



Strategic Plan 2026-2028

About this plan

The Rotary South Pacific Strategic Plan 2026-2028 provides a cleaner replacement for the Strategic Plan approved by Rotary South Pacific on 19 September 2026. It preserves the core intent of the approved plan while updating the planning horizon, strategic context, governance language, six pilot objectives, portfolio contributions and performance measures for the period to 30 June 2028.

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Key note	Selected baselines and targets will continue to be confirmed through the RSP Measurement & Evaluation process and Board monitoring.

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1. Executive Summary

Rotary South Pacific is moving from early pilot establishment into a more demanding phase: demonstrating that a regional governance model can improve Rotary and Rotaract member experience, strengthen clubs, increase reach and impact, build a stronger public image, and create the operating conditions required for Rotary and Rotaract to thrive across Australia, New Zealand and the Pacific Islands.

This Strategic Plan updates and replaces the 2025–2026 Strategic Plan and extends the planning horizon to 30 June 2028. The six agreed Regionalisation Pilot Objectives - Leadership, Strategy, Collaboration, One Voice, Reduce Cost and Support Clubs - provide the strategic backbone of the plan.

The central strategic challenge is not a lack of activity. Rotary South Pacific has significant momentum, visible wins, more mature relationships and clearer roles than at the beginning of the pilot. The challenge is to ensure activity is integrated around shared outcomes, delivered through the new RSP structure and translated into visible value for Rotary and Rotaract clubs and members.

The plan seeks to achieve five outcomes by 30 June 2028:

- **Membership growth and retention** — grow Rotary and Rotaract membership primarily through new club development and alternative pathways into membership, supported by stronger existing clubs and improved retention.
- **Stronger club and member experience** — support Rotary and Rotaract clubs through RCGs, RCLs, practical resources, learning and development, specialist support, DEI tools and public image support.
- **Greater reach and impact** — enable projects, programs, youth initiatives and partnerships that increase the collective impact of Rotary and Rotaract beyond what individual clubs and Districts can achieve alone.
- **One trusted Rotary South Pacific voice** — strengthen public image, awareness and consistency so Rotary and Rotaract are better understood by members, communities, media, government, corporates and partners.
- **A sustainable regional model** — build the evidence, systems, role clarity, financial thinking and governance maturity required to inform the post-2028 RSP model, including its relationship with Districts and District Governors and future governance and ownership arrangements.

Delivery of these outcomes is centred on six Priority Transformation Projects:

1. RCLs and RCG Journey
2. Leadership and Learning
3. Rotary and Rotaract Membership and Club Vitality
4. One Voice and Public Image
5. Impact, Programs and Partnerships
6. Enabling Model, Governance and Sustainability

The Priority Transformation Projects bring multiple portfolios together around shared priorities and form the primary delivery and management architecture for the strategy. Portfolio plans provide the detailed actions, responsibilities and specialist contributions required to support delivery, rather than operating as separate strategic workstreams.

Progress will be assessed through a defined set of Measures of Success linked to the Transformation Projects. These measures are intended to shift Board reporting away from activity tracking and towards evidence of whether the RSP model is improving membership, club experience, reach and impact, public image, efficiency and the sustainability of the regional model.

2. Strategy at a Glance

Element	Summary
Vision	Through the pilot transformation, significantly increase the reach and impact of Rotary and Rotaract in Australia, New Zealand and the Pacific Islands, and enhance participant engagement.
Planning horizon	2026-2028, ending 30 June 2028.
Strategic objectives	Leadership; Strategy; Collaboration; One Voice; Reduce Cost; Support Clubs.
Core outcomes	Membership growth and retention Stronger club and member experience Greater reach and impact One trusted Rotary South Pacific voice Sustainable regional model
Priority transformation projects	Six cross-portfolio projects that provide the primary delivery structure for the strategy and bring multiple portfolios together around shared outcomes.
Strategic posture	Shift from portfolio-led activity to integrated, evidence-based delivery through shared Transformation Projects.
Delivery model	RSP works in collaboration with Rotary Community Groups, Rotary Community Leaders, Districts, Rotaract, specialists and partners, with RCLs providing the primary connection to clubs.
Performance framework	Progress is monitored through measures linked to the Transformation Projects, focusing on outcomes rather than activity.
Critical success factors	RCG/RCL model works; District and RSP roles are clear; Transformation Projects drive cross-portfolio delivery; members understand RSP's value; progress is measured; sustainable funding and governance issues are addressed.

