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512工作報告

2008年初預計四川省的GDP將首度超過10,000億，大家欣慶國民經濟不斷地改善。

2008年舉國歡騰籌辦奧運。

512發生大地震。

那時苗圃的管理層和國內服務部大都集中在北京培訓，會內缺人，只能在慌亂中成立簡單的委員會領導工作。

我們首先回答了幾個問題：

1. 在「教育方面的救災和恢復」是苗圃會章範圍內的工作嗎？

雖然過去在環縣旱災、普洱地震和廣東水患的災後資助教育項目，曾有會員持異議，但無論如何，這肯定是會章範圍內的工作。

2. 救災理論和情勢估計：

a. 書本上說，大凡大災難，開始時一定是資訊紊亂，破壞度和需求不準確，也不掌握物資的缺乏究竟是因為資金、市場供應不足抑或因為道路斷裂，或政府政策而無法送達。

b. 民眾熱心捐獻而持續力不足。大量的捐款也未必遵從救災需求和秩序而流向，有可能過度集中捐助了前期的救急工

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In early 2008, the GDP of Sichuan Province was projected to surpass RMB1 billion for the first time. Everybody in China was happy to see steady improvement in the national economy.

In 2008, everybody in China rejoiced in making preparations for the Olympics.

May 12 2008, a cataclysmic earthquake rocked Sichuan.

At the time when Sichuan was rocked by a cataclysmic earthquake, most of Sowers Action's managerial personnel and personnel of Sowers Action's China Services Department were receiving training in Beijing. Owing to insufficient manpower, a Committee was quickly formed to head relief tasks.

First, let us respond to the following questions:

1. Was "post-quake education relief and restoration" within the scope of work stipulated in Sowers Action's constitution?

Even though some members held different views when Sowers Action provided assistance to education projects in Huan County after the drought, in Puer after the earthquake and in Guangdong after the flood, tasks of this nature were definitely encompassed by Sowers Action's constitution.

2. Theory of disaster relief and situation assessment:

a. According to the book, after the occurrence of a major disaster, information concerning the stricken areas is always confusing at the beginning. Nobody knows what is the exact degree of damage or the exact extent of relief required. Nobody knows whether the inability to deliver relief materials to the stricken areas is resultant from a lack of knowledge about the kind of material assistance required, a lack of funds, short supply in the market, truncated roads or government policy.

b. People's enthusiasm in making donations is short-lived, large sums of donations are not necessarily used to address needs and satisfy priorities of relief. It is also possible that too much money is used in emergency relief in the early stages, hence not leaving enough funds for post-disaster reconstruction to be carried out.



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作，導致後來更需要資金的重建工作無法開展。

- c. 我們自覺缺乏經驗，但不能假設政府或其他團體充分掌握，因此，過度集中、重複資助、局部被忽略、浪費、無效率、無對口單位和地方上一些人性的黑暗面，例如逃避責任、貪瀆、謊報等，種種不合理情況都可能發生。我們需要有足夠心理準備，如何超越而不是解決這些困難，最快將資源送到有需要的人手中。
- d. 這些情況因為資助款主要跟隨媒體指向更形惡化。
- e. 因為災情嚴重，一時間集中了民眾、基金和公司的年度或慣性捐贈，將無可避免影響在災後一段長時間的捐款數字減少，更甚者，有些團體包括苗圃可能因此無法繼續運作，或在一個範圍內，例如苗圃捐款人評比需求的殷切度，認為學校重建在苗圃長期資助縣的需要度不及災區，而籌募不到足夠捐款。
- f. 我們有理由相信隨後一兩年，捐款流向災區會對苗圃的長期資助縣產生莫大的壓力，如果這是應付的代價，為了512地震，我們情願承擔。
- g. 地方政府對災後恢復各有秩序，需要競爭資源，一般首要秩序會是醫院、政府

