

## 如何在百週年與扶輪基金會一起成功

2003-04 年度扶輪基金會保管委員會副主委賴唯捨

2004 年國際講習會講詞

歡迎參加這場非常特別的會議，之所以特別是因為此刻我們將探討如何在百週年，我們的年度，藉由扶輪基金會達到成功。作為 2004-05 年度總監，你們將在歷史性的時刻領導你們的地區。扶輪百週年將使我們的組織成為社區及全世界的焦點。扶輪基金會的人道及教育工作將幫助我們闡述扶輪在服務、國際瞭解、及和平方面啟發人心的故事。

我想像你們許多人來到這裡時，心裡想到與扶輪基金會共事都有幾分擔心。你們或許在擔心前輩提過的，基金會的規定如何複雜、文書工作如何繁重。你們或許料想會有一大堆看不懂的申請表、幕僚作業延宕、以及其他許多行政上的阻礙。告訴你們一個好消息。你們可以把這一切都忘掉，那不是你們的工作。

扶輪基金會是一個快速改變、改革、以及互動的組織。因此，保管委員會已經從總監們的肩膀上卸除許多行政管理重擔，並把這些繁重的工作授權給其他人處理。作為總監，你們將有地區必須設置的地區基金會主委的鼎力協助，為了保證能繼續完成各項計劃，主委將任職 3 年。你們也會獲得地域扶輪基金會協調人以及地區訓練師的協助，他們將教育貴地區扶輪社員，讓他們瞭解基金會的使命。

作為地區領導人，你們將被要求協調這些工作，但在於與基金會之間的關係上，你們也要扮演另外一個更重要的角色，這個角色是你們不能授權別人來扮演的。你們的任務是要激勵地區中的扶輪社員來支持這項減輕人類痛苦的高貴運動。

為什麼那個角色這麼重要？因為正當我們基金會的財務資源緊縮時，痛苦也正在急劇擴展。我們首先來看看那個差距懸殊的不等式的第一個部份。

- 在我們今日的世界，大約 40 億人每天必須不到 2 美元來生存。
- 在如此極端貧窮之下，估計 6-10 億人遭受營養不良之苦，每天約有 2 萬人因飢餓相關因素而死去。

## How to Succeed with Your Rotary Foundation in the Centennial Year

Carlo Ravizza

Vice Chair, The Rotary Foundation Trustees, 2003-04

Welcome to this very special session, special because at this time we will address how you will succeed with your Foundation in the centennial year — our year! As governors for 2004-05, you will lead your districts during a historic time. Rotary's centennial will put our organization in the spotlight — in our communities and in the world. And the humanitarian and educational work of The Rotary Foundation will help us to tell Rotary's inspirational story of service, international understanding, and peace.

I imagine many of you arrived here with some apprehensions about working with your Foundation. You may be worrying about the complicated rules and mountains of paperwork that your predecessors have talked about. You are probably anticipating incomprehensible application forms, bureaucratic delays, and many other administrative hurdles. Well, here is some good news. You can forget about all of that. It's not your job.

Your Foundation is a fast-changing, evolutionary, interactive organization. And for that reason, the Trustees have removed many administrative burdens from the shoulders of the governors and delegated these labor-intensive tasks to others. As governor, you will have the able assistance of the mandatory district Foundation chair who will serve for three years to ensure the continuity needed to follow through on projects. You will also be assisted by the regional Rotary Foundation coordinators and district trainers who will educate Rotarians in your district about our Foundation's mission.

As the district leader, you will be asked to coordinate these efforts, but you also have another, much more important role in relationship to the Foundation — one that you cannot delegate. Your job will be to motivate Rotarians in your district to support the noble cause of alleviating human suffering worldwide.

Why is that role so important? Because the level of suffering is expanding exponentially at the very time our Foundation's financial resources are contracting. Let's look at the first part of that very unequal equation.

