

## 2023 年國際講習會演講詞

# 扶輪夥伴關係的力量

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You know, it's been said that in today's world — marked by interdependence and rapid change — it's almost impossible to do anything alone.

各位都知道，大家都說在今日的世界——以相互依存及快速變化為特色的世界——要獨力完成任何事情幾乎是不可能的。

We see this in business, where companies are increasingly joining together to develop better products or enter new markets. And we certainly see this in the areas of global health, disaster response, and philanthropy. Because making a real difference — and having a meaningful, sustainable impact at scale — is very much about partnership. And successful partnerships are those that bring together organizations with a shared vision and complementary expertise, and where each partner has a clearly defined role and responsibilities.

我們在商業界可以看到這點，企業越來越常攜手合作來開發更好的產品或進入新市場。在全球衛生、急難救助、及慈善領域我們當然也見得到。因為要真正造成改變——產生有意義、永續的大規模影響——最重要的便是夥伴關係。成功的夥伴關係就是能夠把有共通願景、專業知識互補的組織結合在一起，讓每個夥伴都有明確的角色及責任。

Now, as district governors-elect, I am sure you are already familiar with many Rotary partnerships, including the remarkable alliance that is working to eradicate polio worldwide. A few years back, Rotary magazine ran a story about the global polio partners that broadly described the roles each plays in making the effort a success.

我確信，各位身為地區總監當選人，對許多扶輪夥伴關係都已相當熟悉，包括正在全球各地努力根除小兒麻痺的優秀聯盟。幾年前，《國際扶輪英文月刊》Rotary 刊登一篇文章描述全球根除小兒麻痺的夥伴，文中大致描述每個夥伴在促進這項行動成功當中所扮演的角色。

UNICEF was described as the Immunizer, distributing and managing the polio vaccine. CDC was the Virus Hunter, and WHO was the Strategist. And Rotary was the Advocate. And as the Advocate, we bring not only our members' business expertise to the table, but even more importantly, our passion and commitment.

聯合國兒童基金會被描述為「免疫者」，分發及管理小兒麻痺疫苗。美國疾病防制中心是「病毒獵人」，世界衛生組織是「策略家」。而扶輪是「倡導者」。身為倡導者，我們不僅帶來我們社員的商業專長，更重要的是，我們帶來了我們的熱情及承諾。

It's our determination that distinguishes us.

讓我們與眾不同的便是我們的決心。

We keep fundraising, building awareness, and placing the cause of polio eradication on the front burner for governments worldwide.

我們持續募款、促進大家認識並且讓根除小兒麻痺成為世界各國政府的重點工作。

In fact, Rotary and our partners are able to make a far greater impact than any individual

partner could achieve alone. And, when we eradicate polio through this partnership, our impact will be such that we will leave a legacy for as long as we inhabit the earth. And our ability to have greater impact through partnerships is not only possible at the global level, it is equally important at the regional, district, and club level.

事實上，扶輪與夥伴合作所能發揮的影響力，遠勝過任何夥伴獨力所能實現的。當我們透過這種夥伴關係根除小兒麻痺，我們的影響力將會留下一個只要我們生活在地球上都會存在的遺產。我們透過夥伴關係能夠發揮更大影響力，不僅在全球層次是如此，在區域、地區、及社的層級也同樣如此。

We see this with respect to our new Programs of Scale. Every year The Rotary Foundation makes a significant grant of several million dollars through a competitive process to one Rotary-led project that will have significant regional impact. Last year's winner was a partnership between TRF, Rotary District 9210, World Vision, and the Gates Foundation, and has a combined budget of US\$6 million. The program's goal is to eliminate malaria in two large provinces in Zambia.

在我們新的大規模計畫也可以見證到這點。扶輪基金會透過競爭程序，撥出數百萬美元的巨額獎助金給一項由扶輪主導、能夠在區域發揮重大影響力的專案。去年的獲獎者是扶輪基金會與 9210 地區、世界展望會、及蓋茲基金會的一項夥伴計畫，總預算達 600 萬美元。該計畫的目標是要在尚比亞兩個大省份根除瘧疾。

We see the same focus on impact in this year's winner, a partnership to improve health outcomes for mothers and children in Nigeria. It is sponsored by Rotary District 1860 in Germany, in partnership with several districts in Nigeria, as well as the Rotary Action Group for Reproductive, Maternal, and Child Health.

我們在今年獲獎者也看到同樣的影響 -- 在奈及利亞改善母親及兒童之健康的夥伴關係 -- 由德國 1860 地區，與奈及利亞數個地區及扶輪生育、母嬰健康行動團體合夥辦理的大規模計畫。

Similarly, partnerships between clubs, districts, and locally based entities and individuals can lead to greater local and more rapid impact.