Strategic judgement

This plan should be used as more than a compliance document. It should be the Board-level alignment and management tool for the remainder of the pilot: clarifying what matters most, mobilising portfolios and the wider RSP structure around shared priorities, and providing the evidence required to demonstrate whether the model is working.

3. Why this Plan has been updated

The 2025-2026 Strategic Plan provided a useful starting point, but several important changes now require a cleaner replacement plan rather than a light edit.

- The pilot has been extended, creating both governance implications and the ability to plan to a two-year horizon.
- Redistricting is now a live strategic issue and provides an opportunity for RSP to support Districts through transition.
- Rotary International has confirmed Districts and the District Governor role will remain part of Rotary's governance structure, providing greater certainty for future-state planning.
- Rotary South Pacific has a new name, new personnel, a reduced forward budget and more evidence about what is working and what remains unclear.
- Relationships with Districts, RISPPPO and RI have improved, but the operating model still needs clearer role definition, stronger communication and more proactive issue management.
- Rotary and Rotaract membership decline, public image, RCG/RCL effectiveness, cost pressures and transfer of functions remain material strategic issues.
- Portfolio plans have progressed unevenly and are not yet integrated enough to operate as one coherent regional strategy.

How this Plan was developed

This plan has been developed with reference to the Strategic Plan approved by the Regional Council on 30 July 2025, the updated Regionalisation Pilot Objectives, portfolio planning material, amendments captured during the review process, and the outcomes of the RSP strategic planning discussion.

The plan reflects three stages of work: preparation and document review; facilitation of strategic discussion with RSP leaders; and post-session consolidation of strategic priorities, risks, portfolio contributions and proposed measures. The Plan has been refined through Board and Director feedback and provides the strategic framework for the remainder of the pilot.

Strategic issues surfaced through the planning process

The strategic planning process surfaced several issues that cannot be solved by individual portfolio activity alone. These include:

- Average member awareness of RSP remains a concern, particularly the practical impact of RSP for clubs and members.
- Membership trends continue to decline, requiring greater focus on new club development and alternative pathways into Rotary and Rotaract, alongside practical support to strengthen member retention.
- Districts and District Governors will remain an ongoing part of Rotary's governance structure. At the same time, Districts continue to fill gaps in the pilot model, which can impede the transition to RSP and create duplication or parallel support structures. Greater clarity is therefore required around how District, DG, RSP, RCG and RCL roles interface, where responsibility should sit, and how the different parts of the model can mobilise in one direction.
- Transfer of functions has not yet progressed effectively and the path forward remains unclear.
- The RCG model must fire. If RCGs and RCLs are not well supported and District Governors are not engaged effectively, DGs and Districts may create their own parallel support models.
- The sustainable financial model and post-2028 RSP model need board-level attention.
- Portfolios must stop operating as separate silos where their work depends on the same clubs, leaders and volunteers.

4. Vision, Purpose and Outcomes

Vision

Through the pilot transformation, Rotary South Pacific will significantly increase the reach and impact of Rotary and Rotaract in Australia, New Zealand and the Pacific Islands, and enhance participant engagement.

Purpose of Rotary South Pacific

The purpose of Rotary South Pacific is to strategically lead and manage the activities of the Regionalisation Pilot to test a modern governance model for Rotary and Rotaract in our region. The Rotary South Pacific does this by working through Rotary Community Leaders to engage clubs, while also working directly with portfolios, Districts, Rotaract, specialist volunteers, RISPPPO, Rotary International and external partners.

The model is intended to put clubs and members at the centre while also giving Rotary South Pacific a stronger regional voice, improved capability, more accessible partnership pathways and a more efficient structure for delivering support, impact and growth.

