

2006 國際講習會演講詞

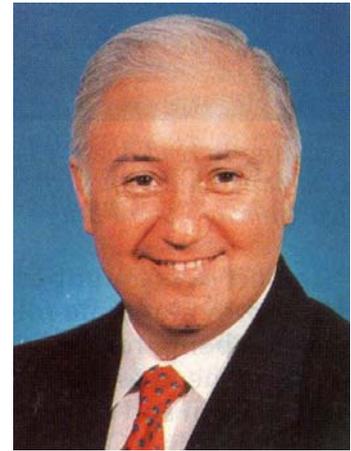
## 未來的願景

### A Vision for the Future

基金會保管委員會主委當選人季愛雅

Luis Vicente Giay, Rotary Foundation trustee chair-elect

國際扶輪消息/扶輪出版委員會譯



首先讓我衷心祝2006-07年度這一屆總監成為扶輪歷史上最好的一屆。團結在一起，我們將努力實現這個理想。

如各位所知，扶輪基金會有非常多服務機會，但是為了取得具體成果，我們必須設定清楚而精確的目標。我們已經知道扶輪基金會的工作的每個細節在2006-07扶輪年度都很重要，我想要概要列出我期望扶輪基金會將如何**帶頭前進**：

1. 透過**專注於根除小兒麻痺**。2006-07年度這一屆將完成根除小兒麻痺的工作。如果你們的地區想要做出其他貢獻，我建議你們利用根除小兒麻痺等疾病夥伴計畫 (PolioPlus Partners program)，該計畫花了不少心血去推廣社會動員。
2. 透過**和其他最重要的機構建立夥伴關係**來提高扶輪基金會在世界上作為和平及解決衝突的鼓吹者的形象。扶輪是一個致力促進和平的組織，為這個理想而奮鬥，尤其是透過我們傑出的扶輪世界和平獎學金學生 (Rotary Peace Fellows)。
3. 透過達成**全世界扶輪社員平均每人捐獻100美元給年度計劃基金**，並創下永久基金巨金捐獻的新記錄。「每位扶輪社員，每年(捐獻100美元)」指日可待！不久之後這不再是夢想--我們將實現「每位扶輪社員，每年」！
4. 透過與國際扶輪一起**加強扶輪的公共形象**。我們將盡一切努力來確保我們的組織及其工作獲得更廣泛的承認。我深受華爾街日報在2005年4月12日「小兒麻痺及扶輪」這篇文章發出的支持聲音所鼓舞，該文說：「扶輪默默的根除小兒麻痺努力應該得到諾貝爾和平獎。」更多的表彰對扶輪非常重要--是的，扶輪應該得到諾貝爾和平獎。
5. 透過**改進基層訓練，以增進扶輪社員對於扶輪基金會使命的理解**。扶輪社員必須瞭解他們的扶輪基金會並與之合作，這件事比什麼都迫切。我們每一個人必須熟悉扶輪基金會、和扶輪基金會合作、並代表扶輪基金會去做事。這是每個扶輪社員的任務，但是你們的地區團隊將是達成這個目的關鍵要素。

Let me begin by sharing with you my sincere wish that the 2006-07 class of governors be the best in Rotary's history. Together, we will work to make this happen.

As you know, The Rotary Foundation offers a great many service opportunities, but in order to obtain tangible results, we must set clear and precise objectives. We already know that every detail of our Foundation's work will be important during the 2006-07 Rotary year, and I would like to outline how I envision that The Rotary Foundation will **Lead the Way**.