- In our world today, some four billion people must survive on less than US\$2 a day.
- In such extreme poverty, an estimated 600 million to one billion people suffer from malnutrition, with 20,000 individuals dying each day from

- 因為 10 億人沒有安全的飲水可用，開發中世界有一半人口正因飲水污染而引起的疾病而受苦。
- 全世界四分之一人口，將近 10 億人，住在貧民區。
- 估計 8 億 8,000 萬個成人，其中三分之二為婦女，無法閱讀或寫字。
- 全世界有 4,200 萬人帶有人類後天免疫不全病毒或愛滋病，另有數百萬人遭受肺結核、瘧疾、及其他傳染性疾病之苦。
- 目前，全世界有 20 多個重大武裝衝突，約 30 萬兒童被迫當兵，參與戰爭。
- 這些衝突導致 3,700 萬人在自己國家流離失所，或逃難到他國，成為難民。

這些是目前以及未來的實際情況，我們必須面對。作為扶輪社員及世界社區的公民，我們不能對這龐大的需求冷眼旁觀。相反的，讓我們引以為榮地說，我們可以透過扶輪基一會來面對這些問題，並且盡一己之力來真正解決問題。讓我們看看我們已經透過哪些途徑來改變現況。

這些泰國孤兒的雙親死於愛滋病。社會大眾迴避他們，他們沒有地方可住，後來泰國、加拿大、以及菲律賓的扶輪社員們合作給他們一個地方住，算是他們的家。這些扶輪社利用扶輪基金會的配合獎助金來提供食物、藥品、課桌椅、及物資，給幫助愛滋病孤兒的單位，其中許多孤兒也染有人類免疫不全病毒。在安全的新環境裡，這些兒童可以上學、自己種植一些作物來保證有足夠的營養，當然他們也有遊戲的時間。在奈及利亞，有一個獎助金計劃正在協助降低孕婦及嬰兒的死亡率。這項提倡間隔生育的計劃是由德籍扶輪社員所主辦，包括一項影響深遠的宣傳運動，他們以劇團來教育婦女關於保健及家庭計劃的常識。鄉鎮的街頭傳訊員把這個訊息帶到各地，讓更多人知道，以取得男士們的支持。這項企圖遠大的計劃預計可使 2,500 萬人受惠。

由於海地及美國兩地扶輪社所主辦的配合獎助金計劃，數百個海地兒童正在領取學校的營養午餐。這項供應食物給學童的工作每天提供一餐，以鼓勵家長及孤兒院將孩子送到學校。美國有一扶輪社送了一個 40 英尺貨櫃的脫水食物給參加計劃的學校及兒童機構，

hunger-related causes.

- Because one billion people lack access to safe drinking water, one half of the people in the developing world are suffering from diseases caused by contaminated water.
- One-sixth of the world's population — nearly one billion people — lives in slums.
- An estimated 880 million adults — two-thirds of them women — cannot read or write.
- There are 42 million people living with HIV/AIDS worldwide, while millions of others suffer from tuberculosis, malaria, and other infectious diseases.
- Currently, more than 20 significant armed conflicts are underway in the world with some 300,000 child soldiers pressed into combat.
- As a result of these conflicts, some 37 million people are either displaced within their own homeland or are refugees in another country.

These are the current and future realities we must face. As Rotarians and citizens of the world community, we cannot turn our backs on such vast needs. Instead, let us be proud that through our Rotary Foundation we can confront these problems and contribute real solutions. Let's take a look at some of the ways we are already making a difference.

These Thai orphans lost their parents to AIDS. Shunned by society, they had nowhere to live until Thai, Canadian, and Philippine Rotarians joined together to give them a place to call home. The clubs used a Foundation Matching Grant to provide food, medicines, and school furniture and supplies to facilities that help children orphaned by AIDS — many of whom are also infected with HIV. In their secure new environments, the children attend school, grow much of their own food to ensure a nutritional diet, and still have time for play.