- c. We know that we lack experience in disaster relief, but we cannot assume that the government or other organizations are capable of mastering the situation. Therefore, any mishap could happen: over-concentration of assistance in certain places, repeated assistance, certain aspects of relief overlooked, wastefulness, inefficiency, no counterpart authority and human catastrophes (for example, escaping responsibility, greed, giving false information, etc.) Psychologically, we must be fully prepared to have to surpass not surmount these problems, such that relief materials could reach the needy victims.
- d. Donors' response to media reports will aggravate such problems.
- e. Because of the serious damage caused, manpower, trust money, annual or regular institutional donations are all concentrated for use on disaster relief that lasts for a short while. Nevertheless, for a long time to come after disaster relief, the amount of donations receivable will inevitably diminish. In worse scenarios, certain organizations, including Sowers Action, may not be able to continue operation under such circumstances. Or, Sowers Action's donors may reckon the need of counties receiving long-term assistance from Sowers Action for school re-construction less urgent than that of the disaster-stricken areas, hence making no further donations for such purpose.
- f. We have the reason to believe that one to two years from now, counties receiving long-term assistance from Sowers Action will be subject under tremendous pressure as donations continue to flow to the disaster-stricken areas. If this is the cost of providing relief to areas ravaged by the May 12 earthquake, Sowers Action is willing to pay the price.
- g. Governments of different localities have different post-quake restoration priorities, creating a competition for resources. Often, the first priority includes hospitals, government infrastructure, portable water, roads, residential housing, schools and etc. Re-construction is also subject to objective constraints, including problems in transportation, manpower, technology and supply of materials; money is just one



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基建、食水道路、民房和學校等，重建還受制於客觀條件，包括運輸困難、人手、技術和材料供應，資金只是其一。於是，一次性悉數投入資金並不即時解決所有問題。

h. 因此，籌款和重建都會有一個漫長時間表。

i. 但災後重建的時間表比民眾的關注度更長。熱情度被時間沖淡，到後期籌款越困難。

j. 夷為平地的災區必須全面規劃，加上慣性災後人口流動，原來作為參考的生源數未必適用，加上增強抗震標準和物價浮動，政府匹配資金能力因中央撥款變動，一時間恐怕不能確定規劃和單價。

k. 對到災區的工作組員心理輔導是恰當的，但即時對師生的心理輔導是不恰當的，現時最需要的是維生因素，包括食物、安全居所和訊息，最難過會是第一年的512。

情況仍然煩擾紛亂，但面對訊息不全，領導就是在不確定、冒險的狀況下，計算後做出正確的決定。

因此，我們作了如下決定：

1. 雖然不確定因素眾多，但我們必須盡快確定「要做」和「能做」的事，因待救者不能久候和捐款人不會久候。

such element. Therefore, a one-time contribution of any definite sum will not be able to solve all the problems immediately.

h. For the above reasons, both re-construction and fund raising will require long-term planning.

i. Planning for re-construction will most probably last longer than the public's compassion for the quake victims, since passion dims with time. This will make fund raising at later stages very difficult.

j. Areas flattened by the quake must subject to overall planning. Since people tend to migrate from areas struck by disaster, biogenic figures originally used for reference may no longer be applicable. In view of heightened quake-resistant standards and fluctuating commodity prices, the government's ability in fund matching will change as allocation will now come from the Central; hence no planning or price quote can be ascertained within a short time.

k. It is appropriate to provide members of work teams dispatched to the disaster-stricken areas with psychological guidance. But it is inappropriate to immediately provide teachers and students escaped from the disaster with psychological guidance as what they need now are gears for survival, including food, safe housing and means of communication. The first calendar year after the May 12 quake will be the most difficult year for everybody.

In a still chaotic environment where means of communication was almost inexistant, upon calculation and deliberation, decisions made by our leaders under risky and uncertain circumstances proved to be correct.

Therefore, we had arrived at the following conclusions:

1. Despite great uncertainties, we had to decide as quickly as possible what "must be done" and what "could be done" because neither the quake victims nor donors could bear to be kept waiting.

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2. 地區幹事從北京打到災區的電話還是不通，或者斷斷續續，但初步印象是，受災面比媒體報導更廣，包括川西北和甘肅南面，甚至遠至隴東。

3. 我們的作用有兩方面：將物資投入到最少人關注的地方，引導民眾和媒體的目光轉向，將資助面擴大。

4. 我們選定了隴南作為起點，待訊息明確時再轉回川北。我們很快得到甘肅“重災區文縣”的報告，文縣學校損毀近四百間，急需臨時組裝課室估算需款七千萬。

5. 單一個文縣已經需款七千萬，而受災縣市高達幾百個，“極重災區”重建學校的需要可能以億計算。但苗圃十六年才籌兩億，擬定七千萬的目標肯定招來不自量力的謔笑。

6. 但擺在眼前的需要是七千萬，謔笑事少，卻不能因此否定了可能的機會，況且，苗圃的力量來自相信夢想。

7. 我們訂定了第一個目標為七千八百萬。

8. 立即將助學基金300萬和多年來積存的發展基金全數870萬撥作救災。

9. 為了落實計劃，一方面迅速邀請建築界的專業人士參與，召集和培訓實地考察工作組，承包長期任務，一方面組織籌款隊伍向基金介紹苗圃工作。

2. Phone calls made to the disaster-stricken areas by Regional Executives in Beijing either failed to get through or got through only intermittently. Our initial impression was that the disaster-stricken area was more extensive than what was reported by the media as it covered north-western Sichuan, southern Gansu and went as far as Longdong.