同樣地，社、地區、與地方的團體及個人之間的夥伴關係可以在當地促成更大、更快速的影響力。

One example came together just a couple years ago in Bergamo, Italy. You might remember that Bergamo was ravaged by COVID-19 early in the pandemic. Testing at that time was clumsy and ineffective, and the only devices available in and around Bergamo required a particular type of swab that was increasingly difficult to obtain.

幾年前在義大利貝加莫(Bergamo)有一個這樣的例子。各位可能記得貝加莫在新冠疫情初期受到重創。當時的檢測既拙劣又成效差，貝加莫一帶當時唯一可用的設備需要使用一種特別的試劑，而且日益困難取得。

So, three Italians — a digital transformation expert, a biotechnologist, and a robotics expert at the University of Milan — worked together on a new modular way to process a large number of different swabs. But they needed immediate funding to get their project off the ground fast. And that's where Rotary District 2042 quickly stepped in.

因此，3 個義大利人——一位數位轉型專家、一位生物科技專家、及一位米蘭大學的機器人專家——共同研發出一種新的模組方法可以處理大量各種不同的試劑。可是他們需要立即獲得資金讓專案可以快速開展。而 2042 地區迅速介入。

Working in tandem with support from German Rotary clubs, they raised more than

US\$300,000 to fund a new biomolecular lab in a hospital in Calcinata, Italy. Within six weeks, they increased the number of tests per day in the Bergamo area by nearly tenfold. And what they've left behind is a facility that not only tests for COVID but will be instrumental for decades to come in testing other viruses.

在德國扶輪社的奧援之下，他們募款超過 30 萬美元，資助在義大利卡爾奇納泰 (Calcinata) 設立一個新的生物分子實驗室。不到 6 個星期，他們讓貝加莫區域每天的檢測量能增加近 10 倍。他們留下來的設施不僅可處理新冠病毒的檢測，在未來幾十年對檢測其它病毒也可發揮作用。

And so, there is no doubt that well-structured partnerships — whether at the regional, district, or club level — lead to greater impact, faster outcomes, and a greater return on investment on volunteer time and resources. But there are three other reasons why partnerships are so important.

因此，無疑地，架構良好的夥伴關係——無論是在區域、地區、或社的層級——都可帶來更大的影響、產生更快的成果、而且對志願服務的時間及資源的投資帶來更大的回報。可是還有其它 3 個原因說明夥伴關係如此重要。

The first has to do with membership.

第一個與社員有關。

And when I talk about membership in this context, it's not only about attracting new members to our organization, but also about engaging those members on projects that energize them and leverage their unique talents.

我所謂的社員，不只是吸引新社員加入我們組織而已，還要讓社員參與能讓他們感到有活力且能運用他們獨特才能的專案。

For example, after working with us on Rotary Family Health Days and our malaria campaign, Dr. Armindo Daniel Tiago, the minister of health of Mozambique, decided to join Rotary. This, by the way, is a growing trend across the African continent, as leaders past, present, and future are joining us after working with us closely.

舉例來說，在與我們合作推動扶輪家庭健康日及防制瘧疾運動後，莫三比克衛生部長阿明多·提亞哥博士 Dr. Armindo Daniel Tiago 決定加入扶輪。順便提一下，在非洲這是一個越來越增加的趨勢，過去、現在、及未來的領袖在與我們密切合作之後都加入我們扶輪的行列。

Another great example is Michel Zaffran. He directed polio eradication at the WHO. Through working with Rotary, Michel came to believe that Rotary plays a unique role in the cause he feels so passionately about. He was impressed by our accomplishments, but most important of all, he was won over by our hearts. He said that Rotary

JOHN HEWKO, THE POWER OF ROTARY PARTNERSHIPS 3

members are “the moral authority in this fight, leading with their personal engagement and resources.”

另一個很好的例子是麥可·薩佛蘭 Michel Zaffran。他在世界衛生組織指導根除小兒麻痺業務。透過與扶輪合作，麥可相信扶輪在這個他熱衷的事業扮演了獨特的角色。他對我們的成就留下深刻印象，可是最重要的是，他被我們的精神所折服。他說扶輪社員是「這場戰役的道德權威，他們以個人參與及資源來領導這場戰役。」

And so, in 2017, just a year after taking up the lead for polio eradication at the WHO, Michel joined the Rotary Club of Gex-Divonne (Pays de Gex), France. Two years ago, Michel stepped down as head of the WHO's polio eradication effort. But he continues to make a difference in

the fight by taking a role as an End Polio Now coordinator. He continues to lend his decades of expertise to a cause he believes in, only now as part of our Rotary team.