In Nigeria, a grant project is helping to improve maternal and infant mortality levels. This child-spacing project sponsored by German Rotarians included a far-reaching awareness campaign using drama groups to educate women about health care and family planning. Town criers took the message to the larger population to gain support from the men. This ambitious project is expected to benefit 25 million people.

Hundreds of Haitian children are getting a nutritious meal with their education, thanks to a Matching Grant project sponsored by clubs in Haiti and the United States. This food-for-education effort provides a daily meal as incentive for parents and orphanages to send children to school. The U.S. club sent a 40-foot shipping container of dehydrated

使他們能供應食物給更多孩子，將孩子們留在學校。

如各位所看到的，我們以扶輪基金會的人道及教育工作為榮。但我們也看到，有更多的事要做。我呼籲各位要好好掌握地區內無限的創造力，來發展有價值的計劃，來解決今天最迫切的人類需求問題。

你們這項任務並不需要知道扶輪基金會政策的所有細節。你們可以倚靠地域扶輪基金會協調人以及地區的扶輪基金會主委及小組委員會的知識及支持。這些都受過特別的訓練，可以替你們做文書工作。他們已經學會如何撰寫地區所主辦的獎助金計劃的申請書及報告，因此他們有能力指導及協助各扶輪社。這些專家也知道如何監督計劃，以保證所有必要的報告都能呈報無誤。你們要信賴他們可以做好他們的工作。

我們聽到謠傳說，這些職位將稀釋總監的權力。讓我們記住一個基本事實：在扶輪，沒有一個職位是有權力的，甚至最高層的領導人也沒有。扶輪職位只有所負責任程度的不同。作為地區總監，你們有許多重大責任，因此需要有較多的自由，才能把焦點放在主要責任：激勵扶輪社員。在今天經濟不穩定的環境之下，你們必須發揮最大的說服力來激勵扶輪社員們支持扶輪基金會。

各位或許知道，國際扶輪及國際扶輪的扶輪基金會在不同的法律規定及章程文件下運作，這一點使它們處於不同的財務狀況。國際扶輪的經費來自每個扶輪社員必須繳納的會費。如果費用增加，國際扶輪理事會可以要求立法會議通過調高會費。可是，基金會完全靠扶輪社員們的自願捐獻。

事實上，許多有錢的扶輪社員捐給大學及教會的錢，比捐給扶輪基金會的錢還多。他們有很好的理由捐獻給慈善機構。例如，有些扶輪社員比較喜歡支持他們扶輪社的社區服務計劃。以增進扶輪在當地的知名度。鑒於這個事實，保管委員會最近成立了地區簡化獎助金，使地區能將部份的地區指定用途基金(DDF)用在地方上。這是一個歷史性的決定，打破許多年來的傳統，隨之而來的是各地區紛紛提出許多令人興奮

food to participating schools and childrens organizations, allowing them to feed more children and keep them in school.

As you can see, we can take great pride in the humanitarian and educational work of The Rotary Foundation. But as we have also seen, much remains to be done. I call on all of you to harness the unlimited creativity within your district to develop worthy projects that will address some of today's most pressing human needs.

To do this, you don't need to know all the details of Foundation policy. Rely on the knowledge and support of your area's regional Rotary Foundation coordinator and your Foundation district chair and subcommittees. These people have been specially trained to do the paperwork for you. They have learned how to prepare applications and reports for district-sponsored grants so they can give guidance and support to Rotary clubs. These specialists also know how to monitor projects and make sure all required reports have been correctly submitted. Trust them to do their job.

We have heard rumors that these positions will dilute the district governor's power. Let us remember one basic fact: In Rotary, there are no positions of power, not even in the top leadership. There are only positions with different degrees of responsibility. As district governor, you have great responsibilities, and you need the freedom to focus on your primary one — that of motivating Rotarians. In today's environment of economic uncertainty, you must call on your most persuasive powers to motivate Rotarians to support The Rotary Foundation.