Outcomes to 30 June 2028

Outcome	
Clubs experience Rotary South Pacific as one connected support system	Through the Rotary South Pacific website and RCLs/RCGs, clubs and Districts can easily access the people, tools and expertise they need to access support. Members understand what Rotary South Pacific does because they experience practical support, not organisational complexity.
Membership decline has been reversed through stronger local experiences	Membership growth is no longer driven by recruitment campaigns alone. More clubs are thriving, members stay longer, new club models are established where communities need them, and clear pathways exist from youth programs and Rotaract into lifelong Rotary participation.
RCLs and RCGs are recognised as a pivotal part of the RSP Pilot	Every RCG is actively progressing a local Journey, supported by engaged RCLs who are confident, connected and well equipped. Clubs collaborate more often, share successful practices and see tangible benefits from being part of a regional network.
Rotary South Pacific amplifies impact that clubs and districts could not achieve alone	Regional collaboration enables larger projects, stronger partnerships, greater access to funding and more ambitious community outcomes. Clubs remain locally led while benefiting from the scale, influence and resources of a connected regional organisation.
The Regionalisation model is proven, trusted and sustainable	By 2028, Rotary South Pacific can clearly demonstrate that the model creates measurable value through stronger clubs, better member experiences, increased impact, improved efficiency and clearer leadership pathways. The evidence exists to confidently shape the future of Regionalisation beyond the pilot period including ownership, partnerships, funding and relations with Districts and District Governors.

5. Strategic Approach 2026-2028

The next phase of the pilot requires a sharper strategic approach. RSP should move from proving that regional activity can be coordinated to proving that the model creates value for Rotary and Rotaract clubs, members, communities and partners.

Strategic shifts required

Shift needed	Strategic direction
From portfolio activity	To integrated delivery through the Transformation Projects around shared outcomes.
From reactive issue management	To proactive board-level prioritisation, escalation and evidence-based decision-making.
From unclear local value	To practical, visible support that clubs and members can recognise and use.
From Districts filling gaps by default	To RSP delivery centred on RCGs and RCLs, with clear complementary roles for Districts and District Governors.
From fragmented communications	To one coherent RSP story, supported by consistent channels and regular progress updates.
From pilot activity measures	To outcome measures that demonstrate membership, impact, engagement, public image, efficiency and sustainability of the regional model.

Design principles

- Club-centred: support should make clubs stronger, more relevant, more inclusive and easier to lead.
- Regional where it adds value: RSP should focus on work that benefits from scale, coordination, consistency, external access or reduced duplication.
- Local delivery: RCGs and RCLs are the primary mechanism for translating RSP strategy into practical support for clubs, with Districts playing complementary governance and leadership roles.
- Integrated by design: Membership, Public Image, Learning and Development, DEI, Service Projects, Rotaract and Community Groups must plan and deliver together where their work intersects.
- Evidence-led: baselines, progress measures and lessons learned must be visible to the Board and used to refine the model.
- Sustainable beyond the pilot: decisions should strengthen the model for the post-2028 state, not only meet short-term pilot requirements.

5. The Six Strategic Objectives

The six pilot objectives remain the backbone of this plan. Each objective is treated as a strategic objective for the 2026-2028 period, with portfolio activity aligned to board-level outcomes and measures.

Objective	Agreed wording	2026-2028 strategic intent
1. Leadership	Create attractive and diverse leadership and development opportunities.	Make RSP roles, RCL roles, portfolio roles, specialist roles and leadership development pathways attractive, supported, diverse and useful. Focus on role clarity, succession, onboarding, leadership development and reducing unnecessary burden.
2. Strategy	Provide greater consistency and continuity of strategy across the Zone.	Strengthen regional leadership, governance, cross-jurisdiction initiatives, RCG Journeys, monitoring and evaluation, relationships with RI/RISPPPO/Districts, and the use of shared tools and resources.
3. Collaboration	Encourage collaboration and partnerships, including enabling a single point of contact for external parties seeking partnerships.	Use the Rotary South Pacific model to create access to government, corporates, philanthropic trusts and international partners, and translate that access into funding, major projects and support for clubs.
4. One Voice	Build a stronger, unified regional Rotary image and brand.	Develop a comprehensive public image and communications approach that builds awareness, trust, media interest, member pride and consideration of Rotary as a service and leadership organisation.
5. Reduce Cost	Improve efficiencies to reduce duplication and costs to members and to RI.	Identify the drivers of cost and duplication, improve use of technology, centralise practical resources, clarify transfer of functions and test whether the model can reduce burden and improve efficiency.
6. Support Clubs	Support clubs to provide relevant and engaging experiences that serve and connect our communities and enable us to grow.	Make the club-centred model real through RCGs, RCLs, RCG Journeys, membership tools, DEI practice, public image support, service project resources, youth pathways and the Rotary Specialists Network.

