



Strategic Plan

2023/24 – 2025/26

1. Introduction

The Rotary Fellowship for Empowering Women started as a District Programme of Rotary District 9211 as The Rotary Roses on 8th August 2020. It gained rapid traction because of its focus on empowering and recognizing women leaders as a major catalyst and centre of action for addressing the reality of the global challenge of marginalization that women face at all levels of society. The Rotary Roses programme gave birth to the Rotary International Fellowship for Empowering Women, registered by Rotary International on 18th June 2021.

This revised Strategic Plan (2023/2024 – 2025/2026) was necessitated by the need to make a full transition from the programme that founded RFEW to a direction and governance structure that is fit for purpose for an international fellowship. This plan is essentially a refinement and refocusing of the first strategic plan developed as part of the establishment of RFEW. At the operational level, documents and guidelines have been developed to guide the growth of RFEW in both effectiveness and size.

While RFEW is a Fellowship and will indeed have a major focus on fellowship activities for the members of RFEW, there will also be corresponding focus outwards, addressing the marginalization of women through empowerment activities principally for the youth (16 – 35 years). The empowerment activities will include, inter-alia, advocacy activities, mentorship programmes, training programmes, and creating business networking opportunities.

2. Strategic Direction

Our Vision:

We see a Future where Every Girl and Every Woman Thrives and Leads

Our Values - the anchor and test for everything we think, say, or do:

- Diversity – We believe in a diverse, equitable, and inclusive culture in our membership and service.
- Leadership – We are leaders who apply our skills to both community challenges, and the personal development of our members.
- Service – We are people of action, who are passionate about changing lives of women and girls in our communities and beyond.
- Fellowship – We are a global association united to serve humanity through friendships, camaraderie, and professional networks.

Our Mission:

Empowering girls and women between 16 and 35 years to create impactful and lasting change within themselves, their communities, and beyond.

Thematic Areas and Strategic Priorities for the period 2023/2024 – 2025/2026

i. Strengthening RFEW as an Organisation

- a. Securing partnerships and global affiliations
 - Establish partnerships with organisations that support women empowerment.
 - Build a reputable and authentic image for the Fellowship.
- b. Ensuring financial sustainability
 - Annual budgeting and prudent expenditure management to ensure internal operational sustainability.
 - Develop and roll out fundraising/partnership strategies anchored on service activities.
- c. Streamlining and ensuring effectiveness of governance structures
 - Review and refine governance structures and provide clear definition of roles and responsibilities.
 - Ensure that RFEW is compliant with national legal requirements and Rotary constitutional requirements for Rotary Fellowships (recognizing that national laws supersede RI constitutional requirements).
- d. Grow membership nationally, regionally, and globally:
 - Ensure international representation in the governance structure.
 - Implement international outreach engagements to spread the fellowship wider.
 - Rejuvenate Rotary and Rotaract Club level Consulates as key delivery arms of RFEW programmes and activities.

ii. Enhancing Member Engagement

- a. Implement member-targeted activities addressing fellowship and fun.
- b. Develop and implement needs-based activities that address members' needs for learning and networking as well as personal, professional, and leadership growth.

iii. Creating Community Impact¹

- a. Provide access to networking opportunities, micro financial services and mentorship programs tailored for girls and women engaged in business and related activities.
- b. Raise awareness and advocate for equitable social and economic opportunities addressing access to education, healthcare, and justice.
- c. Develop an expert member group to guide and support Rotary, Rotaract and Inner Wheel clubs in integrating gender equity in projects and programmes.

iv. Monitoring, Evaluation, and Learning

- a. Develop and implement the M&E Plan for the Strategic Plan
- b. Ensure annual workplans that drive the annual budget are aligned with the strategic plan.
- c. Verify that RFEW as a versatile, innovative, and learning organisation that delivers on their mission.

¹ This has been code-named EmpowerHer Hub (see separate document)

Strategic Themes, Priorities, and Initiatives/Activities

	Thematic Area	Strategic Priorities	Initiatives/activities	SP Targets	Timelines
1	Strengthening RFEW as an Organisation	a. Securing partnerships and global affiliations	i. Establish partnerships with organisations that support women empowerment.	i. Concretized partnerships with 3 Gender Focused Organizations, 1 community organization, and 3 corporate organizations.	By January 2026
			ii. Build a reputable and authentic image for the Fellowship.	ii. Develop and roll out a communication strategy that establishes and sustains the identity and activities of RFEW	By January 2024
		b. Ensuring financial sustainability	i. Annual budgeting and prudent expenditure management to ensure internal operational sustainability.	i. Annual dues set to ensure they cover internal operations.	Every year
			ii. Develop and roll out fundraising/partnership strategies anchored on service activities.	ii. A minimum of \$50,000 cash or in-kind support for community initiatives	
		c. Streamlining and ensuring effectiveness of governance structures	i. Review and refine governance structures and provide clear definition of roles and responsibilities. ii. Ensure that RFEW is compliant with national legal requirements and Rotary constitutional requirements for Rotary Fellowships (recognizing that national laws supersede RI constitutional requirements)	i. Refined governance structure approved and implemented.	By Jan 2024
				ii. Board charter developed and implemented.	By Jan 2024
				iii. Board to review compliance status and action taken where needed.	Every six months
		d. Grow membership nationally, regionally, and globally	i. Ensure international representation in the governance structure. ii. Implement international outreach engagements to spread the fellowship wider.	i. Targeted international representation at all levels of the governance structure (Trustees, Board, Board Committees)	By Jan 2024