As you may know, Rotary International and The Rotary Foundation of Rotary International work under different legal requirements and constitutional documents — a fact that puts them in a different financial position. RI is financed by the mandatory per capita dues that every Rotarian is obliged to pay. If costs are increasing, the RI Board can submit to the Council on Legislation a request to raise dues. The Foundation, on the other hand, depends solely on voluntary contributions from Rotarians.

It is a matter of fact that many wealthy Rotarians are giving more money to their universities and their churches than to The Rotary Foundation. They may have good reasons behind their philanthropic choices. For example, some Rotarians may prefer to support their club's community projects that increase awareness of Rotary locally. Recognizing this fact, the Trustees recently created District Simplified Grants, which allow districts to use part of their District Designated Funds (DDF) locally. This was a historical decision, breaking with many years of tradition, and districts are responding with a

的服務計劃。有 529 個地區出席了此次國際講習會，其中 327 個地區今年度申請並獲得了地區簡化獎助金。我有信心你們這一屆總監也會申請這個獎助金，充分運用機會在百週年發起有意義的社區服務計劃。

雖然這個新的獎助金計劃保證地區將可以使用 DDF，我們面臨的最大挑戰並不在於花錢。就可以用在計劃上的經費來講，我們的基金會是一個小基金會，但若以我們所支持的服務計劃的數量及種類來講，則是一個相當大的基金會。而且近年來計劃數量的成長速率比支持計劃的捐款的成長速率還快。同時，由於全世界投資市場下滑，我們可用的經費也減少了，誤此保管委員會必須拒絕許多有價值的獎助金申請案。

簡而言之，我們需要你們地區捐獻更多來支持你們想做的計劃。把許多行政管理重擔從你們的肩膀上卸除之後，你們對於扶輪基金會主要任務在於促使地區上更多扶輪社員做更多捐獻，以支持基金會的重大計劃。

我無法告訴你們如何做。某個地區或國家有效的，並不適用於另外一個地方。你們必須運用知識、專業技能、以及創造力，來決定最好的方法，以激勵地區給予基金會更大的財務支援。

我可以給一個小小的建議作為第一步。你們的扶輪社社長馬上就要在社長當選人訓練會呈報他們的基金會目標。鼓勵他們要在扶輪百週年有雄心壯志，就像我鼓勵各位一樣。跟他們建議要把扶輪社目標提高 50%。想想看，如果明年每個地區都增加 50% 的捐獻，我們的基金會將會有多大的成就！

朋友們：讓我們在百週年飛得更高，並鼓勵其他人分享我們崇高的目標。我知道對你們當中一些人來講，向人要錢並不容易。但請記住，你們不是為自己向人要錢。你們向人要錢是為了剛剛我們看到的那些飢餓的兒童，他們的臉還在我們腦海浮現。你們向人要錢是為了不識字、沒能力負擔家庭的婦女，為那些受新的恐怖疾病之苦的人，以及為其他無數生活在赤貧中，每天必須為了生存而掙扎的人。你們向人要錢是為了一個公義的運動，以改善數百萬人的生活品質。你們要到那些尚未捐獻給基金會的扶輪社演講。查出他們為什麼忽略了這項基本責任。我期望能在年度結

wealth of exciting projects. Of the 529 districts represented here, 372 applied for and received these grants for use during this year. I am confident that this class of governors will also apply for these grants, making full use of the opportunity to launch significant community projects during the centennial year.

While this new grant program ensures that districts will use their DDF, spending money is not the greatest challenge we face. Ours is a small Foundation in terms of the amount of money we can invest in projects, but a very significant one in terms of the number and variety of projects we support. And those numbers have grown in recent years at a faster rate than the contributions that support the projects. At the same time, downturns in the world's investment markets reduced our available funds, making it necessary for the Trustees to deny many worthy grant applications.

