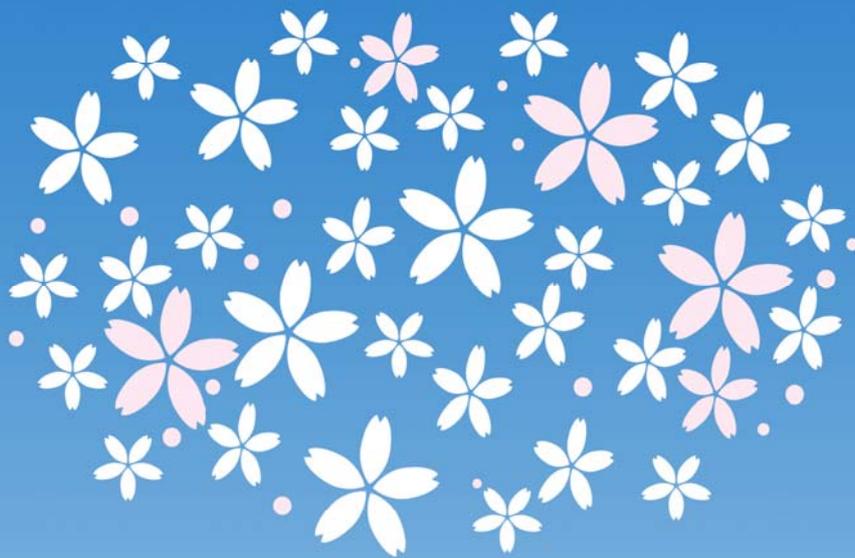


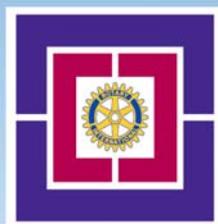
演講講稿

Speeches

(1)



2012 International Assembly
San Diego, California, USA
15-21 January 2012



2012年國際講習會
美國加利福尼亞州聖地亞哥
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以服務促進和平

Peace Through Service

國際扶輪社長當選人 田中作次
Sakuji Tanaka
RI President-elect
國際扶輪 3470 地區前總監 PDG Ortho 翻譯



早安

非常榮幸來到這裡，站在你們，全體之前：也就是我們 2012-13 扶輪年度新的地區總監們之前。

多年來，扶輪是我生活的中心。當時我並不認識它，但 1975 年我加入扶輪那一天卻是我邁向一個不同前程的第一步的那一天。

在我加入扶輪之前，我的世界觀非常狹隘。我是家裡 8 個小孩的第 4 個。我們非常貧窮，而幾乎我們所認識的每個人也都一樣。我從未見過日本人以外的人。

每個星期，我跟母親走 20 公里路到市場去賣菜。這是我所走到最遠的地方，也是我在自己的村莊之外所能看見所能看到的世界。

我曾夢想要旅行。我夢想要看看其他都市，其他國家。我不知道它們像什麼。

從那時起，我已經旅行了許許多多次。我對這個世界所看到的已較我所想像更多。但是沒有什麼能夠像我透過扶輪所獲得的觀點那樣擴大我的視野。

在我成為扶輪社友之前，我只看到我眼前的事務。我看到我的事業、我的家庭、我的顧客、以及我的競爭對手。當我旅行時，我只看到我所要看的。

但是我並未看到那之外。我並未去查明其來龍去脈。我不會去看超出我認為跟我有關的範圍。

有一天，我被邀請加入八潮扶輪社。而那是在兩年後，有人來對我們演講職業服務的觀念。從那天起，慢慢的，我開始改變。我體會到我生命的意義並非只是賺得更多，賣得更多，去將我的事業做得比其他任何人更好。我體會到我想要有更好的目標與更崇高的目標——不論在個人方面或專業方面。我體會到對我而言，生命中最重要的事就是要有用於他人。

而我也體會到藉由協助他人，即使是最簡單的方式，我可以協助打造和平。

我們每天都聽到和平這個字眼。我們在新聞中聽到它，我們在交談中使用它，並且我們在扶輪中更常談論到它。但我們大多不會花時間去去思考和什麼是和平，以及那個字眼的意義何在。

就其最簡單的層次而言，和平可以依它不是什麼來下定義。它是一個沒有戰爭、沒有暴力、以及沒有恐懼的狀態。它意指您不處於飢餓或迫害或是遭受貧窮的危險。

但我們也可以就和平是什麼，以及就它可以是什麼來定義它。和平可以意指思想與言論的自由，表達意見與選擇的

Good morning.

It is a great honor to be here, standing before all of you: our new district governors for the 2012-13 Rotary year.

Rotary has been at the center of my life for many years. I did not know it at the time, but the day I joined Rotary in 1975 was the day I set my first step on the path to a different future.

Before I joined Rotary, my view of the world was narrow. I was the fourth of eight children. We were poor, and so was nearly everyone we knew. I had never met anyone who was not Japanese.

Every week, I walked with my mother 20 kilometers to the market, to sell vegetables. This was as far as I went, and as much as I saw of the world beyond my village.

I dreamed of travel. I dreamed of seeing other cities, other countries. I wondered what they were like.

Since then, I have traveled a great deal. I have seen more of the world than I ever imagined. But nothing has broadened my vision as much as the perspective I have gained through Rotary.

Before I was a Rotarian, I saw only what was in front of me. I saw my business, my family, my customers, and my competitors. When I traveled, I saw only what I knew to look at.

But I did not see beyond that. I did not look for context. I did not look past what I believed was relevant to me.

One day, I was asked to join the Rotary Club of Yashio. And it was two years later that someone came and spoke to us about the idea of vocational service. From that day, slowly, I began to change. I realized that the purpose of my life was not just to earn more, to sell more, to make my business better than anyone else's. I realized that I wanted to have better goals and higher goals — both personally and professionally. I realized that for me, the most important thing in life was being useful to other people.

And I realized that by helping others, even in the simplest of ways, I could help to build peace.

We hear the word *peace* every day. We hear it in the news, we use it in conversation, and we talk about it a great deal in Rotary. But most of us spend very little time thinking about what peace is, and what that word means.

On its simplest level, peace can be defined by what it is not. It is a state of no war, no violence, and no fear. It means that you are not in danger of hunger or persecution or the suffering of poverty.

But we can also define peace by what it is, and by what it can be. Peace can mean freedom of thought and of speech, freedom of opinion and of choice, and the ability for

自由，以及自決的能力。它可以意指安全感以及對未來的信心：在一個安定的社會中的生活與家庭。

就更為抽象的層次而言，和平可以意味一個幸福、內心平靜、安詳的感覺。

真相就是和平對於不同的人有不同的意義。沒有一種定義是正確的，也沒有一種定義是錯誤的。不管我們如何使用這個字眼，那就是和平對我們的意義。

而且不論我們如何使用這個字眼，不論我們如何瞭解和平，扶輪可以協助我們達成它。

扶輪協助我們去滿足他人的基本需求：在最受需要的時候與地方提供健康照護、衛生設備、食物、以及教育。

它同時也協助滿足內心的需求：對於友誼、人際關係、以及關懷的需求。

而且扶輪也以其最傳統的意義協助我們打造和平，就是藉由減少衝突的原因。它在人民中與國家中建立友誼與容忍的橋梁。它協助我們互相瞭解。

透過我們的服務，我們體認到有些在我們看來可能很大的問題實際上是很小。我們學習到對他人的同理心。我們更加貼近那些看來與我們極為不同的人們。而我們也開始瞭解我們實際上有多相像。

透過我們的扶輪服務，我們體認到合作較衝突更有收穫。我們學會相互尊重，相互視為具有人的優點與弱點的人類。我們體認到我們每人都有一些東西可以付出，並且每人都有一些東西可以教人。

就我而言，**超越服務**不僅是一句座右銘。它是一個生活方式——一個可以讓任何生命更加豐富也更有意義的生活方式。

將以**超越服務**好讓我們能將我們的力量集中於那些真正重要的地方。我們將公益置於我們自己利益之上。我們處理他人的需求優先於我們的私慾。我們較少考慮我們自己而較會考慮什麼是對每一個人最好的。而以這種方式，我們協助奠下了一個更加和平的世界的基礎。

這就是為什麼在2012-13，我們的扶輪主題將要是**以服務促進和平**。

因為不論我們如何定義和平，和平對我們的意義為何，我們可以透過服務來讓它更加接近。

超越服務提醒我們沒有人能夠單單為我們自己而活。一個隔離生命是空虛而且毫無樂趣的。但當我們為他人而活——當我們專注於我們在我們家庭、我們社區、以及全人類中的角色時——我們就會開始體會到我們在這個世界上的地位。

我是日本在一次可怕的戰爭後長大的第一代的一份子。我相信我們很自然的會將和平視為絕對優先。我們看到軍國主義將我們國家帶到哪裡。我們也看到了當我們國家選擇改變我們的思考方式而去擁抱和平所帶來的巨大經濟成長。

這就是讓日本能夠成長與茁壯的決策。它讓新世代的兒童們在安全中長大，接受教育，改善他們生活。它在根本上改變了日本人對其他國家與文化的態度。

它促使我們打開我們的心胸，變得更加容忍，去尋求更多

self-determination. It can mean security, confidence in the future: a life and home in a stable society.

On a more abstract level, peace can mean a sense of happiness, of inner serenity, of calm.

The truth is that peace means different things to different people. No definition is right, and no definition is wrong. However we use the word, this is what peace means for us.

And however we use the word, however we understand peace, Rotary can help us to achieve it.

Rotary helps us to meet the basic needs of others: to provide health care, sanitation, food, and education when and where it is most needed.

It helps to meet the inner needs as well, for friendship, connection, and caring.

And Rotary helps us to build peace in its most traditional sense, by reducing the causes of conflict. It builds bridges of friendship and tolerance among people and nations. It helps us to understand each other.

Through our service, we learn that the problems that may seem large to us are really very small. We learn empathy for others. We come closer to people who seem very different from us. And we begin to understand how alike we really are

Through our Rotary service, we learn that cooperation is more productive than conflict. We learn to value each other, as human beings with human strengths and weaknesses. We learn that every one of us has something to give, and everyone has something to teach.