6. Priority Transformation Projects

The six Transformation Projects are the central delivery structure for this Strategic Plan. They bring together multiple portfolios around shared outcomes and provide the primary basis for Board oversight, prioritisation and reporting.

Project	Purpose	Core contributors
1. RCLs and the RCG Journey	Make the RCG/RCL model central to the delivery of the pilot by improving role clarity, onboarding, peer support, RCL development, RCG realignment where needed, and a simplified, automated RCG Journey process linked to practical club outcomes.	RCGs, Membership, L&D, DEI, Public Image, Districts, RISPPPO
2. Leadership and Learning	Create a coordinated Zone-wide leadership and learning pathway for RCLs, Presidents-elect, club officers and future RSP Directors, supported by shared curriculum, facilitators, mentoring and digital resources.	L&D, RCGs, Membership, DEI, Public Image, Service Projects, Corporate and Admin, Districts, RISPPPO, RI L&D
3. Rotary and Rotaract Membership and Club Vitality	Drive Rotary and Rotaract membership growth primarily through new club development and alternative pathways into membership, while strengthening retention, club vitality and excellence, strategic planning and onboarding within existing clubs.	Membership, RCGs, Rotaract, L&D, DEI, Public Image, Districts
4. One Voice and Public Image	Develop a comprehensive public image and communications strategy, centralise brand resources, support clubs and RCGs, strengthen media outreach, align RDU/MDO/RSP channels, and tell stories that make Rotary more visible, contemporary and attractive.	Public Image, Communications, L&D, Membership, DEI, Service Projects, Fundraising, Rotaract
5. Impact, Programs and Partnerships	Increase participation and impact through Epic Day of Service, youth programs and journey (including Rotaract), MAP, flagship projects, high-impact Pacific initiatives, corporate/government/international partnerships and external funding channels.	Service Projects and Programs, Fundraising and Partnerships, Rotaract, Public Image, RCGs, L&D
6. Enabling Model, Governance and Sustainability	Build the systems required for the model to work: transfer of functions, sustainable financial model, digital infrastructure, Club Assist Hub/resource library, Rotary Specialist Network, volunteer support, governance policies and clear operating models.	Rotary South Pacific Board, Corporate and Admin, Steering Group, RISPPPO, all portfolios

7. Strategic Risks and Issues for Board Decision

The following issues should be explicitly acknowledged. They are not reasons to delay the plan; they are the issues the plan needs to help the Board manage.