因此，在 2017 年，就在擔任世界衛生組織根除小兒麻痺工作的領導人 1 年後，麥可加入法國熱克斯－迪旺恩(Gex-Divonne)扶輪社。2 年前，麥可卸下世衛組織根除小兒麻痺行動負責人的職務。可是他透過擔任「現在終結小兒麻痺」(End Polio Now)的協調人，繼續在這場戰役中發揮作用。他持續將他數十年的經驗投入在一個他深信不疑的事業，只是現在他是我們扶輪團隊的一份子。

This is the kind of lasting change we want to bring to the world, and not just in the world at large, but also in ourselves. Because partnerships help attract incredible new members like Michel and Dr. Tiago, and energize existing members to champion vital projects and to continue to be part of our great organization.

這就是我們想要給世界帶來的持恆改變，不僅是改變這個世界，還有改變我們每個人自身。因為夥伴關係有助於吸引像麥可及迪亞哥博士這種傑出的新社員，激勵現有社員充滿活力來支持重要的專案，並持續作為我們偉大組織的一份子。

The second reason has to do with elevating our brand. And this happens in two ways.

第二個原因與提升我們的品牌有關。這以兩種方式發生。

The first is by expanding and improving our public image.

第一個是藉由擴展及改善我們的公共形象。

For example, over the past 12 years, the Prior Lake Rotary Club in Minnesota has partnered with the Shakopee Sioux Community and a local casino to present a lakefront music festival that draws tens of thousands of visitors each year. The festival raises funds for local and global projects. But it's also a steady pipeline for membership growth, and it's made Rotary well-known throughout the Twin Cities region. As a result, this one club has an impact beyond its membership size and the size of its community.

舉例來說，過去 12 年來，美國明尼蘇達州的普萊爾湖(Prior Lake)扶輪社與沙科皮·蘇族社區(Shakipee Sioux Community)及當地一家賭場合作辦理一項湖畔音樂節，每年吸引數萬名遊客。這場音樂節為當地及全球的服務專案募集資金，並成為社員人數穩定成長的渠道，使扶輪在雙子城(Twin Cities)一帶廣為人知。因此，該扶輪社的影響力超越了其社員及社區的規模。

We also burnish our public image by expanding our thought leadership. This is something every club can do. They can partner with prestigious local and regional think tanks and universities to organize events and symposiums on topics where Rotary and the partnering institution have expertise.

我們也可以擴大我們的思想領導力來提升我們的公共形象。這對每個扶輪社都是能力所及之事。它們可與有聲望的地方或區域智庫及大學合作，針對扶輪及合作機構具有專業知識的領域來辦理活動及研討會。

For example, RI and Rotarians in the Chicagoland area joined with the University of Chicago to promote specific action that communities can take to advance peace and resolve conflict. And they did this by creating a speaker series that brought together Rotary leaders, peace scholars, global leaders, elected officials, and academics. This series demonstrated something important: that Rotary clubs can be conveners of Positive Peace efforts in their communities.

舉例來說，國際扶輪及芝加哥都會區的扶輪社員與芝加哥大學合作，推動社區可以採取的特定行動來促進和平及解決衝突。他們的方法是辦理匯集扶輪領導人、和平獎學

金受獎人、全球領袖、民選官員、及學術界人士的系列講座。這個系列展示一件重要的事：扶輪社可以成為社區內「積極和平」(Positive Peace)行動的召集人。

And the third reason has to do with fundraising.

第三個原因與募款有關。

Our Rotary Foundation and most of our clubs depend on the generosity of Rotarians to provide funding for our organization's good works.

我們的扶輪基金會及我們大多數的扶輪社都仰賴扶輪社員慷慨解囊來提供資金給我們組織行善。

In other words, our membership base is extremely important for our fundraising efforts. Everything I've just talked about — creating projects with big impact, growing our public image, becoming known as thought leaders — helps us attract even more new members.

換句話說，我們的社員人數對我們的募款行動極其重要。我剛剛所談的每一件事——推動有重大影響力的專案、提升我們的公共形象、成為眾所周知的思想領袖——都有助於我們吸引更多新社員。

That in turn expands our donor base. A wider donor base means additional resources for Rotary to make an even greater difference in the world.

進而擴大我們的捐獻者人數。捐獻者人數更大意味著扶輪會有更多資源在世界創造更大的改變。

But it is more than that. We also attract outside groups that see in Rotary an attractive place to channel their donations and provide additional funds for projects that matter to us and to the people we serve.