To me, Service Above Self is more than just a motto. It is a way of life — one that will make any life richer and more meaningful.

Putting Service Above Self allows us to focus our energies on what is truly important. We put the common good above our own. We prioritize others' needs over our own desires. We think less about ourselves and more about what is best for everyone. And in this way, we help to build the foundation for a more peaceful world.

This is why, in 2012-13, our Rotary theme will be *Peace Through Service*.

Because however we define peace, whatever peace means to us, we can bring it closer through service.

Service Above Self reminds us that none of us can live for ourselves alone. A life lived in isolation is empty and without joy. But when we live for others — when we focus on our role within our family, our community, and all humanity — then we begin to realize our own place in the world.

I am part of the first generation to grow up in Japan after a terrible war. I think it is natural that we now place a great priority on peace. We saw where militarism brought our country. And we also saw the great economic growth that came when our nation made the choice to change our way of thinking, and to embrace peace.

This was the decision that allowed Japan to grow and thrive. It allowed new generations of children to grow up in safety, to become educated, to improve their lives. It fundamentally changed the Japanese attitude toward other countries and cultures.

It caused us to open our minds, to become more tolerant, to seek greater understanding.

的瞭解。

它也讓我們重新將我們的力量導向正面的目標。在日本，傳統上是將社會的需求優先於個別的需求。這一直以來都是我們文化的一部份。在去年三月的大地震與大災難之後的幾星期與幾個月，這也是協助我們存活下來及重建的力量。

這是一個我認為全世界都能以一種正面的方式從中學習的教訓。當我們視他人的需求更甚於我們自己的需求時—當我們將我們的力量集中於一項為全體利益的共同目標時—這就會改變一切。它改變了我們如何與這個世界相處之道。它以一種極徹底的方式改變了我們的優先性。

而它也改變了我們如何去瞭解和平這個觀念。

就我而言，**以服務促進和平**這個觀念並沒有包含任何複雜的哲學。我並不是一位哲學家。我是一位推銷員。經過多年的事業經驗，我體會到終究要造就一個成功事業的唯一途徑就是滿意的客戶。當我的客戶們滿意時，我的業務就會成長。而這也回過頭來讓我高興—不僅是由於我的事業做得不錯，也因為我很高興我能讓別人滿意。

在事業當中以及在生活當中，為了達到您所希望的境界，您必須知道您要走向哪裡。在扶輪，我們已經做了決策要採納 RI 策略計劃的各項目標與重點作為我們這個組織的路線圖。

為了支持這個策略計劃的執行，RI 將不再有每年變更的社長年度重點工作。這個決策將有助於我們在服務上較大的延續性，並且在長期來將達成更重大的目標。

因此，在 2012-13，我將要求你們將你們各個扶輪社的力量集中於 RI 策略計劃的三項重點：支持並強化扶輪社，聚焦並加強人道服務，以及強化公共形象與認知。我將要求你們協助推廣我們將要於廣島、柏林、以及檀香山舉辦的三場扶輪全球和平論壇。您將在這次講習會得知更多有關這些重要場合的訊息。我希望你們多數將會參與，並將出席列為優先工作。

在扶輪，我們的業務並非營利。我們的業務是和平。我們的回報並非金錢，而是看到一個更好、更和平的世界—一個我們已經藉由我們的努力達成的世界—的快樂與滿足。

在這個扶輪年度裡，我要求你們將**以服務促進和平**放在你們扶輪工作的最前線。

我也要求你們瞭解，和平—以所有我們所能瞭解它的方式—是扶輪一個真實的目標也是一項可行的目標。和平不是僅能透過政府的條約，或經由英雄式的鬥爭達成的事物。它是我們每天可以用很多簡單的方式發現以及達成的事物。

也因此我要求你們全體承諾一個**以服務促進和平**的扶輪年度—以及一個更為和平的世界的扶輪目標。

謝謝你們。

And it allowed us to redirect our energies toward positive goals. In Japan, it is traditional to prioritize the needs of the society over the needs of the individual. This has always been part of our culture. In the weeks and months following the great earthquake and disaster of last March, this was what helped us to survive and rebuild.

This is a lesson that I think the whole world can learn from, in a positive way. When we see the needs of others as more important than our own needs — when we focus our energies on a shared goal that is for the good of all — this changes everything. It changes our perceptions. It changes how we relate to the world. It changes our priorities in a completely fundamental way.

And it changes how we understand the idea of peace.

For me, the idea of *Peace Through Service* does not involve any complicated philosophy. I am not a philosopher. I am a salesman. And over many years of business, I have learned that ultimately, the only way to a successful business is happy customers. When my customers are happy, my business grows. And this makes me happy in turn — not only because my business is doing well, but because I am glad to see that I have made others happy.

In business and in life, in order to get where you want, you have to know where you are going. In Rotary, we have made the decision to adopt the goals and priorities of the RI Strategic Plan as the roadmap for our organization.

To support the implementation of the strategic plan, RI will no longer have presidential emphases that change every year. This decision will help us to have greater continuity in our service, and achieve more significant goals over the long term. And so, in 2012-13, I will ask you to focus the energies of your clubs on the three priorities of the RI Strategic Plan: to support and strengthen clubs, to focus and increase humanitarian service, and to enhance public image and awareness.

I will ask you also to help promote the three Rotary global peace forums that we will be holding in Hiroshima, Berlin, and Honolulu. You will be learning more about these important events during this assembly. I hope that many of you will become involved and make it a priority to attend.

In Rotary, our business is not profit. Our business is peace. Our reward is not money, but the happiness and satisfaction of seeing a better, more peaceful world — one that we have achieved through our own efforts.

In this Rotary year, I ask you to put *Peace Through Service* at the forefront of your Rotary work.

And I ask you to understand that peace, in all of the ways that we can understand it, is a real goal and a realistic goal for Rotary. Peace is not something that can only be achieved through treaties, by governments, or through heroic struggles. It is something that we can find and that we can achieve, every day and in many simple ways.

And so I ask you all to commit to a Rotary year of *Peace Through Service* — and a Rotary goal of a more peaceful world.

Thank you.

支援強大的扶輪社 Supporting Strong Clubs

2012 年國際講習會

國際扶輪社長潘乃傑演講詞

Kalyan Banerjee, RI President

華文翻譯：扶輪出版



大家好，*namashkar*（印度話：您好、歡迎）！各位新一代的扶輪領導人，本人非常開心能與大家齊聚一堂。

我知道，在座有許多人是經過長途跋涉、昨天才抵達這裡。我希望，無論你們的時差問題有多嚴重，今天的精彩節目都能讓各位撐下去，因為接下來一週，我們在聖地牙哥這裡將非常、非常忙碌。相信我，各位的處境我都感同身受。我很清楚飛了大半個地球後、一落地就得趕辦正事的感受。牆上時鐘的時間和手錶的時間不一樣，腦子裡還努力回想家裏時鐘上的時間，但身體的生理時鐘已在求饒：「我投降！」

但奇怪的是，我們最後都能克服時差，因為我們必須如此。久經多場國際講習會洗禮的我，接下來要告訴各位一件事，不過你們現在或許也都已發現，那就是：各位在這裡肯定睡不飽。

但是，各位一定會得到激發！

只要看看今天身旁的人，就知道怎麼可能不激發？因為在座的兄弟姊妹們，今天下午在這個會議室裡的人物個個來頭都不小，共有 532 位來自世界各地的女士、先生。這個星期在這家飯店的走廊上，各位將聽到人們用著你一週前還聽所未聞的語言交談。而令人驚訝、也讓我們所有人都停下來且讚嘆不已的奇蹟，就是扶輪讓我們每個人都為了相同的理由來到這裡。我們都因為熱愛扶輪而來到這裡，我們都因為熱愛透過扶輪能達成一切而齊聚一堂，而且我們都想要透過扶輪達成更多。

各位來到這裡的目的，是為了成為扶輪領導人，這無關個人榮耀也非為頭銜，單純是因為你們和我一樣，相信透過扶輪的領導，我們能協助其他扶輪社員一起達成更多。而且如果我們有這股信念，無疑地我們每個人都有義務、責任，甚至是神聖的使命，務必戮力成為最優秀的領導人。

地區總監肩負許多責任，但究竟各位的主要角色是什麼？我們為什麼要有地區總監？答案其實很簡單。我們要有地區總監來支援扶輪社，使每位扶輪社社長都有一位擁有更豐富經驗及知識、又與國際扶輪相熟的在地人可以請教；地區總監不只是扶輪社社長

Hello and *namashkar*. I am so very glad to be here with all of you, our new generation of Rotary leaders.

I know that many of you got here only yesterday after a very long trip indeed, and I hope that the excitement of the day is carrying you through whatever jet lag you may be experiencing, because we've got a very, very busy week ahead of us here in San Diego. Believe me, you have my sympathies — I know exactly what it's like to get off a plane from halfway across the world and jump straight into business! The clock on the wall says one thing, your watch says another, you're trying to remember what the clock at home is saying, and your body clock says, I give up!

But somehow or other we all get past it, as we have to do. And as the veteran of quite a few International Assemblies myself, I am going to tell you one thing you might as well know right now: you aren't going to be getting very much sleep while you're here. But what you are going to get is inspiration.

How could you not be inspired, just looking around you today? Because my brothers and sisters, what we have in this room this afternoon is nothing short of remarkable. We have 532 men and women from every corner of the world. When you walk through the halls of the hotel this week, you'll be hearing people talk in languages you might not even have known existed a week ago! And the amazing thing, the thing that just makes us all stop and wonder at the miracle that is Rotary, is that every single one of us is here for the same reason. We're here because we love Rotary. We're here because we love what we can do through Rotary, and we want to do more of it.

All of you are here to become Rotary leaders — not for your own glory, not for the honor — but because you believe, as I believe, that through Rotary leadership, we can help our fellow Rotarians do more as well. And if we believe that, then it is only too obvious that each of us has an obligation, a responsibility, even a sacred duty to become the very best leaders that we can be.