	Thematic Area	Strategic Priorities	Initiatives/activities	SP Targets	Timelines
			iii. Rejuvenate Rotary and Rotaract Club level Consulates as key delivery arms of RFEW programmes and activities.	ii. At least 3 international Rotary events used every year as an opportunity for on-site engagement.	Every year
				iii. Each Consulate involved in leading at least one RFEW programme activity, or an activity originated by them (the Consulate)	Every year
				iv. At least 5 new Chapters created; each with at least 10 Consulates and a minimum net increase of 10 members per Chapter per month	By Jan 2026
				v. At least one monthly online fellowship as well as additional speaking opportunities to clubs and Consulates	Every year starting July 2023
2	Enhancing Member Engagement	a. Implement member-targeted activities addressing fellowship and fun. b. Develop and implement needs-based activities that address members' needs for learning and networking as well as personal, professional, and leadership growth	i. Conduct survey to pick members' areas of vocational competence and learning needs. ii. Schedule activities addressing members' learning and networking needs. iii. Celebrate members.	i. Membership interests survey conducted. ii. Monthly activities addressing members learning needs; and drawing on members' and other sources of expertise to support learning. iii. At least one fun, fellowship, and networking activity every quarter iv. Monthly: publication of selected members' profiles; and celebration of their successes, birthdays, and anniversaries.	Yearly starting August 2023 Start January 2024 to the end of the planning period. Start August 2023 Start July 2023
3		a. Provide access to networking	i. Identify girls and women engaged in business as micro-enterprises, and conduct assessments to	i. Each Consulate to work with at least 5 girls and women.	Every year

	Thematic Area	Strategic Priorities	Initiatives/activities	SP Targets	Timelines
	Creating Community Impact	opportunities, micro financial services and mentorship programs tailored for girls and women engaged in business and related activities	identify strengths, opportunities, and challenges to guide the development of enabling interventions.	ii. MOUs with at least 5 micro-lending institutions	By Jan 2026
			ii. Establish partnerships with micro lending institutions and organizations as well as Rotary Clubs to provide opportunities to women and girls.	iii. One annual event that combines exhibitions; sales pitches; learning; and networking	Starting 2024/2025
	b. Mentor the youth within and outside Rotary	i. Continually establish the skills and attitude gaps that are barriers to girls and women in businesses and professions. ii. Engage with and establish a database of volunteer mentors that can respond to identified needs. iii. Conduct Mentor training and rollout the RFEW Mentor Programme	Bi-annual report produced in collaboration with other initiatives and government agencies (e.g., Vijana Poa; Incubation centres; UBOS; etc.).	Start Sept 2023; first Report by March 2024	
			Database of Mentors produced and updated on a continuing basis	Start Jan 2023	
			Annual event of mentors and mentees (sharing and learning from presentations and shared experiences)	First event March 2025	
	c. Develop an expert member group to guide and support Rotary, Rotaract and Inner Wheel clubs in integrating gender equity in projects and programmes.	i. Identify a pool of Rotarians and non-Rotarians with expertise in gender issues, and program/project management to guide club on engendering community projects. ii. Conduct a capacity building programme for member of RFEW members who want to become experts in engendering community projects.	Database of Rotarians and non-Rotarians with expertise in gender issues, and program/project management established and continually updated.	By June 2024	
			Six-monthly training on engendering community projects	Start Sept 2024	
4	Monitoring, Evaluation, and Learning	a. Develop and implement the M&E Plan for the Strategic Plan	Develop and periodically review a monitoring and evaluation based on a theory of change approach to guide SP refinement; provide output, outcome, and impact indicators; and ensure identification of assumptions, risks, and risk management.	M&E Plan	Concluded by September 2023

	Thematic Area	Strategic Priorities	Initiatives/activities	SP Targets	Timelines
		b. Ensure annual workplans that drive the annual budget are aligned with the strategic plan.	Conduct annual planning and budget meeting of the Executive Board and receive sign off from the Trustees	Approved budget and workplan at least two months before the start of the Rotary Year	Every year
		c. Verify that RFEW as a versatile, innovative, and learning organisation that delivers on their mission	External evaluation of performance using the OECD/DAC framework under the auspices of the Trustees and use it to guide SP Review	External Evaluation Report completed 6 months before the end of the 3 rd year of the SP and used to guide the review (of the SP) for the next plan period	Start October 2025