1. By **focusing on the eradication of polio**. It will be the class of 2006-07 that will complete the job of polio eradication. If your district wants to make additional contributions, I would recommend that you take advantage of the PolioPlus Partners program, that does so much to promote social mobilization.
2. By raising our Foundation's profile around the world as an advocate of peace and conflict resolution through its **unique partnerships with premier institutions**. Rotary is an organization committed to peace, and we will continue to strive for this ideal, especially through our exceptional Rotary World Peace Fellows.
3. By achieving **a worldwide per capita average of US\$100 in giving to the Annual Programs Fund** while establishing a new record for major gifts to the Permanent Fund. Every Rotarian, Every Year is in sight! It won't be a dream for long — we are going to make Every Rotarian, Every Year come true!
4. By working together with Rotary International to **enhance Rotary's public image**. We will make every effort to ensure that our organization and its work are recognized more widely. I am encouraged by the support voiced by the Wall Street Journal in the 12 April 2005 article "Polio and Rotary," from which I quote: "Rotary's unsung polio effort deserves the Nobel Peace Prize." More recognition is essential for Rotary — and, yes, it does deserve the Nobel Peace Prize.
5. **By improving grassroots-level training to increase awareness of the Foundation's mission**. Nothing is more pressing than the need for Rotarians to know their Foundation and work with it. Every one of us must know it well, work with it, and work on its behalf. This is a job for every Rotarian, but your district team will be a key element in meeting this goal.

6. **精簡扶輪基金會計畫的管理。**速度及簡化--這些是一流的扶輪基金會的關鍵詞。你們會同意這一點嗎？速度及簡化！

7. 透過講明白並執行**扶輪基金會對於扶輪第二個世紀服務的未來願景**。我們實在必須有一個準備好面對橫互在前面，等待扶輪及全人類去應付的巨大挑戰的扶輪基金會。我們將會有這麼一個基金會！

這些就是我們的2006-07年度目標。你們準備好透過我們的扶輪基金會**帶頭前進**了嗎？你們確定嗎？太好了！

我們2005-06年度的年度計劃基金目標是1億零5百萬美元，這是我們有史以來最有企圖心的募款行動。根據你們的預估，保管委員會將採用新的目標，我更鼓勵你們會把2006-07年度的募款目標訂為1億2千萬美元。你們會準備好要拿下這個目標了嗎？

我現在想要和你們分享一個令人興奮的主題，它將會成為你我一項真正的挑戰：扶輪基金會的未來願景。我們要討論未來願景的話，我們必須承認我們活在一個前所未有的龐大需求以及承諾的時代。「**行善於世界**」的可能性從未如此之大。

我們的扶輪基金會正在進行前所未有的改變和調整。扶輪第二個世紀的成功有賴於我們擁有一個強大、有活力、國際性、有彈性、能力強、有組織、有願景的扶輪基金會，它能回應世界的需求，尤其是扶輪社員和扶輪社的需求。我們改變世界所需的一切都在我們的掌握中。我們需要願景以及有願景的人！

現在讓我和你們分享扶輪基金會保管委員會未來的主要目標：

1. 我們的目標是要有一個**首屈一指的基金會**，準備好協助並服務國際扶輪、扶輪社、及扶輪社員，並使他們有能力對社區提供意義更重大的服務計畫。
2. 我們要一個**最進步、前瞻的基金會**，具備採取主動積極而非被動反應的步驟來解決問題的能力，這個基金會準備好以決心和毅力在扶輪的第二個世紀支持扶輪。
3. 我們的基金會應該**準備好服務扶輪社員**，但不會把更多工作、更多文書、更多行政程序加諸社員身上。我們要提供扶輪社員即時的解答，馬上就做--如果可能的話，就從今天開始！
4. 我們要的基金會也是一個能讓**扶輪社員在地區階層擴大參與計畫的行政管理**，並且協助計畫審核程序、計畫經費的匯送、以及提交結案報告的基金會。
5. 我們的基金會必須有**適當的工具、架構、及能力來面對未來的問題**。我們的基金會需要有願景的人，他們會預估潛在的挑戰，使我們的資源得以對每個人發揮最大效用。

6. **By streamlining Foundation program management.** Speed and simplicity — these are the key words for a premier Foundation. Do you agree with this? Speed and simplicity!