3. We functioned in two ways: delivering materials to areas receiving little public attention. Guide the public and media so that they would become aware of the neglected areas. Expand the area of assistance.

4. We selected Longnan as our starting point and routed back to Beichuan after we managed to obtain accurate information about the place. We soon received reports about the “seriously-hit Wen County” in Gansu. Almost 400 schools in Wen County were damaged in the quake, it was estimated that RMB70,000,000 were urgently needed to erect temporary (dismountable) classrooms.

5. A single county (Wen County) hit by the quake required RMB70,000,000, but there remained hundreds of counties and cities in the same situation. It was possible that the sum of money required for re-constructing schools in “worst-hit areas” would be in the 100-millions. Yet, Sowers Action managed to raise only RMB200 millions in 16 years! If we arrogantly set our target at RMB70,000,000, we might as well turn ourselves into a laughing stock.

6. The immediate need was RMB70,000,000. It was a small matter to become a laughing stock, but we could not erase the possibility of being able to raise the sum. It must not be forgotten that Sowers Action's strength came from its belief in dreams.

7. Our first target was set at RMB78,000,000.

8. The sum of RMB3,000,000 which was drawn from the education assistance trust together with the total amount of RMB87,000,000 which had been stored up for years in Sowers Action's development fund would be released for disaster relief.

9. To carry out the plan, Sowers Action invited professionals from the construction industry to undertake the long-term mission of participating in, convening and training up members of the on-the-spot-investigation teams. At the same time, Sowers Action had organized fund-raising teams to introduce Sowers Action's work to various charity foundations.



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- 10.更擬定了「天崩地震不放棄」，展示對災後重建的長期決心。
- 11.另一方面，與省市政府聯絡，或者從網上搜集資料，取得整體規劃和確定災後重建抗震規格和物價。
- 12.工作組分別從六月中出發，帶回了一份份以千萬計的學校重建計劃書和藍圖，現時累計待助學校需款已過億。
- 13.經過報導後，文縣得到香港多個團體資助和深圳對口扶持，我們則擴大到文縣外甘南和北上天水平涼定西慶陽多個“一般災區”。
- 14.臨時組裝課室因價格狂飆，教育廳改變應急措施而暫緩，我們現時全力重建永久鋼筋水泥結構校舍。
- 15.我們亦夥同工程師學會多個分部和核數師，擬向香港政府申請撥款。

512刺激了苗圃的活力，感召生命和人性的試煉，遺憾是，苗圃並沒有因此籌得足夠重建資金，而且，我們相繼向大型基金募捐失手，此時此刻，走在地震摧毀的路上，背負著萬眾期待的包袱，心情沉重而惶恐。

災後學校恢復委員會
蔡兆明

10. To show our long-term resolution in post-quake re-construction, we undertook to forge ahead even if the sky collapsed and earth ripped open.
11. We communicated with the provincial and municipal governments, searched for and collected information from the Internet, so as to draw up an overall program for post-quake re-construction, ascertain the quake-resistant specifications and commodity prices to be used.
12. Our work teams set off separately in mid-June, bringing back sets of school re-construction proposals and blue-prints bearing price tags of millions of RMB. To this date, the amount of money required to assist school re-construction has accrued to over RMB100,000,000.
13. After being reported by the media, Wen County received assistance from various Hong Kong organizations. Shenzhen was ready to match any donations made by the Hong Kong organizations. As such, we expanded our investigation into southern Gansu, went north to visit several “ordinary disaster-stricken areas” including Tianshui, Pingliang, Dingxi and Qingyang.
14. As the price of temporary dismantlable classrooms sky-rocketed, the Education Department changed its emergency remedy and announced a temporary halt in erecting this kind of classrooms. We therefore concentrated our efforts in re-constructing permanent schools with steel and concrete.
15. Together with the Institute of Engineers and auditors, we planned to apply with the Hong Kong Government for funds to assist in school re-construction.

The May 12 disaster re-ignited the lifeforce latent in Sowers Action. The only regret was that we had not been able to raise enough money to carry out all planned re-construction. Furthermore, we failed to obtain the support of sizable foundations. Walking on a road truncated by the quake, bearing the burden of everybody's expectation, my heart was heavy and I was overcome by anxiety.

Choi Shui Ming

Co-ordinator of 512 Post-quake School Restoration Committee