A district governor has many responsibilities, but when you come right down to it, what is your main role? Why do we have district governors? Well, it's really quite simple. We have them to support our clubs, so that every club president has someone more experienced and more knowledgeable, someone who

的後盾，也是他們面對疑問、困難或需要忠告時可以求助的對象；地區總監永遠在扶輪社社長身邊啟發、激勵他們，幫助他們的扶輪社盡可能地強大和卓越。

我想各位一定都聽過愛迪生的名言：「天才是百分之一的靈感加上百分之九十九的汗水。」這句話千真萬確，但我更喜歡愛因斯坦所說：「如果A等於成功，那麼成功的方程式就是： $A=X+Y+Z$ ，其中X是工作，Y是玩樂，Z是少說話多做事。」

愛因斯坦不是扶輪社員，而且要邀請他加入又可惜晚了點。但是，他這句話寫的或許正是扶輪領導的成功方程式。各位都需要歡樂，這點毋庸置疑，歡樂也是構成扶輪的一部份。但歡樂是其次，工作才是第一。我們都樂在扶輪，但最主要的原因、也是我們今日齊聚一堂的原因，一定是工作，一定是服務，一定是我們所創造的不同。

而且這一定是我們的核心價值。身為扶輪社員和領導人，我們在扶輪所做的一切，必須奠基於這些核心價值，而且必須立足於信任之上。因為當你找出一位偉大領導人的所有特質，然後將它們歸納為一個詞，這個詞將會是：**信任**。

各位知道，無論發生什麼事，一位偉大的領導人都不會爭功諉過。

如果你們帶著問題上門，他們會準備妥當並願意提供協助。他們擔當領導人不是為了評論或批評，而是要幫助各位把問題看得更清楚，協助各位解決問題。

一位偉大的領導人是可以信任的人，雖然不見得知道所有答案，卻有能力找到答案。一位偉大的領導人也是願意傾聽的人，他不會漠視你的憂慮，願意撥冗認真相待。

那麼，偉大領導的黃金準則又是什麼？在扶輪，我認為這個答案很簡單。就是成為領導的典範，讓地區裡每位扶輪社員都說：「你知道，要是我當上地區總監，我要成為像他（或她）一樣的地區總監。」**因為在扶輪，領導的職責之一就是要身為表率。**在扶輪擔任領導人，絕非領導其他任何一個地方可以比擬。各位帶領的是和你們一樣優秀的人。**你們的存在不是為了發號施令，而是要提供協助。**

正因如此，我長期以來都認為，擔任扶輪的職務或許是世界上學習謙卑領導的最佳機會。短短一年任期，你們根本沒有太多時間自我膨脹，也沒有太多時間完成任務，只能不斷往前衝。而應視為當然，一旦任期屆滿，而且很快就會屆滿，你們也很清楚下一步該何去何從：趕緊回到各位原本在扶輪社的位子坐好，因為有人要接下你剛離開的位子。

is connected with RI but still local, someone who is standing behind them, someone to turn to when they have questions or perhaps problems or just need a bit of advice, someone who is there to inspire them, to motivate them, to help them make their clubs the strongest and the best they can possibly be.

I think everyone has heard that quote of Thomas Edison's, that genius is 1 percent inspiration and 99 percent perspiration. That's true enough, but what I like even better is a saying of Albert Einstein's, that if A equals success, then the formula is: $A=X+Y+Z$, where X is work, Y is play, and Z is the ability to keep your mouth shut.

Well, Einstein wasn't a Rotarian, and sadly it's a bit too late to recruit him. But he might as well have been writing about success in Rotary leadership. You do need the fun, of course — that's part of what makes Rotary what it is — but fun is secondary and work is first. We all enjoy Rotary, but the primary thing, the point of why we're here, it has to be the work, it has to be the service, it has to be the difference we are making.

And it has to be our core values. Everything we do in Rotary, as Rotarians and as leaders, has to be based on those, and has to be based on trust. Because if you take all the qualities of a great leader, and you sum them up in one word, that's what that word would be: **trust**.

You know that whatever happens, a great leader is not going to take more than their share of the credit — or less than their share of the blame.

If you go to them with a problem, they'll be ready and willing to help. They're not there to judge or criticize; they're there to help you see the problem more clearly, so that you can see it through.

A great leader is someone you can trust, not necessarily to have all the answers but to be able to find them. And it's someone who will listen, who will not dismiss your concerns, who will take the time to take you seriously.

What's the gold standard of great leadership? In Rotary, I think it's very simple. It's being the kind of leader about whom every Rotarian in your district says, "You know, if I am ever a district governor, I'd want to be a district governor just like him (or her)." **Because in Rotary, part of leadership is being a role model.** Leading in Rotary isn't like leading anywhere else. You're leading equals. **You're not there to give orders; you're there to give support.**

And that's why I've thought for a very long time that Rotary office is perhaps the best exercise in humble leadership that there is. It's only for a year, so there's not much time to get a big head and also not much time to get things done, so you've got to keep moving. And of course, once you're done being the leader, which happens quite quickly, you know exactly where you're going: right back to your old seat in your own club, as someone else takes the office you've just left.

各位的任期只有一年。理所當然我們每個人都想留下成績，這是很自然的想法。但我現在要告訴各位：如果你們從零開始，卻試圖在短短一年內作出永垂不朽的貢獻，而且名留青史，那就註定要失敗。要獲致真正的成功，各位的眼光必須超越自我、超越任期，放眼未來，聚焦在你們社區和我們扶輪的長期健全成長。

因此，當各位展開 2012-13 扶輪年度時，切記：你們能為地區所做的最大貢獻，就是讓地區在你們卸任時比接任時更加強大。重點不在於各位在短短一年裡能成就什麼，而是在短短一年裡能帶領地區邁進多遠；你們能接續打造什麼？能開展什麼？能為地區內扶輪社做些什麼？而且讓這些成果在各位卸任多年後還能持續發揮、持續運作前進、持續讓生活變得更好？

而且我們人人都必須謹記：到頭來，是誰最先發想或贏得讚許都不重要，因為我們的座右銘是「超我服務」。這一切無關個人，甚至無關我們做的工作，重點在於完成工作。

謝謝大家！

Your office is only for a year. And of course it's natural that each of us wants to make our mark. But I can tell you right now that if you try to start from scratch and achieve something monumental with your name on it in just one year, you are bound for failure. To really succeed, you have to look past yourself, past your year, and into the long term, at the health of your community and our organization.

So when you start the 2012-13 Rotary year, remember that the best thing you can do for your district is to leave it stronger than you found it. The question is not what can you do in just one year, but how far can you bring your district in just one year — what can you build on, what can you begin, what can you do for your clubs that will still be going, still be moving, still be changing lives for the better long after you've left office?

And we each have to remember that in the end, it doesn't matter who thought of it or who gets the credit, because our motto is Service Above Self. It's not about us. It's not even about the work we do. It's about the work that gets done.

Thank you.



國際扶輪社長葛爾揚·潘乃傑於在 1 月 16 日 2012 年國際講習會的第二次全體會議當中談論有關支持扶輪社。該會議是由國際扶輪社長當選人田中作次所主持。

RI President Kalyan Banerjee talks about supporting clubs during the second plenary session of the 2012 International Assembly on 16 January. RI President-elect Sakuji Tanaka presided. *Rotary Images/Monika Lozinska*



國際扶輪社長卡爾揚·班納吉和他的妻子 Binota 於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中分享歡笑。

RI President Kalyan Banerjee and his wife, Binota, share a laugh during International Festival Talent Night at the 2012 International Assembly on 19 January. *Rotary Images/Alyce Henson*

2012-13年度扶輪基金會目標

2012-13 Rotary Foundation Goals

2012年國際講習會

扶輪基金會保管委員會主委當選人

威爾夫·魏京森演講詞

Wilf Wilkinson, Rotary Foundation Trustee Chair-elect

華文翻譯：扶輪出版



能在今天早上參加這個盛會，個人非常高興。三年半前卸下國際扶輪社長職位的一大欣慰在於有希望將來能被邀請擔任扶輪基金會主委。我承認，當我在2008年7月離開伊文斯敦時，我心裡做了小小的盤算 -- 我是一個會計師，因此你們可稱之為職業風險 -- 嘗試算一算，在我們中斷全球野生小兒麻痺病毒的蔓延那一年，我能幸運被邀請擔任基金會主委的機率有多高。當時我想可能性過半，但是時間尚早、中間可能有許多變卦。

如今，三年半後，我們齊聚國際講習會，而且老實告訴你們，從那時起，直到現在為止，我一個月比一個月樂觀。今天，我以下屆扶輪基金會主委的身份向各位報告基金會2012-13年度目標。我們有幾項目標，全都重要，我們馬上就會提到。但是首先我要大聲且明確地說，而且絕不會弄錯：我們的第一個目標 -- 我們必須達成的目標、我們將達成的目標、我們在任職年度之內必須完成的最重要的事 -- 就是在2012-13年度中斷野生小兒麻痺病毒的蔓延。

我們在那條戰線上有許多好消息。我們有許多可以讓我們樂觀的理由。但我必須說，離大功告成尚早。

全球根除小兒麻痺行動有一個獨立的監督委員會定期公布行動進展報告。最新的報告已在10月發佈。那份報告讀起來令人感覺事態嚴重。打開報告，第一頁就寫得很清楚，根除小兒麻痺行動迫切需要採取有力行動。

到目前為止，雖然達成不少里程碑，但也有許多里程碑未如期達成。

印度及安哥拉的病例數目急遽下降，這倒是很不錯的消息。但是來自其他小兒麻痺持續蔓延或死灰復燃的國家的消息就不是這麼好。實際上有數個國家在2011年表現不如預期，最明顯的是阿富汗、查德、巴基斯坦、及剛果民主共和國。完全根除小兒麻痺的障礙，在政治及財務方面，仍然很顯著。

我今天不準備給你們做根除小兒麻痺最新情況的全面報告--這一週還會有其他人向你們報告根除小兒麻痺計畫--但是我們全都知道了，按照全球根除小兒麻痺行動目前進度，我們將

It's a fantastic pleasure to be here this morning. One of the great consolations of ending a term as Rotary International president, as I did three and a half years ago, is the hope that you'll be invited back to serve as Rotary Foundation chair. And when I was leaving Evanston in July 2008, I'll admit that I was doing a little bit of mental math -- I'm an accountant, so you could call that an occupational hazard -- trying to work out how likely it was that I'd be the lucky guy to be Foundation chair the year that we finally interrupt global transmission of the wild poliovirus. At the time I thought my chances were better than average, but it was a long way off still and I knew that a lot could happen in between.