7. By articulating and implementing **the future vision of The Rotary Foundation for Rotary's second century of service.** We simply must have a Foundation ready to face the mighty challenges that lie ahead for Rotary and all humankind — and we are going to have it!

These, then, are our goals for 2006-07. Are you ready to **Lead the Way** through our Rotary Foundation? Are you sure? Great!

Our 2005-06 goal for the Annual Programs Fund is US\$105 million, our most ambitious fundraising effort ever. Based on your projections, the Trustees will adopt a new goal, and I encourage you to aim to raise \$120 million in 2006-07. Are you ready to go for it?

I would like to share with you now an exciting subject that is going to be a real challenge for you as well as for me: a future vision for The Rotary Foundation. If we talk about a vision for the future, we need to recognize that we live just as much in an age of unprecedented need as of unprecedented promise. The possibilities for **“doing good in the world”** have never been greater.

Our Rotary Foundation is changing and adapting as never before. Rotary's success in its second century depends on our having a strong, energetic, international, flexible, competent, organized, visionary Foundation, one that is able to respond to the world's needs and especially to the needs of Rotarians and their clubs. Everything we need to change the world is within our grasp. We need vision and visionaries!

Allow me now to share with you the primary objective of The Rotary Foundation Trustees with respect to the future:

1. Our goal is to have a **premier Foundation** that is ready to help and serve Rotary International, clubs, and Rotarians and which enables them to offer service projects of greater significance to their communities.
2. We want a **cutting-edge, forward-looking Foundation**, equipped to take proactive, rather than reactive, steps to solve problems, a Foundation that is ready to support Rotary in its second century with determination and fortitude.
3. Our Foundation should be **ready to serve Rotarians** without piling more work, more paper, more bureaucracy on them. We want to give Rotarians immediate solutions, right away — today, if possible!
4. We also want a Foundation that will get **Rotarians much more involved in the administration of projects at the district level** and will facilitate the process of project approval, delivery of project funds, and submission of final reports.
5. Our Foundation must have **the appropriate tools, structure, and capacity to face the problems of the future.** Our Foundation needs people of vision who will anticipate potential challenges so that our resources may be optimally effective for everyone.

6. 到了2007年將會有許多關於接替根除小兒麻痺等疾病計畫的討論。我確信當小兒麻痺根除時，扶輪社員們將渴望迎接新的挑戰。
7. 我們要有一個**財務穩固的基金會**，最遲到2015年其永久基金每年能投資超過4億美元在計畫上。那幾乎等於每二年一個根除小兒麻痺等疾病計畫！
8. 我們必須有一個**可靠、一貫的基金會以謹慎管理基金會的資金**。在明天會享有與今天相同聲譽的扶輪基金會；它將成為我們的捐獻人的一個首屈一指的基金會。
9. 我們的基金會應該成為**絕大多數扶輪社員優先選擇的慈善機構**。往後25年將有一個趨勢：3千億美元將換手，當老人過世之後財富將從一代移轉到另一代。扶輪基金會必須決定是否對此趨勢採取積極的態度。這些資源中有一大部份將移轉給許多基金會、人道機構、教會、非營利組織。當這種現象逐漸出現時，我們的扶輪基金會應該繼續採取被動的角色嗎？絕不應該！我們的扶輪基金會必須準備好一個定義明確、積極的政策，來接受更多的捐獻。
10. 我們的基金會將**成立強大的服務聯盟、尋找財務合夥人**來執行有真正影響力的計畫、並進行和根除小兒麻痺等疾病計畫一樣成功的新的全組織參加計畫 (corporate projects)。總而言之，我們的基金會要讓我們越來越以作為扶輪社員為榮。