In simple terms, we need much more money from your districts to support the projects you want to carry out. Having removed many administrative burdens from your shoulders, your main task with relation to The Rotary Foundation will be to encourage Rotarians in your district to give more in support of the Foundation's vital programs.

I cannot tell you how to do this. What works in one district or country may not be appropriate in another. You must use your knowledge, expertise, and creativity to determine the best way to motivate your district toward greater financial support.

I can suggest one small first step. Soon, your club presidents will be submitting their Foundation goals at PETS. Encourage them to think big for Rotary's centennial year — just as I am encouraging you. Recommend that they increase their club goals by 50 percent. Think about what our Foundation could accomplish if every district contributed 50 percent more next year!

My friends, let us fly high in the centennial year and encourage others to share our lofty ambitions. I know that for some of you, asking for money is not easy. But remember, you are not asking for yourself. You are asking for those starving children we saw earlier, whose faces still haunt us. You are asking for the illiterate women who are unable to support their families, for those who are afflicted by new and frightening diseases, and for countless others who struggle to survive each day in abject poverty. You are asking for a righteous cause that will improve the quality of life for millions of people.

Speak to those clubs that are still not contributing to their Foundation. Find out why they have neglected this fundamental responsibility. At the end of your

束時，從各位獲知沒有扶輪社未做捐獻。

讓我們也盡力使所有扶輪社員都捐獻。我們的目標是「每位扶輪社員，每年捐獻」，這不僅是為了豐富年度計劃基金的資產，更是為了藉由讓每個人分享全世界最大的基金會之一，來豐富每個扶輪社員。當我們支持一個組織-無論我們的捐獻有多大-我們自然開始更認同它。請記住，扶輪基金會屬於扶輪社員。我們必須在所有社員們心中培養擁有基金會的感覺，以及對於基金會的未來的責任感。

在百週年，我們必須至少超過捐獻年度計劃基金 1 億美元的標竿。讓我們不要把它視為嘗試要達成的目標，而是視為我們要克服的挑戰。

我相信你們將會成功，當我們慶祝第一個一百年時，我們將知道所有扶輪社員，所有扶輪社，都團結起來支持扶輪基金會。你們這個百週年團隊是獨特的領導人，在扶輪歷史的獨特時刻被選出來領導扶輪。你們將以身作則來領導，將聆聽扶輪社員們的意見，將表現出謙虛，這項特質在扶輪領導人來講很稀有，但它將幫助你們在這個年度獲得成功。

如果你們瞭解這個工作無法獨立完成，就會比較容易謙虛。你們會有地區團隊的協助，他們正在接受必要的訓練，以成功執行他們的角色。你們的配偶也能在未來一年提供很有價值的協助。我要對今天與我們在一起的所有配偶們說：「以你們所處的位置，你們能對扶輪基金會及其人道使命做出巨大的貢獻。」

有人說每個偉大的領導人，你們正是偉大的領導人，背後都有一個偉大的夥伴。很明顯地，這個會議廳就來這樣的寫照。讓我們給予配偶們熱烈的鼓掌，她們奉獻出這個禮拜的時間來學習扶輪知識。

各位地區總監當選人們，讓我提供一個建議：你們一年的任期實在很短，太短了。為了充分發揮這一年現在就開始幹活。做事永遠也不嫌太早。我曾聽過許多總監後悔他們起步太晚。百週年的總監們尤其沒有時間可以浪費。每一分鐘都很重要。我鼓勵你們立刻以謙虛的態度開始行動，因為在 7 月 1 日你們將成為總監，也成為前總監當選人。

扶輪基金會的成功大大有賴於你們在未來一年的工

year, I expect to learn from you that no clubs have made zero contributions.