Well, here we are at the International Assembly, three and a half years later, and I'll tell you, every month from then until now, I've gotten more and more optimistic about those chances. And today, I'm here as incoming Rotary Foundation chair to talk to you about our Foundation goals for 2012-13. There are a number of them and they're all important, and we'll get to them in a minute. But I want to say loud and clear, with no mistake at all: our first goal, our No. 1 goal -- the goal we must achieve, the goal we will achieve, the most important thing that we have to accomplish in our year in office -- is the interruption of transmission of the wild poliovirus in 2012-13.

And there's a lot of good news on that front. There's a lot of reason to be hopeful. But I have to say, it's very far from being a done deal.

The Global Polio Eradication Initiative has an independent monitoring board, which puts out periodic reports on the initiative's progress. The most recent report was published in October. And it's sobering reading. Right away, just opening the first page, it is all too clear how urgent, how in need of action, the polio eradication initiative is.

Right now, as many milestones are being missed as are being met.

Case numbers are falling dramatically in India and Angola, and that is fantastic news. But the news from other countries with persistent or re-established polio transmission was not nearly as positive. Several countries actually lost ground in 2011, most notably Afghanistan, Chad, Pakistan, and the Democratic Republic of the Congo. The obstacles to full eradication, political and financial, are still significant.

I'm not here to give you a comprehensive update on polio eradication -- you'll be hearing much more about polio from other people this week -- but we are all aware that the Global Polio Eradication Initiative is not currently on track to

無法達成目標：在2012年中斷小兒麻痺蔓延。

但是。難道不是說天無絕人之路嗎？

但是，該報告最後的結論是，達成目標絕對有百分之百可能。目標仍然可能達成 -- 如果我們做一切必要的努力去達成它的話。

我個人絕對保證盡一切力量在2012-13扶輪年度中斷小兒麻痺蔓延。

我們必須提高認識。我們必須加強支持。而且我們必須讓我們接觸到的每個人、在每個扶輪活動、我們的所有夥伴及在我們的社區及我們所到之處，都清楚知道根除小兒麻痺現在就是一項全球保健的重大關口。此刻機不可失，失之則機會不再來。這是我們和我們的夥伴們過去將近27年來不斷努力以求的機會。我們必須抓住這個機會，而且是現在就抓住它 - 否則機會將會流失。

諸位朋友，幾個月前我會晤了下一屆國際扶輪社長，社長當選人田中作次。他當時告訴我他喜歡挑戰。我說，我也是。這是我們所有人的好消息，因為新的扶輪年度將充滿挑戰 -- 我們將擁抱並一起征服這些挑戰。

如同我剛剛說過，第一個挑戰將是根除小兒麻痺。

第二個挑戰將是我們在下個扶輪年度的服務焦點：以服務促進和平。透過我們的扶輪社及透過我們的基金會，我們有無數方法可以在世界建立和平。根除小兒麻痺行動是歷史上最大的全球公共衛生行動，它正在為達成那個目標作出巨大貢獻 -- 藉由在公部門及私部門之間建立夥伴關係、藉由在貧窮區域改進保健基礎建設及監測措施、以及藉由讓世人清楚了解即使只有一名兒童被遺忘，我們便不可能有一個健康的世界。

第三個挑戰將是持續建立並加強我們的年度基金，儘管經濟衰退，儘管有其他迫切需求。道理很簡單，年度基金是扶輪基金會的核心及靈魂。它支持全世界各地許多扶輪工作，間接支持了基金會透過改善健康、支持教育、及減輕貧窮來促進世界瞭解、親善、及和平的使命。

這再好也不過了。這就是為什麼我們要有「每位扶輪社員，每年」這項行動，它要求每個位扶輪社員每年都捐獻該基金，希望達成平均每位扶輪社員捐獻100美元。對任何人來講，這並不是一筆太大的數目，但是如果我們整個組織都達成那目標，將會大幅提升扶輪基金會在世界行善的能力至嶄新的水平。

不幸，去年只有四個扶輪國家 -- 韓國、日本、加拿大、及美國 -- 達成目標。坦白說，我們做得不理想。

許許多多扶輪社員及扶輪社都達成或超過他們的目標，他們無論如何都把增強基金會的力量列為優先項目。但是其他許多扶輪社，及其他許多扶輪社員，都沒挑起他們應負荷的重量。有些人完全沒捐獻。這就是參加會議的我們每一個人應該探究、關心並處理的事情。

在座的每個人都知道、相信並且愛我們的扶輪基金會。我們

meet its goal of interrupting polio transmission by 2012.

But. Isn't there always a but?

But, the report concludes, it is still absolutely, 100 percent possible. It can still happen -- if we do what it will take to make it happen.

And I, for one, am absolutely committed to doing everything I can do to see that it does happen in the 2012-13 Rotary year.

We have to raise awareness. We have to raise support. And we have to make it clear, to everyone we talk to, at every Rotary event, to all of our partners and in our communities and everywhere we can, that polio eradication now is nothing short of a global health crisis. It is a single moment in time that has never come before and will not come again. It is an opportunity that we and our partners have been working toward, constantly, relentlessly, for nearly 27 years. We have to seize that opportunity, and seize it now -- or it will be lost.

My friends, a few months ago I met with your incoming RI president, President-elect Sakuji. And he told me then that he loves a challenge. I said, So do I. And that's a good thing for all of us, because this new Rotary year is going to be full of challenges -- challenges we will embrace and conquer together.

The first, as I just said, will be the eradication of polio.

The second challenge will be the focus of our service in the coming Rotary year: achieving Peace Through Service. There are endless ways to help build peace in our world, through our clubs, and through our Foundation. The polio eradication initiative, as the largest global public health initiative in history, is doing a tremendous amount toward that goal -- by building partnerships between the public and private sectors, by improving health infrastructure and monitoring in the poorest areas, and by making it clear to all that we cannot have a healthy world if even one child is forgotten.

The third challenge will be continuing to build and strengthen our Annual Fund, despite the recession and despite competing needs. Very simply, the Annual Fund is the heart and soul of The Rotary Foundation. It supports much of Rotary's work around the world, and through that, the Foundation's mission of advancing world understanding, goodwill, and peace through the improvement of health, the support of education, and the alleviation of poverty.

You can't get any better than that. And that's why we have Every Rotarian, Every Year, which asks every Rotarian to give an annual gift to the fund, with an average donation of US\$100 per Rotarian. It's not an exorbitant amount for any one person, but if we met that goal across our entire organization, it would catapult our Foundation's capacity to do good in the world to an entirely new level.

Unfortunately, last year only four Rotary countries -- Korea, Japan, Canada, and the United States -- met that goal. And to put it plainly, that's simply not right.

Many, many Rotarians and clubs are meeting or exceeding their goal, making the Foundation's strength a priority no matter what. But many other clubs, and many other Rotarians, are not pulling their share of the weight. Some are not contributing at all. And that is something that every one of us in the room needs to look at, to focus on and address.

All of us here know and believe in and love our Foundation. We need to share that love, so that our Foundation will be

必須分享那份愛，這樣我們的基金會每年才會因每一個扶輪社員的捐獻而變得更強大、更有能力行善。

在2012-13年度，我們面臨的第四個挑戰或許聽起來不怎麼令人興奮，但是當我們邁入我們扶輪基金會劃時代的未來願景時，它將顯得非常重要。這個挑戰就是監督——尤其是在地區的扶輪基金會經費之監督。

在新的獎助金模式之下，保管委員會把相當龐大的金額託付給地區，要求地區——期望地區能做到——精打細算使用它。貴地區將收到的美元、歐元、韓圓、英磅、克朗（瑞典及冰島貨幣單位）、及日圓都是那些認為且相信這些錢會用在行善於世界的人所捐的。你們作為地區總監有責任，絕對百分之100要確保不辜負他們的期望及信任。

在扶輪，我們素有誠實、透明化、及負責任的監督之美名。那是我們贏來的，我們當之無愧。實施未來願景之後，較之從前，那個責任將更顯著落在地區之上，也就是說在你們身上。地區獎助金的基本前提之一是地區的扶輪社員能決定什麼樣的事情，無論在自己的社區或在國外執行，由地區來做比由在伊文斯敦中央辦公室的基金會來做更有效。未來願景意味著將如何作出正確判斷及決策來明智且謹慎使用基金會資源的責任交給地區階層的扶輪社員。因此，你們有責任監督地區發生的事情。

諸位朋友，我的扶輪社友，我們的未來扶輪領導人：沒有任何一個人說過擔任地區總監是輕而易舉的事。沒有任何一個人說過保證成功。但是俗話說，輕而易舉就得到的不會是好東西。

我相信，我絕對相信，我們有能力而且會達成我給你們設定的每一項挑戰。

我們將明智地看守及使用我們的資源。

我們將透過年度基金來加強我們基金會的未來。

我們將藉由以服務促進和平來建立一個更美好的世界。

而且，諸位朋友，我們將中斷野生小兒麻痺病毒的蔓延。我們將一起踏出歷史性的一步，邁向一個無小兒麻痺的未來。

我們做得到。我們必須做到。

這一切全仰仗各位。

made stronger, with more power to do good, by every single Rotarian, every single year.

The fourth challenge facing us in 2012-13 may not sound exciting, but it is going to be enormously important as we move forward into Future Vision, this new era for our Foundation. That challenge is stewardship — specifically, stewardship of Foundation funds at the district level.

Under the new grant model, the Trustees are entrusting very significant amounts of money to the districts and asking them — expecting them — to spend it wisely. The dollars, euros, won, pounds, kronor, and yen that your district will receive were donated by people who gave them knowing and believing that their money was going to be Doing Good in the World. It is your responsibility, as district governors, to make absolutely, 100 percent sure that that expectation, that trust, is never betrayed.