這就是保管委員會指派的扶輪基金會未來願景委員會(Future Vision Committee)正在努力以赴的。

這個真正國際性的委員會已經諮詢了數位專家、對超過20,000個扶輪社員做過意見調查，所蒐集的重要的意見、背景資料、及出版品是扶輪基金會有史以來最多的。

未來願景計畫是一個百年大計—包括短、中、長期。該計畫將從2006年7月1日起逐步實施，且應該在2007年6月30日之前全面就緒。

我們將負起持續性的責任來使我們的扶輪基金會為未來做好準備，身為你們的扶輪基金會的2006-07年度主委，我將盡一切努力來保證我們的成功。

#### **我們的扶輪基金會的長期願景會是什麼呢？**

1. 我們必須將所有計畫合併為四大領域：**保健、教育、環境、及世界和平**。如果你們仔細想想我們目前所有的計畫，你們將看出它們最後都可以列入這些大項其中之一。
2. 我們必須具備這樣的智慧：**不要成立更多的計畫**，而是要集中力量來支持及資助扶輪社員的服務活動。我想我們應該儘量精簡扶輪基金會，因為如果一個持續性的計畫成為一群專家的地盤，人們將會對它失去興趣。

6. There will be much discussion by 2007 regarding programs to succeed PolioPlus. I am confident that when polio is eradicated, **Rotarians will be eager to take on a new challenge.**
7. We want a **financially solid Foundation** with a Permanent Fund able to invest more than \$400 million in programs annually by 2015. That's almost equivalent to a PolioPlus program every two years!
8. It is essential that we have a **trustworthy, consistent Foundation that exercises careful stewardship of its funds**. Tomorrow's Foundation will enjoy the same prestige it does today; it will be a premier Foundation for our donors.
9. Our Foundation should become a **top option as a charitable entity for the great majority of Rotarians**. The Rotary Foundation will have to decide whether to take an active stand on a trend that will become reality over the next 25 years: \$300 trillion will change hands and pass from one generation to another as older people die. A large portion of these resources will be transferred to foundations, charitable agencies, churches, nonprofit organizations, etc. Should our Rotary Foundation continue in a passive role as this phenomenon unfolds? No! Our Rotary Foundation must have a well-defined, aggressive policy in place for receiving additional contributions.
10. Our Foundation will form **strong alliances for service, secure financial partners** to carry out projects with real impact, and take on new corporate projects just as successful as PolioPlus. In sum, our Foundation will be one that will make us increasingly proud of being Rotarians.

This, then, is what the Future Vision Committee of The Rotary Foundation appointed by the Board of Trustees is working on.

This truly international committee has consulted several experts, surveyed over 20,000 Rotarians, and collected more significant opinions, background material, and publications than had ever been done in our Foundation's history.

The Future Vision Plan is a strategy for the times to come — for the short, medium, and long term. It will go into effect gradually as of 1 July 2006 and should be fully operational by 30 June 2007.

We will all have an ongoing responsibility to prepare our Foundation for the future, and as your chairman in 2006-07, I will make every effort to see that we succeed.

#### **What would be the long-term vision for our Rotary Foundation?**

1. We will have to consolidate programs into four major areas: **health, education, environment, and world peace**. If you think carefully about all of our current programs, you will see that they ultimately fall under one of these general headings.
2. We must have the good sense **not to create more programs** but concentrate instead on supporting and funding Rotarians' service activities. I think we should simplify The Rotary Foundation as much as possible because people lose interest in an ongoing program if it becomes the domain of a group of experts.

