

# 扶輪基金會未來願景計劃

## 關於改變的訪談

THE ROTARY FOUNDATION'S *FUTURE VISION PLAN*  
A Conversation on Change  
May, 2008



國際扶輪 3520 地區 地區資訊編譯委員會主委 高永吉 PP Spencer 譯

### 史都爾特·克利蘭

你好！我是史都爾特·克利蘭，國際扶輪資深視訊製作人。在此參與討論扶輪基金會未來願景計劃的有 2007-08 年度扶輪基金會主委鮑勃·斯考特和 2008-09 年度扶輪基金會主委強納森·馬奇約伯。同時參與我們的還有國際扶輪前社長及未來願景委員會主委路易斯·季愛雅。

那麼，先生們，是什麼原因去促使基金保管委員會研擬未來願景計劃呢？同時，為什麼是現在？

### 鮑勃·斯考特

好吧，有幾個因素。首先是獎助金的數目有大量的增加的緣故。舉例來說，自 1965 年到 1998 年有 10,000 個配合獎助金。再往後的 5 年又有另外的 10,000 個配合獎助金。同時自 2002 年開始其數量是持續的增加中。依另外的情形來說，我認為可能是我們試圖要將小計劃改為大計劃。換句話說，從較小的一誠如我稱之為“OK 繃”的計劃轉成較大型的計劃諸如我們的 3-H 計劃，然而擴大是為了將社區真正徹底改造。

### 強納遜·馬奇約伯

我們有很多的扶輪社員經常爭論說我們並沒有將每件我們該作的事情作好，在某種意義上，有時它變成官僚公式化，為什麼我們不能簡化我們的努力？為何我們不能調整我們的計劃？實在有必要現代化，同時或許其中一個原因是為何我們要使我們的活動流線型化，因此，我們不再像其他的基金會僅僅是專注於某些特定的原因或疾病之根治。

### 鮑勃·斯考特

我們要去發展“重點的範圍”使其與我們的使命相吻合。所以我認為該重點是要對扶輪社員非常的有益，不僅只要讓他們去開發計劃而且還要讓他們到外面去募款。為一重點計劃募款遠較為沒有確定打算的“扶輪基金會”來得容易。

### Stuart Cleland

Hello. I'm Stuart Cleland, Senior Video Producer at Rotary International. Here to discuss The Rotary Foundation's *Future Vision Plan* are Bob Scott, 2007-2008 Chair of The Rotary Foundation, and Jonathan Majiyagbe, Foundation Chair for 2008-2009. Also joining us is Luis Giay, former RI president and chair of the *Future Vision* committee.

So, gentlemen, what prompted the Trustees to develop the *Future Vision Plan*? And why now?

### Bob Scott

Well, there were several factors. First of all there was the huge increase in the number of grants. There were, for instance, 10,000 Matching Grants from '65 to the year 1998. And from the next five years there was another 10,000. And since 2002 the number has continued to increase. The other side of the picture is, I think, that we wanted to maybe change from projects to programs. In other words, do far fewer minor – what I call “band-aid” projects – and go to larger programs such as our 3-H, but expanded in order to make a real difference to communities.

### Jonathan Majiyagbe

Quite a number of our Rotarians have always argued that we're not doing everything we ought to be doing, in the sense that sometimes it gets bureaucratic. Why didn't we simplify our efforts? Why didn't we align our programs? There is a need to modernize, and that's perhaps one of the reasons why we want to streamline our activities so that we're not just like any other foundation that specializes in a particular cause or disease eradication.

### Bob Scott

We are developing areas of focus which will follow very much along the lines of the mission. So I think the focus will be of great benefit to Rotarians, not only as they develop projects but as they go out and raise money. It's much easier to raise money for a focused program than it is for “The Rotary Foundation” without any definite idea as to what that is.

### 史都爾特·克利蘭

社長先生，對於那些問題，你要作些補充嗎？

### 路易斯·季愛雅

未來願景計劃是藉由扶輪基金會的成功而創立的。扶輪社員開始需要更多的服務，更多的金錢，同時最重要的是更多的計劃及更多的活動去服務其各自的社區。

### 史都爾特·克利蘭

就讓我來與你一起探討些問題，那麼請問未來願景將如何滿足那些需求呢？

### 路易斯·季愛雅

第一、要改善我們對顧客的服務。第二、要簡化。第三、要使扶輪社員對基金會的活動更加投入。第四、要創造出對基金會之歸屬感，以使每一扶輪社員將選擇我們基金會成為其一生中一項主要的慈善志業。第五、要達到一種商業上的典範。也即是日日新、年年新，勇往直前要與現今商業的腳步一同改變。

### 史都爾特·克利蘭

鮑勃主委，該計劃要如何讓一般的社員在扶輪社及地區層級受惠？

### 鮑勃·斯考特

將來會有一種綜合獎助金給予一個地區，因此他們可以在其地區或國際上有充分自主地運用。換言之，即地區可分配款項給有意從事計劃的扶輪社然後他們需要將成果回報給地區。這些款項將由國際扶輪或在伊文斯敦的扶輪基金會的辦事處來支付。

### 史都爾特·克利蘭

強納遜主委高見何如？

### 強納遜·馬奇約伯

扶輪社及地區要作他們自己的計劃。因此要給他們彈性及權力，如果你樂意的話，可以讓他們從當地的層級來與國際扶輪分享其權力。另外，我認為，它給了他們一個較寬闊的範圍。他們將不只與其本地區而且可與國外的人們互動，如同有一個包裹式的獎助金可以與其他非扶輪而有相同理念單位的團體來合作。

### 史都爾特·克利蘭

因此，未來願景委員會鼓勵扶輪與其他非政府組織間新類型的關係。

### Stuart Cleland

Mr. President, what can you add to that?

