

未來願景現況

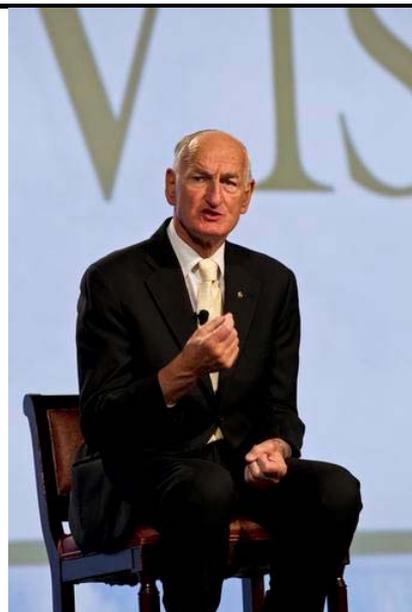
Future Vision Updates

扶輪基金會保管委員會主委威廉·白義德演講詞

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華文翻譯：扶輪出版



如果你開車帶著孩子長途旅行，你都知道幾個小時之後，他們將會問一個問題「我們到了沒有？」我們現在正在未來願景的旅途上，目的地是一個新的扶輪基金會，或許你們會問「我們到了沒有？」答案是「還沒」但是我們已經走了好一大段路。

如果你來自試辦地區，你現在就能瞭解我們的扶輪基金會，雖然過去90年來對世界做出很好的服務，事實上已逐漸跟不上時代。世界不斷在改變，而我們所做的反應是一再增加計畫，或是扭轉規則，結果把我們自己變得更複雜，管理起來更昂貴。

此刻該是我們停下腳步去面對這個現實：我們必須改變，否則我們可能與時代脫節，我們對人類需求的影響力將悄悄地消退。

我們的未來願景所根據的原則是簡單；希望讓地區、扶輪社、及扶輪社員更擴大參與經費的支出及監督；及使我們的活動可持續維持的重要性。

有一天當我們回顧這些改變，我們可能會認為其中的神來之筆是找出六大焦點領域。我們必須跳出許多我們覺得不錯，但其實治標不治本，而且通常效益短暫的小計畫。

想想看世界的需求以及最嚴重的問題跟以下各項的關聯性

- 水及衛生
- 母親及兒童保健
- 疾病預防及治療
- 基本教育及識字
- 經濟及社區發展
- 和平及預防/解決衝突

我們的資源有限，不能解決所有人的所有問題，但是扶輪社員們能在這些關鍵領域做一點改變。我們能改變世界。

看看我們在根除小兒麻痺所獲得的成果。如同我們的好的朋友，世界衛生組織副理事長布魯斯·艾爾瓦德Bruce

If you have taken children on a long car trip, you know that after a few hours they will ask the question "Are we there yet?" We are on a Future Vision journey that will lead us to a new Foundation, and you may be asking "Are we there yet?" The answer is "not quite" but we are well on the way.

If you come from a pilot district, you can now understand that our Rotary Foundation, which had served the world so well for 90 years, was in fact becoming dated. We were reacting to a changing world by adding yet another program or twisting the rules and making ourselves more complicated and more expensive to administer.

It was time to step back and face the reality that we must change or we would become less relevant and our impact on the needs of humanity would quietly diminish.

The principles on which we based our Future Vision were simplicity; a desire to give districts, clubs, and Rotarians more involvement in spending and stewardship; and the importance of building sustainability into our activities.

One day when we look back on the changes, we will probably recognize that the masterstroke was to recognize the six areas of focus. We needed to lift ourselves above the multitude of little projects that felt good but addressed symptoms not causes, and were too often short-term in their benefits.

Just think about the needs of the world and how the most serious issues fit within

- Water and sanitation
- Maternal and child health
- Disease prevention and treatment
- Basic education and literacy
- Economic and community development
- Peace and conflict prevention/resolution

We have finite resources and cannot do everything for everybody, but these are key areas in which Rotarians can make a difference. We can change the world.

Just look at what has happened with polio. As our good friend Bruce Aylward, assistant director general of the World Health Organization, says, experience has shown "Rotary is right. We can eradicate polio," so we can move on to show the world that there

Aylward所說，經驗顯示「扶輪是正確的。我們能根除小兒麻痺，」因此我們能進一步告訴世人，全球其他主要問題也可以解決，而且扶輪準備帶頭去做。我們無法獨自完成，但我們能而且將改變現況。

