



District Director Q1 Report for District Council September 2026

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Portfolio	District Director

1. Overview

District 74 entered the 2026/27 Program year following the achievement of President's Distinguished status in 2025/26. Quarter 1 was therefore used to establish the governance, leadership, planning and membership foundations required to sustain performance during the new year.

During the quarter, the District Executive Committee approved the alignment of six Divisions and 26 Areas on its second consideration, and the District Director appointed 26 Area Directors. Both matters were submitted to Toastmasters International and are presented to the District Council for consideration and ratification. The District also completed its core planning submissions, including the District Success Plan, Marketing Plan and Communication Plan.

As at end of September 2026, the District recorded 117 paid clubs against a base of 114 and 119 active clubs (including Nedbank NextGen and Reckitt who were not in good standing at the end of the last cycle). The 117 paid clubs were above the 2026/27 Distinguished District threshold of 116. For the comparative performance analysis below, the September 2026 figures exclude charter clubs and use a 114-club comparison base, consistent with the table data.

Measure	Sep 2025	Sep 2026	Change in clubs	Change in %
Baseline	108	114	+6	—
4+ officers trained	94 (87.0%)	100 (87.7%)	+6	+0.7 pp
CSP submitted	105 (97.2%)	114 (100.0%)	+9	+2.8 pp
20+ members	54 (50.0%)	63 (55.3%)	+9	+5.3 pp
1+ DCP goals	85 (78.7%)	88 (77.2%)	+3	–1.5 pp
1+ DCP goals and 20+ members	46 (42.6%)	58 (50.9%)	+12	+8.3 pp

The comparison shows a stronger structural base than at the same point in the previous Program year. Officer training, Club Success Plan submission, club size and the combined measure of clubs with both 20 or more members and at least one DCP goal all improved. The only

percentage decline was in clubs with at least one DCP goal, which moved from 78.7% to 77.2%, despite the absolute number increasing from 85 to 88 because of the larger comparison base. This indicates that education and DCP conversion require focused attention in Quarter 2.

2. Leadership Planning and Quarter 1 Review

In July, the Directorate held pre-cycle strategic planning sessions and a broader District strategy session to establish the 2026/27 priorities, allocate responsibilities and align Division and Area activity with the District Success Plan. Past District Governors and Past District Directors participated in these engagements, providing institutional knowledge, continuity and mentorship to the current leadership team.

The July discussions focused particularly on club officer training, Club Success Plans, membership retention and recruitment, new-club development, and support to clubs with smaller membership bases. A Quarter 1 review was subsequently conducted in September to assess implementation progress, identify club-level exceptions and confirm accountability for outstanding interventions ahead of the October renewal cycle.

3. District Alignment and Area Director Appointments

The proposed District alignment comprises six Divisions and 26 Areas. The District Executive Committee approved the alignment on its second consideration, after which it was submitted to Toastmasters International. In accordance with the applicable District governance process, the alignment is now presented to the District Council for ratification.

The District Director appointed 26 Area Directors in accordance with the District's Code of Practice and submitted the appointments to Toastmasters International. The appointments are likewise before Council for ratification. Until Council has considered the relevant motions, both the alignment and the Area Director appointments should be recorded as pending Council action.

The approved operating structure is central to club support, as Area Directors provide the primary link between clubs, Divisions and the District. Their work enables the early identification of club support needs, facilitates club visits and assists in translating Club Success Plans into practical District support actions.

4. International Convention and Recognition

The Program Quality Director, Devin Pearson DTM, represented District 74 at the 2026 Toastmasters International Convention. The other two members of the District leadership trio were unable to attend because their visa applications were not granted.

The Convention formally celebrated District 74's President's Distinguished achievement for 2025/26. Karen Levy-Strauss DTM and Frank Tsuru DTM were recognized with Presidential Citations. The Convention also marked the conclusion of Aletta Rochat DTM's term as International President, with her serving as Immediate Past International President in 2026/27.

These recognitions reflect sustained service and performance within the District and establish a high standard for the current Program year.

5. Club Foundation and Compliance

Quarter 1 placed deliberate emphasis on three foundational club-management controls: officer lists, club officer training and Club Success Plans. Timely officer lists ensure that the District can communicate with the elected officers who are accountable for club administration. Club officer training equips those leaders to perform their roles effectively, while the Club Success Plan provides a documented framework for goals, education priorities, membership development, actions and accountability.

Measure	30 Sep 2026 snapshot	Earlier comparison
Officer lists	111 of 114 clubs (97.3%)	Five-year September average: 94.5%
At least four officers trained	100 of 114 (87.7%)	Five-year September average: 87.0%
Club Success Plans (CSP)	114 of 114 (100.0%)	September 2025: 96.4%; earlier years unavailable

The September 2026 results show that the District entered the year with a strong administrative foundation. Officer-list compliance of 97.3% was above the five-year September average of 94.5%, while the proportion of clubs with at least four trained officers, at 87.7%, was marginally above the five-year average of 87.0%. Club Success Plan submission reached 100%, compared with 96.4% in September 2025.

