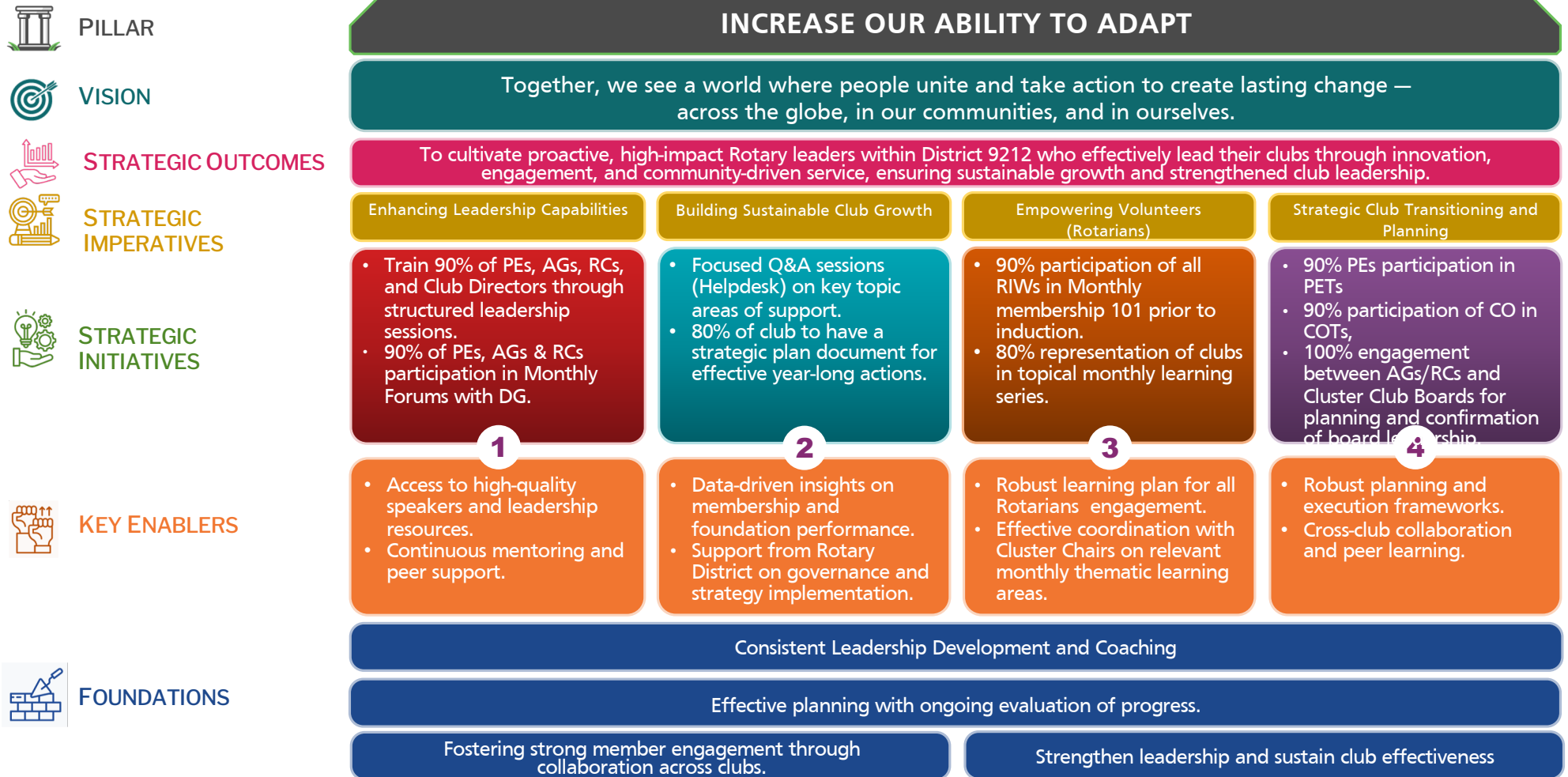
How-To Guides on Digital Literacy

District PIC and ITC composed of Experienced Leaders in PR, Innovation and Technology

Irresistible Membership Experience

Robust Rotary Membership Training programme

LEARNING STRATEGY DISTRICT 9212



FOUNDATION STRATEGY DISTRICT 9212



PILLAR



VISION



STRATEGIC OUTCOMES



STRATEGIC IMPERATIVES



STRATEGIC INITIATIVES



KEY ENABLERS



FOUNDATIONS

IMPROVE OUR FUNDRAISING

Together, we see a world where people unite and take action to create lasting change — across the globe, in our communities, and in ourselves. The Rotary Foundation helps Rotary members to advance world understanding, goodwill & peace by improving health, providing quality education, improving the environment and alleviating poverty.