In Rotary, we have a reputation — one that we have earned and that we fully deserve — for honesty, transparency, and responsible stewardship. With Future Vision, more than ever before, that reputation will rest with the districts, meaning it will rest with you. One of the fundamental premises of district grants is that Rotarians at the district level can determine what can be done locally, whether in their own communities or abroad, more effectively than the Foundation can do from a central office in Evanston. Future Vision means moving responsibility for sound judgment and decision making, for wise and careful use of Foundation resources, into the hands of Rotarians at the district level. And the responsibility for what happens in your districts lies with you.

My friends, my fellow Rotarians, our future Rotary leaders:

No one ever said being a district governor was easy. No one ever said success would be guaranteed. But as the saying goes, nothing worth having comes easy.

I believe, I believe absolutely, that we can and will meet every one of the challenges I have set before you.

We will guard and use our resources wisely.

We will strengthen our Foundation's future through its Annual Fund.

We will build a better world by seeking **Peace Through Service**.

And my friends, we **will** interrupt the transmission of the wild poliovirus. Together, we will take this first historic step down the path to a polio-free future.

We can do it. We must.

It is up to you.



2012-13年度扶輪基金會保管委員會主委當選人威爾夫·魏京森享受著2012年1月17日美國加利福尼亞州聖地亞哥國際講習會國際聯誼晚宴及舞會
2012-13 Rotary Foundation Trustees Chair Wilf Wilkinson enjoys International Fellowship Dinner and Dance, International Assembly, 17 January 2012, San Diego, California.

未來願景現況

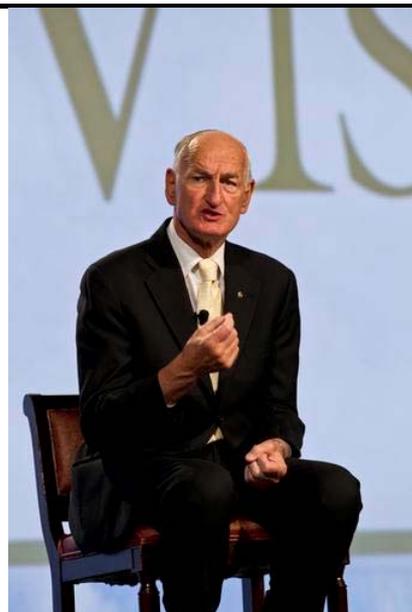
Future Vision Updates

扶輪基金會保管委員會主委威廉·白義德演講詞

William B. Boyd

Rotary Foundation Trustee Chair

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 are

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

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.

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國際扶輪秘書長 John Hewko
RI General Secretary
國際扶輪 3470 地區前總監 PDG Ortho 翻譯



早安！

很榮幸能夠來聖地牙哥國際講習會，與新一班的地區總監們見面，而成為規劃一個新的扶輪年度的興奮與活力的一部分。

如同你們許多人所知，我是剛於去年 7 月 1 日接任國際扶輪與扶輪基金會秘書長。

雖然我對此職務仍為新手，對於扶輪的價值與理想則不陌生。

“超我服務以及“在世界上行善”的座右銘，四大考驗、聚焦於正直，以及透過事業、專業、與社區領導人們的聯誼推動親善、和平、與瞭解—這些都是我所深信並且強力支持的見解與概念。

因此，對我而言，擔任你們的秘書長不僅是一項迷人的工作，更是一與我妻子 Marga 一起—成為一個真正不尋常組織的一部分的一個機會。

如同社長當選人田中作次，我喜歡接受挑戰。

因此當我完成我最初 6 個月的工作時，我希望藉此機會與你們分享一些我在做些什麼、在 RI 秘書處有哪些在進行中較一般性的事、以及一些在未來幾個月以及幾年中我們要一起合作的事。

如您所知，秘書長的重要角色之一就是擔任制度延續性的一個媒介，提供行政部門與行政部門間以及扶輪與其他組織與機構間的橋樑。

因此雖然本國際講習會主要是著重於 2012-13 扶輪年度的規劃，我的焦點也要聚集於扶輪長期的未來：

對我們整個組織作一個較全面性的檢驗，看看有哪些我們做得很對的，有哪些我們可以做得更好，以及有哪方面我們必須開放去做改革。

因而我將此謹記於心中，在過去 6 個月當中已經進行了我非正式稱之的“傾聽之旅”，好讓我能夠更加瞭解扶輪的全貌以及秘書處為全世界扶輪社友們所做的所有的事。

如您所知，在伊文斯頓扶輪世界總部大約有 600 扶輪職員，同

Good Morning!

It's great to be here in San Diego at this International Assembly, meeting a new class of district governors and being part of the excitement and energy of planning a new Rotary year.

As many of you know, I took over as general secretary of Rotary International and The Rotary Foundation this past July 1st.

Although I'm still relatively new to the job, I'm not new to the values and ideals of Rotary.

The mottoes of Service Above Self and Doing Good in the World, The Four-Way Test, the focus on integrity, and the promotion of goodwill, peace, and understanding through the fellowship of business, professional, and community leaders — these are all ideas and concepts that I believe in and strongly support.

So, for me, serving as your general secretary is not only a fascinating job but an opportunity — together with my wife Marga — to be a part of a truly extraordinary organization.

Like President-elect Sakuji, I love a challenge.

And so as I complete my first six months on the job, I would like to take the opportunity to share with you some of what I've been doing, what's going on more generally at the Rotary Secretariat, and some of the things that we'll be working on together in the months and years ahead.

As you know, one of the important roles of the general secretary is to serve as a vehicle for institutional continuity, providing a bridge from administration to administration, and also between Rotary and other organizations and institutions.

So while this International Assembly is primarily focused on planning for the 2012-13 Rotary year, my focus is also on Rotary's future in the longer term:

Taking a broader look at our entire organization, seeing what we're doing right, what we could be doing better, and where we need to be open to change.

And so with this in mind, during the past six months I have undertaken what I have informally called a “listening tour,” so that I can better understand the breadth and scope of Rotary and all that the Secretariat does for Rotarians around the world.

As you know, there are approximately 600 Rotary

時在我們的 7 個國際辦事處以及我們在印度 Pune 的資訊服務開發中心還有 200 人。

因此很顯然，我有許多要學習的。

我必須說，我環繞扶輪世界旅行越多，我越加瞭解扶輪，我對扶輪越加敬畏——我全然對我們這個組織的所作所為越加敬畏。

這個組織、您，以及其成員與領導人們，在過去 107 年內所能達成的，實在是非常可觀，而我也很謙卑並很榮幸的被挑選來擔任你們的秘書長。

不過，在講過這些之後，我的確也看到許多問題我們必須去處理，才能在未來保持為一個有意義並且有活力的組織。

但在今天，我想要建議我認為要讓扶輪在開始其第二個世紀時踩在最堅實的立足點的五大優先領域。

而在這裡我要強調，當我談到國際扶輪與我們的扶輪基金會的優先項目時，我是在講有關兩者共有的**— 分享 —**而非個別的優先項目。

要讓扶輪繼續前進，我們必須擁抱一個**“單一扶輪”**的路線，也就是國際扶輪與扶輪基金會是以一個無接縫的組織來行動，具有相同的使命與相同的目標。

而作為你們的秘書長，我可以向你們保證我正很努力的在秘書處以及在全世界的扶輪職員中逐漸灌輸這個**單一扶輪**，或者更可以為**扶輪簡單化**的那種文化。

接著是這五大優先項目。

第一優先項目並不令人意外，因為它自 1985 起一直是扶輪招牌的全球性倡議行動——那就是**根除小兒麻痺**。

昨天，我們聽到世界衛生組織的 Bruce Aylward 以及蓋茲基金會的 Jeff Raikes 有關根除小兒麻痺運動的進展如何，以及我們如何的接近——**“這麼的接近”**——終點線。

但是逐漸接近還是不夠好。

我們一定要將這件工作完成，我們有三個理由必須去完成它。

首先，為了拯救數十萬計的兒童免於這個可怕的疾病所帶來的苦難。

其次，就是經濟上的論點：據估計小兒麻痺根除後將可在未來 20 年當中為全世界節省 400 到 500 億美元的健康照護支出——這是一筆巨大的金額，可以分配來處理其他重大的全球性議題。

最後，我們必須根除小兒麻痺是因為其成功將為這個世界的下一項重大的全球性健康倡議行動打好基礎。

因此**我們不能夠也不會失敗**。

employees at Rotary World Headquarters in Evanston and approximately 200 in our seven international offices and our Information Services Development Center in Pune, India.

So clearly, there is a lot for me to learn.

And I must say, the more I travel around the Rotary world and the more I get to know Rotary, the more I am in awe of our organization — the more I am simply in awe of all that Rotary does.

What this organization, what you, its members and leaders, have been able to achieve over the past 107 years, is truly remarkable, and I am humbled and honored to have been chosen to serve as your general secretary.

However, having said that, I do see many issues that we will need to tackle if we are going to remain a relevant and vibrant organization in the future.

But for today, I'd like to suggest five priority areas that I feel are the most important to get Rotary on the best footing possible as it begins its second century.

And here I want to emphasize that when I talk about the priorities of Rotary International and our Rotary Foundation, I am talking about shared — **shared** — not separate, priorities.

For Rotary to move forward, we need to embrace a **“One Rotary”** approach in which Rotary International and The Rotary Foundation act as one seamless organization, with the same mission and the same goals.

And as your general secretary I can assure you that I am working very hard to instill the culture of **One Rotary**, or better yet **simply Rotary**, in the Secretariat and among the Rotary staff around the world.

So the five priorities.

The first priority will come as no surprise, since it's been Rotary's signature global initiative since 1985 — that is the **eradication of polio**.

Yesterday, we heard from Bruce Aylward of the World Health Organization and Jeff Raikes of the Gates Foundation about how the polio eradication campaign is progressing, and how close we are — **“This Close”** — to the finish line.

But getting close is not good enough.

We have to get the job done, and we need to do it for three reasons.

First, to save hundreds of thousands of children from the suffering inflicted by this terrible disease.

Second, the economic argument: it is estimated that the eradication of polio will save the world between \$40 billion to \$50 billion in health care costs over the next 20 years — an enormous sum that can be deployed to address other major global issues.