The historical averages are based on five completed September month-end snapshots from 2021/22 to 2025/26 and clubs with at least eight active members, whereas the current figures use the 114-club September 2026 comparison base. The historical results should therefore be read as directional context rather than as a strict like-for-like series.

6. Membership Recruitment and October Renewals

Membership activity during Quarter 1 reflects a positive start, although renewal coverage remains the principal immediate risk entering Quarter 2. The District recorded 1,709 membership payments against the Smedley target of 5,179, representing 33% of the annual target at the end of the quarter. The source data also records 190 new membership payments since 1 July.

Measure	30 Sep 2026 snapshot	Earlier comparison
October renewal club credit	81 of 114 clubs (71%)	Five-year September average: 69.3%
New clubs	3	Five-year average: 2.9
Member payments	1,709 of 5,179 (33% of Smedley target)	Five-year average: 30% (2025/26 36%)

October renewal credit had been recorded for 81 of the 114 clubs in the comparison base, equivalent to 71%. This was above the five-year September average of 69.3%, but it also meant

that 33 clubs had not yet recorded October renewal credit at the reporting date. The Club Growth Director, Division Directors and Area Directors should therefore continue targeted engagement with these clubs, distinguishing payments still in process from members who have not yet renewed and prioritizing clubs whose paid membership is close to the minimum required for effective operation.

7. New Club Development

Three clubs had chartered by 27 September 2026: Mutual Impact Toastmasters Club on 14 September, Proconics Corporate on 16 September and Linaleli Toastmasters on 22 September. The District dashboard recorded 64 charter membership payments. The three confirmed new clubs compare favourably with the five-year average of 2.9 new clubs at this stage.

A further four clubs were anticipated in the pipeline at the end of September. These remain prospective clubs until Toastmasters International confirms their charter dates and should therefore not be included in achieved club-growth figures. The Club Growth team should continue to complete outstanding charter requirements and secure sponsors, mentors and officer support so that newly chartered clubs establish stable operating practices from inception.

8. Priorities for Quarter 2

Quarter 2 should be treated as a consolidation quarter in which the strong administrative foundation established during Quarter 1 is converted into measurable Distinguished Club Program progress and sustainable membership performance.

- Protect and improve October renewal coverage, with specific support to the 33 clubs that had not recorded renewal credit at the Quarter 1 snapshot.
- Maintain club officer training momentum through the second training round, with the objective of sustaining at least 100 clubs with four or more trained officers and positioning clubs to achieve the relevant DCP training goal.
- Accelerate education completions and ensure that member achievements are recorded promptly so that the relatively weaker DCP-goal percentage begins to improve.
- Build on the 190 new membership payments recorded in Quarter 1 through focused recruitment and retention activity at club level.
- Convert the new-club pipeline into confirmed charters only once Toastmasters International requirements have been met, while ensuring sponsors, mentors and club officers are in place for early-stage support.

- Use the Quarter 1 Golden Quarter recognition event to acknowledge high-performing clubs and leaders, and use the Region Advisor visit planned for late November as an opportunity to review progress and sharpen the District's year-end priorities.

The central performance challenge for Quarter 2 is therefore not to create new plans, but to execute consistently against the plans and leadership structures already established. Particular attention should be paid to membership renewal, education completions, DCP conversion and the early sustainability of newly chartered clubs.

9. District Governance Matters for Council

Matter	Status / action requested
District alignment	Council to consider ratification of the six-Division and 26-Area alignment.
Area Director appointments	Council to consider ratification of the 26 appointments submitted to Toastmasters International.
District Success Plan	Submitted to Toastmasters International.
Marketing Plan	Submitted to Toastmasters International.
Communication Plan	Submitted to Toastmasters International.
2026/27 District Budget	Finance Manager to table the budget for Council consideration in accordance with the applicable governance process.

10. Conclusion

District 74 closed Quarter 1 with a strengthened club base, full Club Success Plan submission, officer training performance above the recent historical average, three confirmed new clubs and early membership recruitment activity. The District has also established the leadership and governance structures required to support delivery across six Divisions and 26 Areas.

The principal Quarter 2 priorities are to broaden October renewal participation, translate club planning into stronger education and DCP outcomes, stabilize newly chartered clubs and continue disciplined support to clubs showing early signs of risk. Subject to Council's consideration of the alignment, Area Director appointments and budget, the District enters the next quarter with a credible operating foundation and clear areas for focused execution.