And let us also make sure that all Rotarians are contributing. Our goal is **Every Rotarian, Every Year** — not just to enrich the Annual Programs Fund, but to enrich Rotarians as well, by giving each one of them a share in one of the world's greatest foundations. When we support an organization — no matter what the size of our contribution may be — we automatically begin to identify more closely with it. Remember, The Rotary Foundation belongs to Rotarians. We must foster that sense of ownership and responsibility for our Foundation's future within all our members.

In the centennial year, we must at least pass the US\$100 million mark in contributions to the Annual Programs Fund. Let us look on that not as a goal that we are trying to reach, but as a challenge we will meet.

I trust you will succeed — that we will celebrate our first 100 years knowing that all Rotarians, all Rotary clubs, are united in support of their Foundation. You are unique leaders, the centennial crew, chosen to lead Rotary at a unique time in its history. You are the ones who will lead by example, who will listen to your Rotarians, and who will also demonstrate humility — a rare quality in Rotary leadership, but one that will help to make your year successful.

It is easier to be humble when you realize that this is a job you cannot do alone. You will have the assistance of your district team, which is receiving the training needed to successfully execute their roles. Your spouses can also provide invaluable support during the coming year. I say to all of the spouses who are with us today: "You are in a position to make a tremendous contribution to The Rotary Foundation and its humanitarian mission."

It is said that behind every great leader — and you are great leaders — there is also a great partner. Obviously, that is the case here in this room. Let's give a big hand to the spouses who are devoting their time this week to learning about Rotary.

District governors-elect, let me offer one piece of advice: Your term of one year is very short, too short. To make the most of it, start working now. It is never too soon. I have heard in the past of so many governors who regret that they started too late. And centennial governors especially have no time to lose. Every minute counts. I encourage you to act soon and with humility because on July 1st, you will become governors, but also past governors-elect.

The success of The Rotary Foundation depends greatly on your work in the coming year. We are

作。我們要倚賴你們激勵扶輪社員們提供迫切需要的支持。把我們基金會的故事帶回去說給各扶輪社聽。與他們分享基金會的許多成就。加深他們的印象，使他們瞭解基金會的人道工作亟需他們的支持才能繼續下去。然後，在你們任期結束時，我希望你們都會說：「我以圓滿完成工作為榮！」

那種榮耀感通常是扶輪社員們唯一的收穫。所謂超我服務，就是在我們可能從未去過的地方幫助從未見過的人。我們基金會的受益人通常並沒有方式來對我們表達內心深深的感激。因此，我們必須滿足於圓滿達成工作：我們做了善事，我們改善了數以千計人的生活，使他們減輕飢餓、疾病、無知、以及戰禍之苦。但我們都知道，此一滿足感是畢生最大的收穫。

我的百週年團隊，讓我們與我們的基金會一起「慶祝扶輪」並「伸出援手」。

朋友們，我希望下去跟你們一一握手，注視你們的目光，然後跟你們說：「你個人負有改善數百萬人的生活的重要責任。我堅信你能，而且必將成功。我將以你為榮。」

謝謝。

counting on you to motivate Rotarians to provide the urgently needed support. Take the story of our Foundation to your clubs. Share with them the Foundation's many achievements. And impress on them the critical need to continue our vital humanitarian work. And then, at the end of your term, I hope you all can say: "I am proud of a job well done."

That feeling of pride is often the only reward Rotarians receive. Service Above Self means helping people we may never meet in a place we may never visit. The beneficiaries of our Foundation do not have a way to share with us the deep gratitude they feel in their hearts. So we must be content with the satisfaction that we have done good, that we have affected the lives of thousands of human beings who suffered from hunger, disease, ignorance, and the ravages of war. But as we all know, this satisfaction is one of life's greatest rewards.

My centennial crew, let's Celebrate Rotary and Lend a Hand with our Foundation.

My friends, I wish I could come down and shake hands with each one of you, look into your eyes, and say to you: "You are personally responsible for changing the lives of millions of people. I firmly believe you can and will succeed. I will be proud of you."

Thank you.