三年的試辦期已經過去一半，此刻正適合檢討我們學到什麼。以下是我們學到的其中一些東西：

- 學習是雙向的。辦事員的學習曲線和扶輪社員一樣陡峭，也就是說他們學得很快，當我們開始瞭解到有更好方法可達成目標時，我們已經在實現改變。
- 為了使未來願景盡善盡美，我們需要試辦地區提出許多報告。雖然對於填表格，我比較不那麼習慣，但是進行評估是我們成功與否的關鍵。
- 試辦地區的表現很好，我們應該感謝他們帶領我們度過草創、艱難時期。
- 這個富有創意的計畫令人興奮，因為扶輪社員現在有機會展現創意，並運用想像力去尋找新的服務方式。
- 焦點領域是適當的，而且當我們一起前進時，這些領域逐漸融入我們的策略計畫。
- 訂立各焦點領域的界線有時甚為棘手，因為我們希望在扶輪社員們想執行的所有活動找到平衡點，而且還要保留我們的焦點。
- 現在扶輪社員與辦事員之間的互動好多了。整個關係變得更正面，這將促成更好的計畫。
- 水是扶輪社員們的一項主要興趣。水及衛生是全球獎助金非常受歡迎的領域，幾乎占去年所有全球獎助金的三分之一。
- 職業訓練團被地區採用比較慢，但是有些團隊成效非常好。例如，在南非及美國的地區互相派團訪問，去研究兒童早期教育，令他們驚訝的是他們發現彼此都有課程、設施、及社區支援的問題。兩個團彼此學習，這表示雙方都受益。

能不能從我們現在看到的那些計畫中舉幾個說明一下？

最迅速採用未來願景給予的自由去研究並執行計畫的地區之一是5020地區，該地區跨越美國及加拿大的邊界。在幾個月之內，他們獲得了12個全球獎助金，並積極運用他們的地區獎助金。這些獎助金分別用在15個國家的活動，多半是延續過去幾年成功的計畫，現在能加以擴大，使其更能長久維持。透過全球及地區獎助金，他們已捐贈英文及史瓦西利文書籍給肯亞各學校、在秘魯及菲律賓的學校安裝太陽能板、並為宏都拉斯一所職業及識字學校裝配教室及廁所，後來又捐贈制服及學校用品。每項計畫都有在獎助金用完之後仍能持續幫助社區的措施。此外還以基金會經費處理他們自己社區的需求。

我們看到一個澳大利亞地區派遣一個職業訓練團到東帝汶去成立一個訓練計劃，以降低母親與嬰兒在生產過程的死亡率，另外有一個美國地區派遣一個職業團去研究漏油汙染對於墨西哥及澳大利亞的衝擊，還有一個日本地區派遣一個職業訓練團去美國研究阿茲海默症的治療。義大利

are answers to the other major issues around our globe and that Rotary is prepared to lead the way. We can't do it on our own, but we can and will make a difference.

We are now halfway through the three-year pilot, and it is a good time to ask what have we learned. Some of the lessons are:

- Learning is a two-way street. The learning curve for staff has been as steep as that for Rotarians, and we are making changes as we come to understand that there are better ways to reach our goals.
- To make Future Vision as good as it can be, we need plenty of reporting from the pilot districts. I am old-fashioned about filling in forms, but evaluation is critical to our success.
- The pilot districts are doing a good job, and we should thank them for taking us through all those early, difficult times.
- The innovative projects are exciting, as Rotarians now have the chance to be creative and use their imaginations to find new ways to serve.
- The areas of focus are appropriate and are melding into our strategic plan as we collectively move forward.
- Establishing the boundaries for our areas of focus has sometimes been challenging, as we seek the balance between all the activities that Rotarians wish to do and still retaining our focus.
- We now have much better interaction between Rotarians and staff. The whole relationship has become more positive, and this is leading to better projects.
- Water is a major interest for Rotarians. Water and sanitation is the most popular area for global grants, representing nearly a third of all global grants last year.
- The vocational training teams have been slow to be taken up by districts, but some have been very effective. For example, districts in South Africa and the United States exchanged teams to study early childhood education, and found to their surprise that they had the same issues of curriculum, facilities, and community support. Both teams learned from each other, a situation that meant benefits for all.

What are some of the projects we are seeing?

One of the districts to most quickly explore and implement projects with the freedom given by Future Vision was District 5020, which spans the border between the United States and Canada. Within a few months, they had received 12 global grants and were actively using their district grant. The grants were for activities in 15 countries and often built on successful projects of past years, which could now be expanded to larger, more sustainable activities. Through global and district grants, they have given books in English and Swahili to schools in Kenya, fitted solar panels to schools in Peru and the Philippines, and furnished classrooms and washrooms to a vocational and literacy school in Honduras, later adding uniforms and school supplies. Each project included components to sustain the benefits to the community even after the grant funds were spent. This was in addition to addressing needs in their own communities with Foundation funds.