Raising USD500,000 to contribute towards future Global Grants for District 9212

- Identify key enablers in giving

Member Education and Awareness

Recognition

Partners

- Jenga
- Crowd funding
- Direct debits
- MyRotary
- District Fundraising dinner
- Club events

1

- Increase member learning
- Enhance Member Donations
- Structured recognition
- Develop case studies
- Shoot reels of beneficiaries
- Effective PR, Comms, Marketing

2

- Digital dashboard
- Quarterly Awards
- Regional and Country targets
- Major Donors / PH Society
- Bequest Society

3

- MOUs
- Corporates
- NGOs

4

- Club President
- Regional Foundation Directors

- District Training team
- District Regional Foundation Brand Ambassadors & Comms
- Club Presidents & PR Directors

- DG Visits
- District monthly e-shot
- Structured recognition

- Partnerships Teams
- Club Foundation Directors

Effective fundraising events and activities

District Rotary Foundation Committee composed of Experienced Leaders in Successful Foundation Growth, Management and Giving

Awareness of the Value of Giving

Robust Rotary Foundation Giving Learning Programme/ How to Guides on Everything Giving

PROJECTS STRATEGY DISTRICT 9212



PILLAR



VISION



STRATEGIC OUTCOMES



STRATEGIC IMPERATIVES



STRATEGIC INITIATIVES



KEY ENABLERS



FOUNDATIONS

INCREASE OUR IMPACT

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

A Leading RI District in Providing Sustainable Impact

Sustainable Impact

- Establish a large regionally based multi-club integrated project (minimum of 3 clubs) in 2 regions of our District, valued at a maximum of US\$300,000 each (Total value US\$600,000).

1

Devolved Focus

- Offer improved project support and training to our clubs by providing a minimum of 1 project training per region per year.
- Area of Focus per Region
- Project Clusters
- 90% of members engaged in community service through Avenues of Service

2

Enhance Stewardship

- Wind down, complete and close out all low value Global Grants.

3

Collaborative and Structured Partnerships

- Create structures and frameworks to allow long-term partnerships
- Offer a unified district wide solution to potential partners
- Disseminate information and data on partnership opportunities with our clubs

4

- Community Engagement Potential Data Analysis

- Increase Rotary's Impact
- Enhance Member Engagement
- Effective PR, Comms, Marketing
- Structured recognition

- Strong stewardship
- Grants dashboard

- Structured Partnerships model through the district partnerships, international services, projects and foundation teams

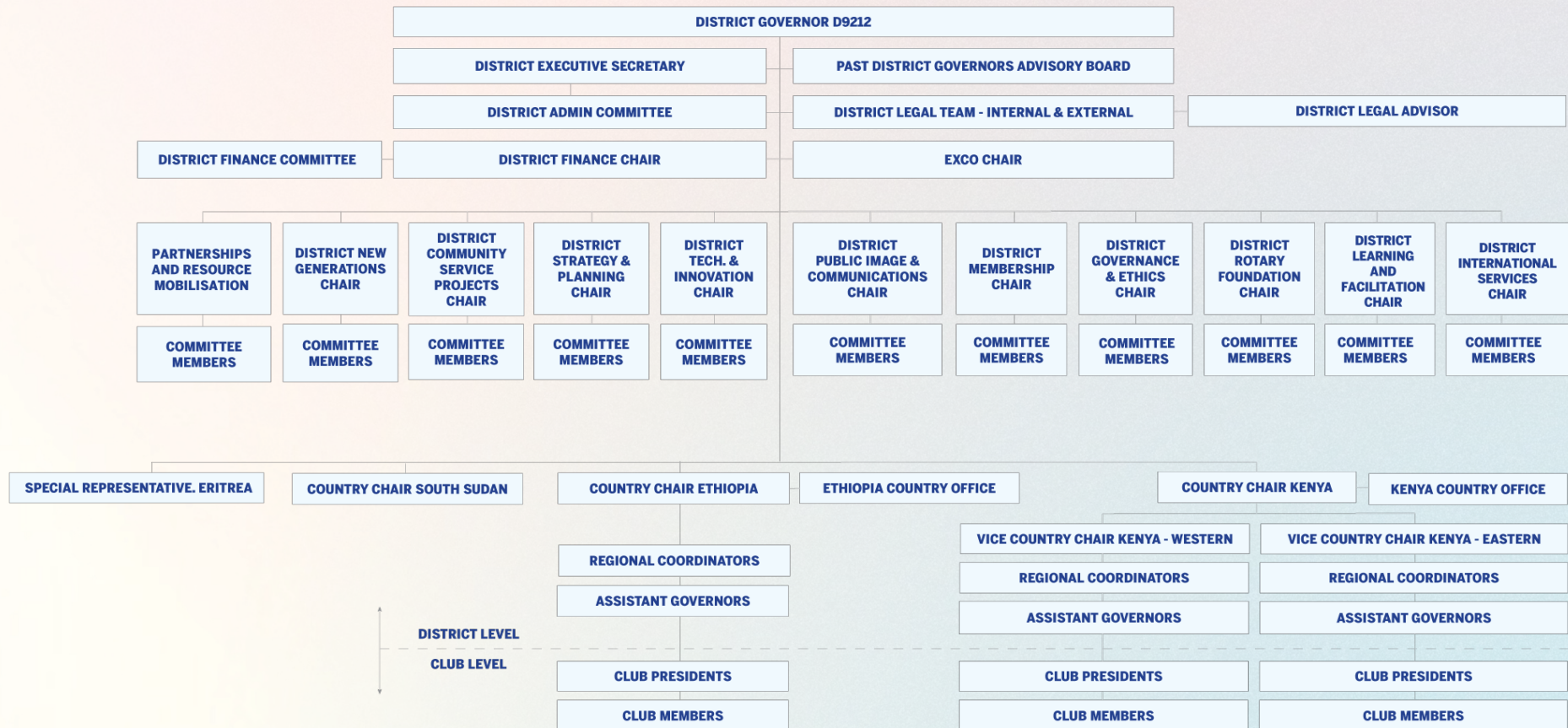
Devolved Focus

District Projects Committee : Diverse skillsets

Irresistible Membership Experience

Deeper and Structured Partnerships

D9212 Organisation Chart



UNITE FOR GOOD

UNITE FOR GOOD