可是不僅僅如此。我們也吸引那些認為扶輪有引人之處的外部團體，引導它們捐款提供額外資金給對我們及對我們所服務的人很重要的專案。

So now I want to tell you about one of the most dramatic and impressive examples of our fundraising efforts in recent years — and it involves Ukraine, where we raised more than US\$15 million for Ukraine relief efforts. In fact, what we have done in Ukraine truly demonstrates the Power of Partnerships and everything I have just discussed.

因此，現在我想跟各位談談在我們近年來募款行動中最戲劇化、最令人印象深刻的例子之一 --- 這涉及到烏克蘭，我們為烏克蘭的救援行動募集超過 1,500 萬美元。事實上，我們在烏克蘭所做的一切真正證明了夥伴關係的力量及我剛剛所談論的一切。

As President-elect Gordon eloquently stated in his theme address, Rotary's tireless work for peace was put on display in Ukraine and is also seen in Yemen, Afghanistan, Syria, and numerous places of conflict across the globe.

正如社長當選人葛登在他的主題演說娓娓指出，扶輪孜孜不倦促進和平的努力在烏克蘭展現無遺，在葉門、阿富汗、敘利亞、及世界各地許多衝突的地方也展現無遺。

The Ukraine conflict has dramatically demonstrated what can be done at the district and club level when we partner with other entities. But it is also a human tragedy that continues to unfold, right now, and one that each of us continues to witness in the daily news. The people of Ukraine are suffering through unimaginable hardships.

烏克蘭的衝突戲劇性地展現扶輪與其它團體合作時在地區及社的層級所能成就的事。可是這也是一場人類悲劇，而此時此刻仍繼續上演，一場我們每個人在每天的新聞中繼續目睹到的悲劇。烏克蘭人正在經歷難以想像的苦難。

Deepening those hardships is, without a doubt, a brutal Russian strategy. And it's on a scale that Europe has not seen since the Second World War. Forcing civilians to live without water, electricity, and heat in the winter — in essence, trying to freeze to death more than 40 million people — is a conscious strategy that Russian leaders and TV commentators openly — openly — brag about.

毫無疑問，加深這些苦難乃是俄羅斯的殘酷戰略，其規模在歐洲是第二次世界大戰以來首見。強迫平民在冬天過著沒有水、沒有電、沒有暖氣的生活——實質上是試圖凍死超過 4,000 萬人——是俄羅斯領導人及電視評論員公開——沒錯，公開——吹噓的刻意为之的戰略。

Blowing up hospitals, and schools, and apartment buildings, and train stations full of Ukrainian refugees fleeing the relentless shelling is a strategy.

轟炸醫院、學校、公寓大樓、還有擠滿逃離無情砲擊之烏克蘭難民的火車站是一項戰略。

Turning young children into orphans is a strategy.

把幼兒變成孤兒也是戰略。

It all adds up to horrific, horrific numbers. There are tens of thousands of dead and wounded soldiers on both sides, tens of thousands of killed or injured civilians, and hundreds of billions of dollars in destroyed civilian infrastructure.

這一切加總起來是可怕、可怕至極的數字。雙方死傷的士兵都有數以萬計，死傷的平民數成千上萬，以及價值數千億美元的民用基礎建設遭到摧毀。

We already know about the violence against women, the mass looting, the summary executions, the torture chambers, and the mass graves. And I have no doubt that we will all be stunned, stunned, at the actual figures once the war is over and all of the Russian war crimes have been uncovered and investigated.

我們已經得知有對女性的暴力、大規模劫掠、集體處決、酷刑室、及萬人塚。我深信在戰爭結束後當俄羅斯所有的戰爭罪行都會被揭露及調查後，我們都會對實際的統計數字感到震驚，我對此毫不懷疑。

And in the face of all of this, it is clear that it's in the DNA of Rotary and our 1.4 million members to do more than simply engage.

面對這一切，顯然深植在扶輪及我們 140 萬名社員體內的 DNA 決定我們不僅僅要參與，而且要做得更多。

We must respond forcefully, and we have.

我們必須給予強而有力的回應，我們也已經做到。

In addition to the US\$15 million raised in the Ukraine Disaster Response Fund, we are anecdotally hearing about the millions of dollars of additional aid that Rotary clubs and districts are sending directly to Ukraine and its neighboring countries.