We are seeing an Australian district sending a vocational training team to Timor-Leste to establish a training program to reduce the mortality rate of mothers and children during childbirth, a U.S. district sending a vocational team to study the impact of oil spills in Mexico and Australia, and a district in Japan sending a vocational training team to study Alzheimer's treatment in the United States. A

有一個地區派遣了醫療義工到科索沃、秘魯、及馬達加斯加，加拿大有一個地區對坦尚尼亞的衛生專業人士提供治療小兒內翻曲足的訓練。

我們曾辦理過許多有關水的計畫，這些計畫通常包括衛生及衛生設施訓練，也許這並不是那麼光彩奪目，但卻有龐大需求，因為有這麼多人因衛生不良及缺少衛生設備而生病或死亡。

我們整修了學校、頒發獎學金、並實施預防瘧疾計畫。名單還很長。

我們已看到未來願景為扶輪社注入新的活力，因此他們打破了今年做去年的計畫，明年又做同樣的計畫的循環。

我們還往前邁出一大步：秘書長姜修果John Hewko領導制定一些程序，使扶輪社員及辦事員們能密切合作，因此我們能運用扶輪社員們擁有的許多技術來確保計畫有最高的品質。我們過去都是各自運作，導致自縛手脚，但我們的標準是高的，結合我們所有的力量將能提升標準。

例如，聯合國兒童基金會告訴我們，有些非洲國家的水計畫的失敗率高達百分之65。身為扶輪社員，我們不允許那麼大的浪費。我們有一些世界上最好的水資源專家，我們將運用他們的專業知識來指導我們的水計畫，並在可能範圍內達到最高標準。

我們的目標是要使扶輪基金會在國際上領袖群倫，不僅在服務數量上，更在服務品質上。

所以我給你們的建議是什麼？

- 我給非試辦地區的建議是：儘快做好準備，以便容易上路。
- 不要嘗試在新的模式之下勉強套用舊程序。用美國話來說，這是一個全新的球賽！
- 現在在獎學金等領域有較大的彈性，但是你們要給自己足夠的時間去做適當的規劃。
- 儘快完成舊的配合獎助金報告，這樣才能把焦點放在未來。
- 要高瞻遠矚！想想結果，不要治標不治本。我再強調一次，要高瞻遠矚。
- 養成用電腦申請獎助金及取得資訊的習慣。網路上什麼都有。
- 地域扶輪基金會協調人受過專門訓練，他們是要來支持你們。請善用他們。
- 我給試辦地區的建議是：我敦促你們要再接再厲，因為你們的成功將激勵我們其他人。繼續把評估結果寄給我們，因為這些評估可以告訴我們那些地方做得成功，那些地方有待改進。

重要的是我們應該期盼配合未來願景：它將使我們的扶輪更令人興奮及有樂趣。我們參加扶輪是要服務，我們每個人都是扶輪社員，因為我們知道我們一生的成就就是要以我們為他人做了什麼，而不是為自己做了什麼，來衡量。

district in Italy sent medical volunteers to Kosovo, Peru, and Madagascar, and a district in Canada provided training in the treatment of clubfoot to health professionals in Tanzania.

There have been many water projects, and often these include training on hygiene and sanitation, which may not be glamorous but are huge needs — so many people become sick or die from poor hygiene and a lack of sanitation.

We have refurbished schools, awarded scholarships, and conducted malaria prevention programs. The list goes on and on.

We are seeing Future Vision re-energizing clubs, so that they are breaking from the cycle of doing last year's projects this year and again next year.

A major step forward has been the leadership of General Secretary John Hewko in setting up processes that enable Rotarians and staff to work more closely together, so that we use the huge skills that we have in Rotarians to ensure that our projects are of the highest quality. We used to operate in silos and limited ourselves by doing this, but our standards are high and will be improved by bringing together all our strengths.

For example, UNICEF tells us that the failure rate of water projects in some African countries is as high as 65 percent. As Rotarians we will not tolerate that amount of waste. We have some of the best water experts in the world, and we will use their expertise to guide our water projects to the highest possible standards.

We are aiming for a Foundation that is an international leader, not just in the amount of service but also in quality of that service.

So what is my advice to you?

- For nonpilot districts, have your preparations ready as soon as possible, so that the launch for you will be easy.
- Don't try to make the old procedures fit the new model. To use the U.S. term, this is a whole new ball game!
- There is now more flexibility in areas such as scholarships, but allow yourself enough time to plan them properly.
- Close those old Matching Grant reports, so that you can focus on the future.
- Think big! Think outcomes rather than addressing symptoms and not causes. Again, I say think big.
- Get used to using your computer for grant applications and for information. It is all there online.
- The regional Rotary Foundation coordinators are specially trained to support you. Use them.
- To our pilot districts, I urge you to keep on pushing the boundaries, for your successes will inspire the rest of us. Keep sending us the evaluations, as they tell us where we are succeeding and where we can improve still further.

The important message is that we should look forward to working with Future Vision: it will make our Rotary more exciting and enjoyable. We are here to serve, and each one of us is a Rotarian because we know that our lives are measured by what we do for others and not by what we do for ourselves.