Issue	Why it matters	Board decision / direction needed
Post-2028 RSP operating model remains unclear	Without a clearer view of the preferred future operating model, decisions may optimise for short-term pilot activity rather than long-term sustainability.	Board discussion on the post-2028 transition pathway and evidence required to support it.
Sustainable financial model not resolved	A reduced forward budget and unclear future funding model may constrain delivery and undermine confidence in the pilot.	Confirm financial sustainability workstream, including options for cost reduction, revenue, external funding and member value.
Transfer of functions remains unclear	Limited progress on transfer of functions is sustaining duplication, role confusion and parallel structures, reducing the ability of the pilot to demonstrate the intended efficiencies and operating model.	Prioritise functions to transfer, defer or leave outside the pilot; define sequencing and decision owners.
Incoming District Governor alignment	District Governors are now confirmed as an ongoing part of Rotary's governance structure. Without early alignment, incoming DGs may develop priorities or support models that duplicate or conflict with RSP, weakening consistent implementation across the Zone.	Establish a structured approach to engage DGNs early, clarify the respective roles of Districts and RSP, and build shared understanding of the strategic priorities and operating model before incoming Governors begin their year.
Districts continue to fill gaps	District gap-filling may be necessary but can unintentionally create parallel systems and weaken the transition to RSP if role clarity is missing.	Clarify RSP/District/RCG/RCL/DG roles and agree how District support should operate during redistricting.
RCG/RCL implementation remains uneven	The RCG model is one of the most visible parts of the pilot. If it is under-supported, the club-centred model will be questioned.	Ensure appropriate resourcing, accountability and monitoring of RCG/RCL implementation and RCG Journeys.
Portfolio silos	Membership, Public Image, L&D, DEI, Rotaract and Service Projects are highly interdependent. Separate plans are not enough.	Implement cross-portfolio governance, shared planning cycles and board reporting by transformation project.
Measurement framework requires implementation	The strategic measure set has been established, but some baselines, targets, methodologies and data ownership arrangements remain to be confirmed.	Confirm baselines, outstanding targets, data owners, methodologies and reporting arrangements through the RSP M&E process.
Public image and membership deliverability	Membership and Public Image are critical to the success of the model, but current plans require sharpening, integration and evidence of what is working.	Confirm 12-month priority actions, owner accountability, budgets, dependencies and targets.
Redistricting opportunity and risk	Redistricting can support transition or intensify confusion depending on how RSP engages and communicates.	Confirm RSP role in supporting Districts, incoming leaders and members through redistricting.
Volunteer capacity and burden	The model depends on volunteers. Unclear roles, excessive administration and weak support will reduce uptake and sustainability.	Invest in role clarity, onboarding, peer support, recognition, digital tools and practical workload reduction.
Rotaract club readiness to receive membership leads is uneven	The Zone-wide funnel may generate enquiries that clubs lack the capacity, systems or capability to follow up and onboard effectively, resulting in lost leads, poor participant experience and wasted marketing investment.	Confirm minimum readiness and response standards for participating clubs, clarify accountability for lead follow-up and onboarding, and phase funnel activity where local capacity is not yet established.
MDO inclusion	MDO scope and relationship with RSP remains unclear. Clarification is required on whether MDOs sit within the scope of the RSP model and, if so, how their roles, responsibilities and communications interfaces align with RSP.	Confirm the intended scope, role and relationship of MDOs within the RSP operating model.
RSP ownership and governance structure	RSP currently operates as a subsidiary of Rotary International, limiting local autonomy, flexibility and the ability to adapt in a timely manner.	Clarify the implications of the current ownership structure and whether any changes are required to support the preferred post-2028 model.
Rotary Club readiness to receive membership leads is uneven	Increased lead generation will only translate into membership growth if clubs have the capacity, capability and systems to respond	Confirm minimum readiness and response expectations for participating clubs, clarify accountability for lead follow-up and

	quickly, follow up effectively and provide a strong onboarding experience.	onboarding, and target lead generation where club capacity is established.
Leadership investment does not align with the RSP operating model	Rotary International training investment remains focused on District Governors, while RCLs are central to delivery of the RSP model. This creates a mismatch between leadership investment and the capability required for the pilot to succeed.	Advocate for, and identify, funding and development mechanisms that better align leadership investment with the roles critical to the RSP model, particularly RCLs.
Resource constraints	RSP is operating in a highly resource-constrained environment, with both limited financial capacity and heavy reliance on volunteers. This may restrict the pace, quality and sustainability of delivery across the Transformation Projects.	Prioritise the Transformation Projects and associated resourcing, clarify what will not be progressed, and actively consider both funding and volunteer capacity constraints in execution.

8. Portfolio Delivery Summary

Portfolio plans support delivery of the Transformation Projects and provide the detailed actions, responsibilities and dependencies required to achieve the shared outcomes. The Board should use this summary to check whether portfolio activity is sufficiently aligned to the strategic outcomes and transformation projects.