And finally, we need to eradicate polio because success will set the stage for the world's next big global health initiative.

So **we cannot and will not fail**.

Jeff 與 Bruce 也提醒我們一些我們已經知道的事：也就是如果沒有扶輪，全球根除小兒麻痺的工作也不會有今天的成果。

根除一項折磨了人類達數千年的疾病這種工作在以前只有發生在天花上一次。我們正在讓它發生第二次，而我們也必須確保扶輪得到它應有的一部份功勞。

這不僅事關公平與否——它也事關我們本身的未來。

因此我們秘書處正努力就完成此一可怕的疾病的根除設計一項強大的公共關係宣傳活動。

因為扶輪愈被視為一個有能力成就大事的組織，我們愈加因為我們所作的得到賞識——我們就愈加能夠吸引我們成長以及做得更多所需要的社員、義工、捐贈者、以及策略夥伴。

簡短的說，我們在根除小兒麻痺的成功將為扶輪所選擇要來處理的下一個全球性倡議行動立下基礎，不論那會是什麼行動。

我為我們組織所看到的**第二優先**項目是去“付諸實施”新的策略計劃並將此計劃轉化為堅實的行動，好讓它成為一份活生生的文件，而不僅僅是白紙黑字。

作為那項努力的一部分，我們必須確保未來願景計劃——也就是我們的新的獎助金運作流程——已經預備好於 2013 年 7 月 1 日啟動。

未來願景的成功執行將導致在六大焦點領域內設計得更好並且更具永續性以及可衡量的各項專案與計畫，而如此也可以導致更大的影響力。

如此也可以回過來增加我們的能見度、聲譽、以及公共形象，並將讓扶輪更加吸引外來的資金來源。

簡短的說，未來願景將為各扶輪社與地區帶來可觀而明確的正面益處。

在秘書處，我們一直在仔細的傾聽各未來願景試辦地區的意見回饋。

我們正在全球組織好一項健全的訓練節目以保證試辦與非試辦地區都能為此過渡時期作好準備——而我們也很努力的來改進在網站上可以取得的工具好讓這項啟動儘可能順利。

我們的目標是要讓基金會獎助金的申請與接受更有效率、更具彈性、並且更加方便使用——因而扶輪社友們可以將他們更多的時間與精力花在**在世界上行善**上，而較少花於官僚與文書作業上。

但沒有你們，也就是地區總監當選人，以及將於 2013 年 7 月 1 日接任你們的地區總監提名人們的充分支持與投入，我們不可能達成我們未來願景成功上線的目標

Now, Jeff and Bruce also reminded us of something that we already know: that the global polio eradication effort would not be where it is today without Rotary.

The total eradication of a disease that's plagued humanity for millennia is something that's only happened once before with smallpox. We're making it happen for a second time, and we need to make sure that Rotary gets its due share of the credit.

This isn't just a matter of fairness — it's also a matter of our own future.

And so we are working hard in the Secretariat to develop a robust Rotary public relations campaign in the run up to the eradication of this terrible disease.

Because the more Rotary is seen as an organization capable of achieving great things, the more we're recognized for what we've done — the more we'll be able to attract the members, the volunteers, the donors, and the strategic partners that we need to grow and to do even more.

In short, our success in polio eradication will set the stage for the next global initiative that Rotary chooses to tackle, whatever that may be.

The **second priority** that I see for our organization is to “operationalize” the new Strategic Plan and to translate the plan into concrete initiatives, so that it becomes a living document and not simply words on paper.

As part of that effort, we need to ensure that the Future Vision Plan — our new grant making process — is ready for launch on July 1, 2013.

Successful implementation of Future Vision will lead to projects and programs in the six areas of focus that are better designed and more sustainable and scalable, and that will lead to greater impact.

This, in turn, will increase our profile, reputation, and public image and will make Rotary more attractive to outside funding sources.

In short, Future Vision will bring considerable and tangible positive benefits to clubs and districts.

At the Secretariat, we've been listening carefully to the feedback of Future Vision pilot districts.

We are putting in place a robust training program around the world to ensure that both pilot and nonpilot districts are well prepared for the transition — and we are also working hard to improve the tools available on the website to make the launch as smooth as possible.

Our goal is to make applying for, and receiving, Foundation grants more efficient, more flexible, and more user-friendly — so that Rotarians can spend more of their time and energy **Doing Good in the World** and less on bureaucracy and paperwork.

But we won't achieve our goal of a successful Future Vision rollout without the full support and engagement of you, the district governors-elect, and of the district governors-nominee who will follow you on July 1, 2013. °

你們是橡膠接觸路面之處，我要求你們每位都將未來願景列為你們總監年度最高優先，因為，在小兒麻痺之後，未來願景是我們的組織在過去 20 年來所進行的最重要的一項倡議行動——而它也必須順利進行。

我們的**第三優先**項目是找到一個可信的方法來判定我們 34,000 個扶輪社每年所進行的所有服務計劃的總價值。

我們知道有多少資金通過扶輪基金會——除了小兒麻痺外每年大約 1 億美元——但我們並不知道全部所募集的金錢、所做的實物捐贈、以及全世界各扶輪社所用於服務專案的義工時數的總價值。

如果我們找到一個計算那些數目的可信方法，我相信那數目會是很巨大的一以十億計——而若是如此，將會使我們列為全世界最頂尖的人道組織之一。

有了一個可信的數字也將可提高我們的聲譽，有助於社員成長，並讓我們吸引潛在的策略夥伴。

因此作為取得此數據的嘗試的一部分，我們正開發一項新的工具，稱為**扶輪社中心**，希望在下一個夏季可以上線。

這將是各扶輪社的線上資源，可以協助它們對於過去的活動維護並保存一份機構的經驗傳承，設定並追蹤各項策略目標與倡議行動，加強它們在關鍵運作領域的全球影響力，並容許就扶輪社、地區、以及地帶活動的全球性集體影響力作報告。

它也將協助我們在我們整個組織中分享知識，以及分享我們要如何對待非扶輪大眾，好讓外面世界更加認識扶輪的影響力。

這又將我帶到我們的**第四優先**項目，也就是社員。

在這世界上的某些部分扶輪正在成長，於另有些地方我們則在原地踏步，另外有些地方我們則看到社員人數下滑。

由於扶輪是一個真正的全球性組織，單一的尺寸無法適合所有人，我很高興國際扶輪理事會已經發起了一項倡議行動去發展為期三年的**地域性社員計劃**，可以依照地域特有的需求與挑戰作剪裁。

作為這項努力的一部分，我們必須聚焦於讓扶輪更加吸引並且切合較年輕的成員，特別是在世界上那些社員組成正逐漸老化的區域。

我們也必須更加善用社交媒體，開始去將我們自己與青少年組織認同，重視擴充網路扶輪社，並且在出席的規定上給予各扶輪社較大的彈性。

以宏觀的角度看，我認為每 100 年左右，一個組織能退回一步去嚴肅的檢驗它自己以及其品牌是有益處的。

你們有人可能會認為品牌與公司標誌或是某種短期的公共關係

You are where the rubber hits the road, and I would ask that each of you make Future Vision a top priority during your year as governor because, after polio, Future Vision is the most important initiative that our organization has undertaken in the past 20 years — and it has to work.

Our **third priority** is to find a credible method for determining the total value of all of the service projects that our 34,000 clubs undertake each year.

We know how much funding passes through The Rotary Foundation — approximately \$100 million per year excluding polio — but we have no idea of the total value of all of the money raised, in-kind contributions made, and volunteer hours spent by clubs worldwide on service projects.

If we were to find a credible way of calculating that number, I am sure that it would be huge — in the billions — and, if so, would place us among the top humanitarian organizations in the world.

Having a credible number would also enhance our reputation, help with membership, and make us more attractive to potential strategic partners.

So as part of this attempt to capture this data, we are in the process of developing a new tool called **Rotary Club Central**, which we hope to roll out sometime next summer.

This will be an online resource for clubs that will help them maintain and preserve an institutional memory of past activities, set and track strategic goals and initiatives, increase their global impact in key performance areas, and allow the reporting of the global, collective impact of club, district, and zone activities.

It will also help us to share knowledge across our organization, and share what we do with the non-Rotary public, so that the rest of the world will better recognize Rotary's impact.

This brings me to our **fourth priority**, which is membership.

In some parts of the world Rotary is growing, in others we are treading water, and in others we are seeing a decline in membership.

Given that Rotary is a truly global organization, where one size does not fit all, I am encouraged that the Rotary International Board has launched an initiative to develop three-year **regional membership plans** that are tailored to specific regional needs and challenges.

As part of this effort, we need to focus on making Rotary more appealing and relevant to younger members, particularly in those regions of the world where our membership is getting progressively older.

We also need to make better use of social media, start identifying ourselves with youth organizations, look at expanding e-clubs, and give clubs greater flexibility with respect to attendance requirements.

Looking at the big picture, I think every 100 years or so it benefits an organization to step back and take a serious look at itself and its brand.

Now some of you may be thinking brand is

或行銷活動意思相同。

但那並不是我們所要談的。

實際上，品牌是一個觸及一個組織真正核心的持久並且根本的概念。

它回答了我們是誰，我們代表什麼，以及我們的方向在哪裡等問題。

它事關一個組織的強弱與影響力。

而扶輪也就是在這種較大的層次上面臨了嚴峻的挑戰。

我們自己所做的公共關係調查顯示人們知道我們的名稱，但他們對我們瞭解並不多。

在一個媒體過度飽和的環境中，我們不僅要與傳統的非營利組織競爭，也要與那些致力於慈善事業的營利公司競爭，我們非不得在各方面都是同儕中的佼佼者不可。

最近我們簽下了 **Siegel+Gale**，一個具有成功協助大型全球性非營利組織達成較佳成果的業績的國際性行銷公司，的服務。

在未來兩年內，我們將與 **Siegel+Gale** 密切合作以擬訂並執行一套重新注入活力的策略。

目前他們團隊正進行一項很健全的研究計畫，將提供我們的品牌、我們的社員、核心力量、競爭力、甚至我們的營運哲學一個全新的全球性視野。

我相信，最終此一過程將不僅是對一個品牌重新注入活力。

它將為扶輪重新注入活力—保證扶輪能為其所作所為廣為全世界認可。

沒有錯：扶輪的所作所為絕對是充滿驚奇。

我也相信我們的 **Rotary.org** 網站必須認真的去改善，我們也正積極努力改造此網站，特別是以一個改善其功能性並讓它更加方便使用的觀點。

最後，我們正處於擬訂一套完整的社交媒體策略並招募一位新的傳播主管的過程中。

我們的**第五優先**項目，依我的觀點，就是將扶輪更加全面帶上全球性人道協助與發展領域的主要角色的地位。

目前對於如何能將世界上最重大的人道與發展議題解決得最好正有一場熱烈的辯論。

在這辯論中愈加明顯的，私部門所帶領的成長，以及公私部門的夥伴關係，為許多發展中國家長期而永續性解決的關鍵。

而我們有扶輪，以及其 120 萬由數十萬計的社區的事業與專業的網絡所吸收的熱心投入、積極、以及受到鼓舞的成員們所構成的驚人的平台。

簡而言之，一個在當今全世界無與倫比的私部門平台。

synonymous with a logo or some kind of short-lived public relations or marketing exercise.