### Luis Giay

The *Future Vision Plan* was created by the success of The Rotary Foundation. Rotarians started to demand more service, more money, and above all more programs and more activities to serve their own communities.

### Stuart Cleland

Let me stay with you, then, and ask how will *Future Vision* meet those needs?

### Luis Giay

Number One is to improve our customer service. Number Two: to have more simplicity. Number Three: to have more involvement of Rotarians in the activities of the Foundation. Number Four: to create the sense of belonging to our Foundation in order that every Rotarian will select our Foundation as a main charity in life. And Number Five: to reach a business model that will be updated day by day, year by year, moving forward depending on the changes in the business today.

### Stuart Cleland

Chairman Bob, how will the plan benefit the average Rotarian at the club and district level?

### Bob Scott

There will be a block grant to a district so that they can take on projects within their district or internationally, having full control. In other words, the district will issue money to clubs that are wishing to do projects, and they will have the reporting come back to the district. It will take it away from Rotary International, or from the Foundation offices here in Evanston.

### Stuart Cleland

Chairman Jonathan?

### Jonathan Majiyagbe

The clubs and districts want to do things on their own. So it gives them the flexibility and the power, if you like; they share in power with Rotary International from the local level. But additionally also, I think, it gives them a wider horizon. They can now deal not only with locals but with people abroad, in the sense of having package grants in conjunction with other, non-Rotary entities who are willing to have the same focus as they are.

### Stuart Cleland

So the *Future Vision* committee encourages new types of relationships between Rotary and other NGO's.

### 路易斯·季愛雅

那就是為什麼我們的基金會將邁入一個新的紀元—合作關係的紀元，簡言之，當所有資源可用來為好的理想應用時，將會是非政府機構間尋求相互合作的紀元。扶輪基金會及國際扶輪是位於一項單純的原因最前端：因為我們有誠信。而誠信是我們組織最大資產之一。

### 史都爾特·克利蘭

改變對一個歷史悠久的組織來說常常是項困難的事，就像是國際扶輪。但我們以往已作了許多的改革，諸如根除小兒麻痺等疾病計劃及基金會自身角色的增加。這些改革如何影響扶輪，同時它們曾經如何改變得更好？

### 鮑勃·斯考特

是的，當然囉，我認為大家都同意扶輪基金會已經對扶輪有極大的影響。自 1947 年以來，它已經以跳躍式地向前躍進，特別是在 60 及 70 年代已將國際扶輪真正地國際化了。

### 強納遜·馬奇約伯

當我們將根除小兒麻痺等疾病計劃列為一種全體的計劃時，有很大的對抗及反對意見。但如今每個人都認為我們的組織是一個首要的組織，簡單來說就是因為這單一計劃。它給予我們非常大的好處。是的，一旦當他們看到該效益時，人們將會喜歡最終我們的所作所為。

### 史都爾特·克利蘭

社長先生，在結論上你有什麼補充？

### 路易斯·季愛雅

我們的基金會在執行未來願景計劃之後將成為一個首要的基金會。將成為被認為有成就、有資源、有能力、有誠信，最重要的一點，在慈善、服務及和平的新世界中扮演領導的角色。

### 史都爾特·克利蘭

先生們，謝謝。

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### Luis Giay

That's why we are preparing our Foundation for a new era – the era of cooperation, the era where the non-governmental organizations will seek each other to work together, when all the resources will be, in a word, available for the good causes. And The Rotary Foundation and Rotary International are at the forefront for one single reason: because we have credibility. And credibility is one of the main assets of our organization.

### Stuart Cleland

Change is often difficult for an organization with a long history, such as Rotary. But we have made major changes in the past, such as the adoption of the PolioPlus program, and the expanded role of the Foundation itself. How have those changes affected Rotary, and how have they changed it for the better?

### Bob Scott

Yes, well of course, I think we'd all agree that the Foundation has affected Rotary immensely. Since 1947 it has gone forward in leaps and bounds, particularly through the '60s and '70s, and has made Rotary International really international.

### Jonathan Majiyagbe

When we started the PolioPlus program as a corporate program, there was a lot of antagonism and objection to it. But today everybody regards our organization as a premiere organization simply because of that single project. It's given us tremendous advantage. So yes, people will like what we're doing in the end, once they see the benefit.

### Stuart Cleland

Mr. President, do you have anything to add in conclusion?

### Luis Giay

Our Foundation after the implementation of the *Future Vision Plan* will be a premiere foundation, will be a foundation recognized for the achievements, the resources, the capacity, the credibility, and above all, and above all, the leading role in the new world of philanthropy, service and peace.

### Stuart Cleland

Gentlemen, thank you.

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