Portfolio / function	Strategic contribution	Priority actions and deliverables
Community Groups / RCLs	Enable, support and strengthen RCGs so they can deliver meaningful, sustainable service and RCG Journeys.	RCG Journey; RCL development pathway; RCL onboarding; peer support; RCG realignment; digital support library; clearer role expectations.
Membership	Grow membership, reduce resignations and build club strength through RCLs and RCGs, working in partnership with Districts and clubs.	Delivery against agreed membership and club growth measures; RCG Journeys; new club education; retention and club excellence support.
Learning and Development	Integrate L&D into RSP and deliver cohesive, practical development for PEs, Club Officers, RCLs and clubs.	RCL onboarding package; Zone 8-adapted RI e-learning modules; refreshed President-elect learning curriculum; resource library; collaboration with Membership, Public Image and Community Groups; delivery of Future Director Training in partnership with Corporate & Admin.
Public Image	Position RSP as the source of truth for public image and make Rotary better understood by clubs, media, partners and the public.	Comprehensive PI plan; social media and lead generation; media outreach; webinars; RDU/MDO alignment; Pacific engagement; practical resources for clubs and RCGs.
DEI	Embed inclusion, cultural respect and equitable participation across clubs, Districts, RCGs and communities.	DEI communication and brand strategy; DEI Club Framework implementation through RCLs and L&D; DEI Champions; inclusive storytelling; stronger member engagement and retention.
Rotaract	Increase Rotaract membership and improve conversion pathways from Rotaract and youth programs into Rotary.	Zone-wide membership funnel; conversion optimisation; youth program pathways; e-Club to local club transition; consistent messaging.
Service Projects and Programs	Expand participation in projects and programs, protect existing programs through redistricting and strengthen youth/service pathways.	Epic Day of Service; Youth Programs and Journey; MAP; flagship projects; program baselines; communities of practice; transfer of functions for avenues of service and awards.
Fundraising, Partnerships and Grants	Use the regional model to access external partnerships and funding for high-impact projects.	Three new fundraising channels; three high-impact Pacific projects; corporate CEO engagement; World Vision partnership; Red Energy/Future Generation; DFAT/MFA briefings.
Corporate and Admin / Operations	Build the governance, volunteer support, resource, digital and specialist infrastructure required to sustain the model.	Club Assist Hub; Rotary Specialist Network; policies and procedures; cost reduction workstream; technology adoption; calendar/resource systems; transfer of functions support; future Director Training, delivered in partnership with Learning & Development.

9. Implementation and Review

This strategy will be implemented, monitored and reviewed through the six Transformation Projects and their associated measures. The Transformation Projects provide the primary structure for Board oversight, bringing together the contribution of multiple portfolios around shared outcomes. Portfolio plans and activities should support delivery of these projects rather than form the primary basis for strategic reporting.

Recommended governance rhythm

- **Monthly:** RSP Board reviews progress against agreed actions and measures for each Transformation Project, identifies cross-portfolio dependencies, priorities, blockers, strategic risks, required decisions and areas requiring intervention.
- **Six-monthly:** Review measures, baselines and targets; assess whether the Transformation Projects are delivering the intended outcomes; and adjust priorities where evidence indicates a change is required.
- **Annually:** Review the Strategic Plan and Transformation Projects, confirm priorities and measures for the next 12 months, and ensure portfolio plans remain aligned to them.

10. Reference Documents

This Plan was informed by the following working documents provided for review:

- Strategic Plan approved by Rotary South Pacific, 30 July 2025.
- Regionalisation Pilot Objectives, April 2026 V4.
- RSP Rotary South Pacific Action Plan, 1 August 2025.
- RSP Strategic Planning Day Notes.
- Amendments to the RSP Strategic Plan 2025-2026.
- Community Group Director Strategic Plan, April 2026.
- Membership Portfolio Plan.
- Learning and Development Portfolio Plan.
- Public Image Portfolio Plan.
- Diversity, Equity and Inclusion Portfolio Plan.
- Rotaract Portfolio Plan.
- Fundraising, Partnerships and Grants Portfolio Plan.
- Service Projects and Programs Strategic Plan 2026-2028.
- KPIs for RI Board. (attached)

Implementation note

The strategic direction, outcomes, Transformation Projects and Measures of Success establish the framework for the remainder of the pilot. Selected baselines, targets, measurement methodologies and implementation responsibilities will continue to be confirmed and refined through the RSP Measurement & Evaluation process and Board monitoring.