3. 新的計畫將出現，我稱之為「大計畫」(megaprograms)。今天的扶輪基金會本身就是國際扶輪的一個大計畫。新的計畫將有一個特質：每個人能參與，而且有數百萬人受惠。這是一個無懈可擊的方案！
4. 人道計畫將是扶輪基金會未來的超級巨星。到了2010年人道計畫應該占我們全部計畫預算的將近百分之90。扶輪基金會將會有一個清晰的人道面貌，這將是扶輪歷來觀念上最重大的改變。
5. 但是有一個問題：我們需要多少錢才能維持這些活動？我們的扶輪基金會的資金需求將會每年至少增加百分之10。在2007年，我們將需要1億5千萬美元，到2010年則為2億美元—而這些都是年度的數字。我們有辦法想像一個規模這樣龐大的基金會嗎？
6. 現在，想像這麼一個基金會，它的永久基金超過十億美元，每一年資助各項計畫的經費超過2億5千萬美元。這是一個烏托邦式的願景嗎？**不！**它很快就會實現！
7. 因此，我們必須在財務方面為另一個歷史時刻做好規劃，當此刻來臨時永久基金可以支持扶輪基金會每年的所有計畫，而且我們可以逐步結束未指定用途之捐獻。換句話說，「永久大基金」(Permanent Megafund)將是保證扶輪基金會及國際扶輪的生存及延續的推動力。
8. 建立新的策略聯盟的時刻將會來臨，我有預感聯盟將會採取什麼樣的型態。但是無論我們是否與政府、非政府組織(NGO)、或其他組織合作，我們必須準備好在適當的時刻著手進行。
9. 我展望國際扶輪及扶輪基金會在維持和平方面將扮演越來越重要的角色。扶輪國際研究中心、一個扶輪和平大學、一個大的義工團、都市和平選項—簡單地說，在全世界各地維持秩序、正義、及和平是一個非常吸引人的挑戰。
10. 可是，有一點我深信不疑，那就是我們必須調整組織，讓國際扶輪及扶輪基金會能在國家架構之內運作而不失去其國際性。很清楚地，在每個社區，我們必須與「**第三部門**」合作，因為此一部門既不牽涉政府機關也不牽涉企業。我們能想像這幅景象：數以千計的義工出外實地服務，從事一項相當簡單的活動。

**政府把公共經費用在私人目的上，義工卻利用私人資金來做公益，填補了甚至連政府都無法處理的缺口。**

現在你們們可能迫不及待要問，「季愛雅，你們現在描述的所有未來的挑戰、改變、及創新—當那一刻來臨時，我們的扶輪基金會將會準備好應付嗎？」我確信就在此時此地，我們已經有能力面對並克服這些問題。我為什麼這麼覺得呢？

3. New programs, what I call "megaprograms," will appear. Today's Rotary Foundation is itself a megaprogram of Rotary International. The new megaprograms will have a particular trait: Everyone can participate and millions can receive the benefits. An unbeatable formula!
  4. Humanitarian programs will be the superstar of The Rotary Foundation's future. By 2010, humanitarian programs will represent close to 90 percent of our overall program budget. The Foundation will have a decidedly humanitarian profile, and this will be one of the most significant conceptual changes in Rotary's history.
  5. But there is a problem: How much money will we need to keep up these activities? Our Foundation's funding needs will grow by at least 10 percent every year. In 2007, we will need \$150 million and, by 2010, \$200 million, and these are annual figures. Can we even imagine a Foundation of such scope?
  6. Now, imagine a Foundation with a Permanent Fund in excess of a billion dollars financing programs costing more than \$250 million dollars per year. Is this a utopian vision? **No!** It will be reality before we know!
  7. So, we will have to make appropriate plans for another historic moment in the area of finance, a time when the Permanent Fund can support all the Foundation's annual programs and we can phase out undesignated contributions. In other words, the "Permanent Megafund" will be the driving force that will ensure the survival and continuity of The Rotary Foundation and RI.
  8. The time will have come for new strategic alliances, and I have a sense of the shape they will take. But regardless of whether we join with governments, NGOs (nongovernmental organizations), or others, we will need to be ready to step in at the right moment.
  9. I envision an increasingly important role for Rotary International and The Rotary Foundation in preserving peace. The Rotary Centers for International Studies, a Rotary university for peace, a large corps of volunteers, the urban peace options — in short, a more than fascinating challenge to keep order, justice, and peace throughout the world.
  10. One thing of which I am convinced, though, is that we must organize ourselves so that Rotary International and The Rotary Foundation can act within a national framework without losing their international character. Clearly, in every community, we will need to cooperate with the "**third sector**" that involves neither government authorities nor corporate entities. We can imagine the picture: thousands of volunteers out in the field, engaged in a rather simple activity.
- While governments use public funds for private ends, volunteers make use of private funds to serve the public good, filling the gaps that even governments are unable to address.**

By now you probably can't wait to ask, "Giay, all these future challenges, changes, and innovations that you are describing — will our Rotary Foundation be ready to deal with them when the time comes?" I am sure that already, now, right here today, we have the ability to stand up to them and come out ahead. Why do I feel this way?