But that's not what we are talking about.

In reality, brand is an enduring and fundamental concept that gets right to the very core of an organization.

It answers the questions of who we are, what we stand for, and where we are headed.

It's about the strength and impact of an organization.

And it is on this larger level that Rotary faces a serious challenge.

Our own public image surveys show that people know our name but they do not know much about us.

In a media-saturated environment where we compete not only with traditional nonprofits but also with for-profit companies bent on philanthropy, we cannot afford to be anything but best in class in every dimension.

Recently we engaged the services of Siegel+Gale, an international agency with a track record of success helping large global nonprofits achieve better results.

Over the next two years we will be working closely with Siegel+Gale to develop and implement a revitalization strategy.

Right now their team is completing a robust research program that will provide a fresh global perspective of our brand, our membership, core strengths, competition, and even our operating philosophy.

Ultimately, I believe, this process will more than revitalize a brand.

It will revitalize Rotary — ensuring that Rotary is recognized the world over for what it does.

And make no mistake: what Rotary does is nothing short of amazing.

I also believe that our Rotary.org website needs serious improvement, and we are aggressively working to revamp the website, particularly with a view to improving its functionality and making it more user-friendly.

Finally, we are in the process of developing a comprehensive social media strategy and recruiting a new chief communications officer.

Our **fifth priority**, in my view, is to bring Rotary more fully into the ranks of the major players in the world of global humanitarian assistance and development.

There is currently a spirited debate occurring on how best to solve the world's great humanitarian and development issues.

And in this debate it is becoming increasingly apparent that private-sector-led growth, and public-private partnerships, are keys to long-term, sustainable solutions for many developing countries.

And here we have Rotary, with its incredible platform of 1.2 million engaged, active, and motivated members, drawn from the business and professional networks of tens of thousands of communities.

In short, a private-sector platform that is unmatched in the world today.

因而我要問的一般哲理性問題就是：扶輪在這場大辯論中將要扮演什麼角色？

我們要如何利用我們的平台來就實際操作上以及哲理上的層面來對這場辯論作貢獻？

我們應該要在這場討論中參與—但我們通常沒有。

主要理由之一還是因為我們根本沒有達到扶輪是什麼、它如何運作、以及它做些什麼的必要認知程度。

如同我先前所提：我們的成就驚人，但我們卻未因為我們所為得到賞識。

而這也代表了要將我們組織帶向前進的一大障礙，它也是我們必須以重大的方式來處理的事務。

作為你們的秘書長，我對於扶輪的未來負有巨大的責任。

而我也有極大的樂觀的感覺。

處理這五大優先項目，以及許多其他的，將可強化我們偉大的組織，並對於下至扶輪社以及個別扶輪社友的層級產生重大以及正面的影響。

此外，我的團隊—這些有天分並且全心奉獻的扶輪專業幕僚—隨時準備好協助你們，也就是地區總監當選人們，達成你們的目標。

而為了這樣作，我們必須加強扶輪社友們與秘書處的聯繫，加強對於秘書處能夠提供什麼的認知，以及確定秘書處是各扶輪社的一個有效能、有效率、並且有用的資源，因而各扶輪社得以成長並且執行扶輪的使命。

扶輪是一個具有不可思議的歷史的組織，而毫無疑問的它的最佳年度尚未到來。



如同我在紐奧爾良國際年會所作，我今天再度向你們宣誓我要投入我的每一份精力以確保扶輪的火焰永遠燃燒更加燦爛，因此我們一起合作可以繼續讓這個世界更加美好—對我們的家庭與朋友們而言，對我們的社區與國家而言，以及對於未來的世世代代而言。

非常感謝你們。

And so the broader philosophical question I ask is: what role will Rotary play in this great debate?

How will we utilize our platform to contribute to this debate on both an operational and philosophical level?

We should be sitting at the table of this discussion — but often we're not.

One of the main reasons, again, is that we simply have not achieved the necessary level of awareness of what Rotary is, how it operates, and what it does.

As I mentioned earlier: we're accomplishing a tremendous amount, but we're not recognized for what we do.

And this represents a major obstacle in bringing our organization forward, and it's something we need to address in a significant way.

As your general secretary, I have a tremendous responsibility for the future of Rotary.

I also have a tremendous sense of optimism.

Addressing these five priorities, as well as many others, will strengthen our great organization and have a significant, positive impact down to the level of the club and individual Rotarian.

In addition, my team — the talented and dedicated Rotary professional staff — stands ready to help you, the district governors-elect, achieve your goals.

And in order to do this, we need to better connect Rotarians with the Secretariat, to increase awareness as to what the Secretariat can offer, and to make sure that the Secretariat is an effective, efficient, and useful resource for the clubs, so that the clubs are able to grow and carry out the mission of Rotary.

Rotary is an organization with an incredible history, and there is no question that its best years are yet to come.

Thank you very much.



國際講習會照片庫（一）

International Assembly photo gallery (1)

國際扶輪新聞 - 2012 年1 月17 日

照片由扶輪形象阿爾斯亨森和莫妮卡提供

Photos by Alyce Henson and Monika Lozinska-Lee/Rotary Images

Rotary International News -- 17 January 2012

Photos by Alyce Henson and Monika Lozinska/Rotary Images

在美國加州聖地亞哥的國際講習會當中，給下屆地區領導人有價值的訊息和有機會去建立友誼，讓他們為即將到來的扶輪年度的挑戰去做準備—從根除小兒麻痺等疾病到要去使扶輪社層級採用國際扶輪的策略計劃。

The International Assembly in San Diego, California, USA, gives incoming district leaders valuable information and an opportunity to build friendships that prepare them for the challenges of the upcoming Rotary year -- from eradicating polio to taking the RI Strategic Plan to the club level.

在今年的講習會，國際扶輪社長當選人田中作次宣布 2012 -13 年度國際扶輪的主題「以服務促進和平」。

At this year's assembly, RI President-elect Sakuji Tanaka announced the 2012 -13 RI theme, Peace Through Service .



國際扶輪社長當選人田中作次在 1 月 16 日於美國加利福尼亞州聖地亞哥所舉辦的 2012 年國際講習會的開幕全會當中引導國旗遊行。

RI President-elect Sakuji Tanaka leads the flag procession during the opening plenary session of the 2012 International Assembly on 16 January in San Diego, California, USA. *Rotary Images/Alyce Henson*



一位扶輪青年服務團團員在 1 月 16 日於 2012 年國際講習會的開幕全會中揮舞著突尼西亞的國旗

A Rotaractor waves the flag of Tunisia during the opening plenary session of the 2012 International Assembly on 16 January. *Rotary Images/Alyce Henson*



扶輪青年服務團團員與扶輪少年服務團團員於 2012 年國際講習會的開幕全會中擔任掌旗人。

Rotaractors and Interactors serve as flag bearers during the opening plenary session of the 2012 International Assembly on 16 January. *Rotary Images/Alyce Henson*



國際扶輪社長當選人田中作次的妻子田中恭子，於 1 月 16 日開幕式的全會當中收到 2012 年國際講習會委員會委員 Theodore D. Griley 二世和他的妻子 Dori 所贈的鮮花。Kyoko Tanaka, wife of RI President-elect Sakuji Tanaka, receives flowers from 2012 International Assembly Committee member Theodore D. Griley II and his wife, Dori, during the opening plenary session on 16 January. *Rotary Images/Alyce Henson*



地區總監當選人及其配偶在 2012 年 1 月 16 日於 2012 年國際講習會的開幕全會中國旗儀式鼓掌讚揚。

District governors-elect and their spouses applaud during the flag ceremony at the opening plenary session of the 2012 International Assembly on 16 January. *Rotary Images/Monika Lozinska*



地區總監當選人的配偶們在 1 月 16 日 2012 年國際講習會的一個圓桌討論會當中彼此相互結識。

Spouses of district governors-elect get acquainted during a roundtable discussion at the 2012 International Assembly on 16 January. *Rotary Images/Monika Lozinska*



國際扶輪社長葛爾揚·潘乃傑於在 1 月 16 日 2012 年國際講習會的第二次全體會議當中談論有關支持扶輪社。該會議是由國際扶輪社長當選人田中作次所主持。

RI President Kalyan Banerjee talks about supporting clubs during the second plenary session of the 2012 International Assembly on 16 January. RI President-elect Sakuji Tanaka presided. *Rotary Images/Monika Lozinska*



印度扶輪領導人們和他們的配偶們在 1 月 16 日 2012 年國際講習會開幕的全體會議當中唱他們的國歌。

Indian Rotary leaders and their spouses sing their national anthem during the opening plenary session of the 2012 International Assembly on 16 January. *Rotary Images/Alyce Henson*

國際講習會照片庫 (二)

International Assembly photo gallery (2)