除了烏克蘭災難救援基金所募集的 1500 萬美元之外，我們還聽聞扶輪社及地區將高達數百萬美元的額外援助直接送往烏克蘭及鄰近國家。

But our incredible impact is that much greater thanks to the partners who are helping Rotary alleviate some of that suffering. The projects with partners in Ukraine, the countries bordering Ukraine, and throughout the world are many, and to list them all would take

hours. But here are but a few.

可是我們令人難以置信的影響力能夠變得更大，要歸功於協助扶輪紓解部份苦難的合作夥伴。與烏克蘭、烏克蘭接壤的國家、及世界各地的夥伴合作推動的專案有許多，多到要一一列舉的話可能要好花幾個小時。以下僅舉數例。

Partners like Siemens provided a 40% discount to Rotary clubs in Ukraine, allowing our Ukrainian Rotarians to obtain mobile X-ray machines and other vital medical equipment. 像西門子公司(Siemens)這樣的夥伴提供烏克蘭扶輪社 4 成的折扣，讓我們烏克蘭的扶輪社員得以取得行動 X 光機及其它重要的醫療設備。

Hartmann donated synthetic skin to Ukrainian Rotary clubs for use in medical burn centers. 哈特曼醫療器材公司(Hartmann)捐贈人造皮膚給烏克蘭的扶輪社用於醫療燒燙傷中心。

The Ukrainian Medical Association of North America, known as UMANA, worked with Chicagoland Rotarians to arrange a club-based disaster relief grant project providing ambulances and medical equipment for 30 hospitals throughout Ukraine. 北美洲烏克蘭人醫學協會(Ukrainian Medical Association of North America，稱為 UMANA)與芝加哥都會區的扶輪社員合作，安排一項扶輪社層級的災害救援獎助金專案，為烏克蘭各地 30 家醫院提供救護車及醫療設備。

Ukraine Friends worked with the Rotary Club of Košice and the Rotary district in Czechia and Slovakia to procure and deliver ambulances and medical supplies.

「烏克蘭之友」(Ukraine Friends)與科希策(Košice)扶輪社及捷克與斯洛伐克的地區合作，採購及運送救護車及醫療用品。

One project by the Rotary Club of Warszawa Fryderyk Chopin in Poland includes a center that opened in September. The center works with partner organizations to employ Ukrainian refugees who are professional psychologists, teachers, and managers to provide mental health services for children who have been traumatized by war.

一項由波蘭的華沙斐德瑞克蕭邦(Warszawa Fryderyk Chopin)扶輪社辦理的專案包括了一個在去年 9 月開幕的中心。該中心與夥伴組織合作，聘用烏克蘭難民的專業心理學家、教師、經理人為心靈因戰爭受創的兒童提供心理醫療服務。

And I think it's wonderful that in this year, when President-elect Gordon is asking us to put a greater emphasis on mental health, we are supporting a project like this, leveraging our partners and Ukrainian mental health professionals to help children who need traumatic care the most. If we can pull this off in the middle of a war, imagine what we can do if we greatly expand our partnerships in all of the areas where we work around the world. There is no limit to what we can achieve with the right partners.

我認為在社長當選人要求我們更加重視心理健康的這個年度，我們支持像這樣的專案，運用我們夥伴及烏克蘭心理健康專業人士來幫助最需要創傷醫療的兒童，真是美好。如果我們可以在戰爭當中就做到這點，試想如果我們在世界各地在我們服務的所有區域都大幅擴大我們的夥伴關係，將可有何等作為。與適合的夥伴合作，我們將會取得無限的成就。

And so my call to action to you, this year's class of district governors-elect, is to work with your clubs and districts to make these sorts of connections and to encourage the types of partnerships we have discussed today.

因此我呼籲各位——本年度的地區總監當選人——採取行動，與你們的社及地區合作建立這種連結，並鼓勵建立我們今天所談論的那種夥伴關係。

Because when we partner with others, we increase our impact — grow and retain our membership, improve our public relations, and expand our donor base. And all of this allows us to do even more of what we do best: We take action, we change lives, and we make the world think of Rotary as people who can and will help our fellow human beings in their time of need.

因為當我們與他人合作，便可增加我們的影響力——增加與留住社員、改善我們的公共關係，並擴展我們的捐贈者人數。所有這一切都可讓我們做更多我們最擅長的事：我們採取行動，我們改變生命，我們讓世界把扶輪看成能夠且願意在其他同胞有需要時伸手幫助的人。

And that can't help but cement our legacy, as we continue to provide lasting gifts to humanity.

這必會鞏固我們的遺產，因為我們持續為人類提供持恆的禮物。

And it's within your power to continue to make that happen.

而且各位有能力繼續實現這個目標。

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