「世界未來會」(the World Future Society)是由一群傑出思想家所組成的優異團體，他們專心研究正在成型的未來，領導人之一約瑟夫·寇堤斯 (Joseph Coates) 教授整理了一份非常有意思的報告，探討了對於2025年左右的83項假設。寇堤斯提出了社會未來很可能必須面對的種種問題，並列出數個關鍵問題：管理我們的世界、管理人類的健康、管理環境及資源、自動化及資訊科技、世局的緊張、公共問題及價值。如果我們仔細思考83項假設的每一項是如何提出及研擬的，我們可以說我們的扶輪基金會有人力及財務資源來成功處理全部問題。

我今天的訊息是非常樂觀的，非常正面的。我們是扶輪基金會的監護人，截至目前為止我們充分利用了這個了不起的工具。但是扶輪基金會也是一座跨向未來的橋，一座我們可以安全走過去的橋。扶輪的未來計畫將會順著我們的希望之路「扶輪基金會」走下去。

各位女士、各位先生，你們當中或許有人會說我今天的報告過於理想主義，但是我知道我站在許多理想主義者之前，阿根廷哲學家荷西·英吉尼洛斯 (Jose Ingenieros) 的話非常適合套用在這些理想主義者身上：「**只有那些住在一個不完美的世界，但卻有意志力為建立更美好的世界而奮鬥的人，才配稱為理想主義者。**」

最後，因為扶輪在下一個世紀的挑戰只不過是我們要通過的另一個考驗，我要鼓勵你們繼續努力並支持我們的扶輪基金會，以使

每個扶輪社員宣揚服務的理想的聲音  
才能不斷產生陣陣回音，  
因為世界上最高貴的行為  
就是以更美好的生活為禮物與人分享，互相幫助。

我們將與扶輪基金會一起**帶頭前進!**

Professor Joseph Coates, a leader of the World Future Society, an extraordinary group of brilliant thinkers devoted to studying the future we are shaping, has compiled a most interesting report dealing with 83 assumptions about the year 2025. Coates brings up problems that society will have to face in the highly probable future and lists several crucial issues: managing our world, managing human health, managing environment and resources, population trends, automation and infotech, worldwide tensions, and public issues and values.

If we carefully consider how each of the 83 assumptions is posed and developed, we can assert that our Rotary Foundation has the human and financial resources to deal with all of them successfully.

My message today is one of great optimism, a highly positive note. We are the guardians of our Rotary Foundation, and we have made good use up to the present of this wonderful tool. But the Foundation is also a bridge reaching across to the future, a bridge on which we may safely tread. Plans for the future of Rotary will travel along the road of hope that is The Rotary Foundation.

Ladies and gentlemen, some of you may say that I have been too much of an idealist in this presentation, but I know that I stand before many idealists to whom these words of the Argentinean philosopher José Ingenieros well apply: **“Only those who have the will to fight for a better world while living in an imperfect one deserve to be called idealists.”**

In closing, I want to encourage you to continue working and supporting our Foundation because the challenges for Rotary in its next century will only be another test for us to pass so that

The voice of every Rotarian may resound  
Proclaiming the ideal of service,  
For the most noble gesture in the world  
Is to help one another by sharing the gift of a better life.

We will **Lead the Way** together with our Rotary Foundation!



扶輪基金會主委當選人季愛雅吸引著聽眾。

照片攝影：國際扶輪/ Alyce Henson

Rotary Foundation Chair-elect Luis Vincente Giay engages the assembly audience.

Photo by Alyce Henson/RI