國際扶輪新聞 - 2012年1月18日

照片由扶輪形象阿爾斯亨森和莫妮卡提供

Photos by Alyce Henson and Monika Lozinska-Lee/Rotary Images

Rotary International News -- 18 January 2012

Photos by Alyce Henson and Monika Lozinska/Rotary Images



扶輪社員在 1 月 16 日的 2012 年國際講習會第二次全會上的娛樂時段部分去放輕鬆。

Rotarians loosen up during the entertainment portion of the second plenary session at the 2012 International Assembly on 16 January. *Rotary Images/Monika Lozinska*



比爾和梅林達蓋茨基金會的總裁 Jeff Raikes 在 2012 年 1 月 17 日 2012 年國際講習會第四次全體會議上致詞。

Jeff Raikes, chief executive officer of the Bill & Melinda Gates Foundation, addresses the audience during the fourth plenary session of the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



糾察在 1 月 17 日的 2012 年國際講習會第三次全體會議於旅館的迴廊上巡視。

Sergeants-at-arms walk the hotel corridors during the third plenary session at the 2012 International Assembly on 17 January



地區總監當選人在 1 月 17 日的 2012 年國際講習會第三次全體會議上，國際扶輪前社長和扶輪基金會保管委員會主委當選人魏京森演講時起立。
District governors-elect rise to their feet during the speech of Wilfrid J. Wilkinson, past RI president and Rotary Foundation trustee chair-elect, at the third plenary session of the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



在 1 月 17 日 2012 年國際講習會的壯觀隊伍行進當中，地區總監當選人 Evelyn S. Conway 與他的先生 Robert Ghazi 領導來自英國的參加者。
District Governor-elect Evelyn S. Conway and her husband, Robert Ghazi, lead the participants from England during the Grand March at the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



在 1 月 17 日 2012 年國際講習會的壯觀隊伍行進當中，來自印度的地區總監當選人 Badri Prasad Radhakrishna，與他的妻子，Jayashree 一起走，
District Governor-elect Badri Prasad Radhakrishna, of India, walks with his wife, Jayashree, during the Grand March at the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



奈及利亞的地區總監當選人 Felix A.E. Obadan 與他的妻子 Ade 參與在 1 月 17 日 2012 年國際講習會的壯觀隊伍行進儀式，
District Governor-elect Felix A.E. Obadan, of Nigeria, and his wife, Ade, participate in the Grand March at the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



來自巴西的參與者在 1 月 17 日 2012 年國際講習會的壯觀隊伍行進儀式前之前集合在一起。
Attendees from Brazil gather before the Grand March at the 2012 International Assembly on 17 January. *Rotary Images/Alyce Henson*



加拿大地區總監當選人 Serge Poulin 與他的妻子·Nadyne 於 2011 年 1 月 18 日國際講習會國際聯誼晚宴及舞會當中跳舞。
District Governor-elect Serge Poulin, of Canada, dances with his wife, Nadyne, during the International Fellowship Dinner and Dance at the 2012 International Assembly on 17 January. *Rotary Images/Monika Lozinska*



國際扶輪社長當選人田中作次與地區總監當選人及其配偶於 2011 年 1 月 18 日國際講習會國際聯誼晚宴及舞會當中跳舞。
RI President-elect Sakuji Tanaka dances with district governors-elect and their spouses during the International Fellowship Dinner and Dance at the 2012 International Assembly on 17 January. *Rotary Images/Monika Lozinska*



國際扶輪社長提名人 Ron Burton 與其妻子 Jetta 於 2012 年 1 月 17 日國際講習會國際聯誼晚宴及舞會當中跳舞。
RI President-nominee Ron Burton and his wife, Jetta, dance together at the International Fellowship Dinner and Dance at the 2012 International Assembly on 17 January. *Rotary Images/Monika Lozinska*

國際講習會照片庫 (三)

International Assembly photo gallery (3)

國際扶輪新聞 - 2012年1月19日

照片由扶輪形象阿爾斯亨森和莫妮卡提供

Photos by Alyce Henson and Monika Lozinska-Lee/Rotary Images

Rotary International News -- 19 January 2012

Photos by Alyce Henson and Monika Lozinska/Rotary Images



地區總監當選人的眷屬們展示她們在 1 月 18 日 2012 年國際講習會的圓桌會議期間所折的紙鶴。Spouses of district governors-elect show off the origami cranes they made during a roundtable discussion at the 2012 International Assembly on 18 January. Rotary Images/Monika Lozinska



2012 年國際講習會的出席者在比爾&梅林達基金的首席執行官傑弗·雷克斯宣佈該基金會已經把一筆另外的 5000 萬美元獎助金贈予扶輪基金會之後起立歡迎。

Attendees at the 2012 International Assembly give a standing ovation after Jeff Raikes, chief executive officer of the Bill & Melinda Gates Foundation, announces that the Gates foundation has awarded an additional US\$50 million grant to The Rotary Foundation. Rotary Images/Alyce Henson



在 1 月 19 日的 2012 年國際講習會的第七次全體會議當中，美國紐約的地區總監當選人梅莉莎·華德，談到社會媒體和公共關係。

District Governor-elect Melissa Ward, of New York, USA, speaks about social media and public relations during the seventh plenary session at the 2012 International Assembly on 19 January. Rotary Images/Alyce Henson



國際扶輪社長當選人田中作次和他妻子 Kyoko，於 1 月 19 日在 2012 年國際講習會的扶輪世界重點會議期間鼓掌。

RI President-elect Sakuji Tanaka and his wife, Kyoko, applaud during the Rotary World Focus session at the 2012 International Assembly on 19 January. Rotary Images/Monika Lozinska



來自義大利的地區總監當選人的配偶們在 1 月 19 日 2012 年國際講習會的配偶文化交流期間給提供正統的甜點給出席者。

Spouses of district governors-elect from Italy offer traditional desserts to attendees during the Spouse Cultural Exchange at the 2012 International Assembly on 19 January. Rotary Images/Monika Lozinska



2012 年曼谷國際年會委員會主委 O.P. Vaish, 於 1 月 20 日在 2012 年國際講習會的“向前去服務宴會”上鼓勵扶輪社員們前往參加國際年會。

O.P. Vaish, chair of the 2012 Bangkok Convention Committee, encourages Rotarians to attend the convention during the Go Forth to Serve Banquet at the 2012 International Assembly on 20 January. Rotary Images/Monika Lozinska



2012 年曼谷國際年會委員會的委員們於 1 月 20 日在 2012 年國際講習會的“向前去服務宴會”上領唱一首道地的泰國歌曲。

Members of the 2012 Bangkok Convention Committee lead attendees in a traditional Thai song during the Go Forth to Serve Banquet at the 2012 International Assembly on 20 January. Rotary Images/Monika Lozinska



國際扶輪社長當選人田中作次於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中與從巴西來的扶輪社員們一起跳舞。

RI President-elect Sakuji Tanaka dances with Rotarians from Brazil during International Festival Talent Night at the 2012 International Assembly on 19 January. Rotary Images/Alyce Henson



於 1 月 19 日在 2012 年國際講習會當中地區總監當選人與其眷屬們享受國際才藝之夜。

District governors-elect and their spouses enjoy International Festival Talent Night at the 2012 International Assembly on 19 January. Alyce Henson/Monika Lozinska



於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中國際扶輪理事和他們的配偶以一首印第語歌“Jai Ho”跳著舞。

RI directors and their spouses dance to “Jai Ho,” a Hindi song, during International Festival Talent Night at the 2012 International Assembly on 19 January. Rotary Images/Alyce Henson



國際扶輪社長卡爾揚•班納吉和他的妻子 Binota 於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中分享歡笑。

RI President Kalyan Banerjee and his wife, Binota, share a laugh during International Festival Talent Night at the 2012 International Assembly on 19 January. Rotary Images/Alyce Henson



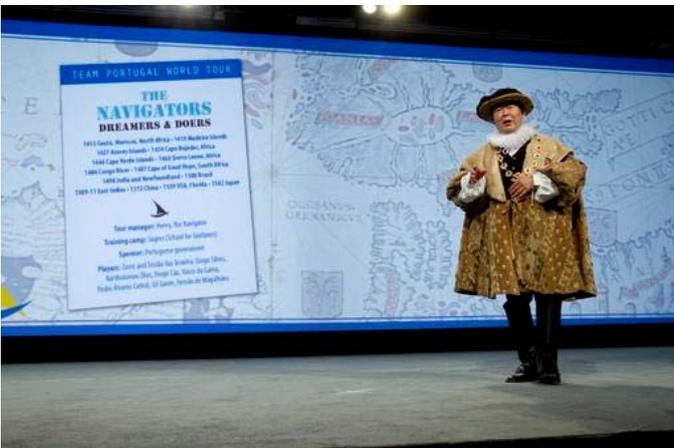
來自日本的扶輪社員們於 1 月 19 日在 2012 年國際講習會國際才藝之夜當中表演一個道地的日本舞蹈。

Rotarians from Japan perform a traditional dance during International Festival Talent Night at the 2012 International Assembly on 19 January. Rotary Images/Alyce Henson



於 1 月 19 日在加利福尼亞聖地牙哥 2012 年國際講習會配偶文化交流當中來自台灣的國際扶輪訓練領導人謝炎盛 PDG Electronics 的夫人凱瑟琳(中間)與 3500 地區總監當選人 Soho 夫婿林克忠(圖右)書寫著書法。

Spouse of RI Training Leader Catherine Hsieh from Taiwan (middle) shows calligraphy making during Spouse Cultural Exchange at the International Assembly, 19 January 2012, San Diego, California.



2013 年國際年會主委富田於 2012 年 1 月 20 日加利福尼亞聖地牙哥的國際講習會當中的“向前去服務宴會”上推廣葡萄牙里斯本國際年會。

2013 International Convention Chair Ed Futa promotes 2013 RI Convention in Lisbon at the Go Forth to Serve Banquet during International Assembly, 20 January 2012, San Diego, California.



扶輪基金會的保管人謝三連在 2012 年 1 月 20 日美國加利福尼亞聖地牙哥的國際講習會的專題討論當中對地區總監當選人及其配偶們演講有關創造值得紀念的地區會議的前 10 大竅門。

TRF Trustee Jackson San-Lien Hsieh speaks to district governors-elect and spouses at the Panel: Top 10 Tips for Creating Memorable District Meetings during the International Assembly, 20 January 2012, San Diego, California, USA.



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