



總幹事

Chief Executive Officer

義務總幹事工作報告

2007-08年是苗圃發展歷程上舉足輕重的一年。最顯著的一點是助學支出達到破紀錄的5053.9萬元，全年籌募助學捐款也達到4910.4萬元(連救災助學募款)，同創新高。與此同時，行政經費支出也增加，與善款收支同步增長，這與會務發展是相適應的。

本年度明顯的轉變有：

- ✓ 會址擴充，由佐敦搬到旺角，會址面積擴大了一倍。
- ✓ 職員隊伍持續增加，香港辦公室有12位全職職員，雲南辦公室有9位全職職員。會務開支相應增加，使行政收支連續第二年出現赤字。幸而本會仍有行政基金儲備支付。
- ✓ 本會的社會認受性與知名度有進一步提高。
- ✓ 社會各界對本會工作有更大的期望、更高的要求。擁有大的能力，便要負大的責任。既是責無旁貸，也是當仁不讓。
- ✓ 首次開辦國情培訓班，以加強國內服務部職員和幹事對國家現況的認識，期有利於開展資助工作。
- ✓ 今年度人民幣持續升值對會務發展帶來的衝擊。
- ✓ 增添職員跟進資助項目，以加快資助流程，以加快助學善款的流轉，使助學基金之未分配善款比例顯著下降。如再扣減下

Report of a Non-salaried Chief Executive Officer

The year 2007-2008 proves to be crucial to Sowers Action's development history. Besides having released the record-breaking amount of HK\$50,539,000 for education assistance, Sowers Action had also managed to raise the remarkable sum of HK\$49,104,000 (including donations for disaster relief) within the period. The increase in donations received coupled with higher frequencies in funds being allocated for education assistance, administrative expenses had accordingly been increased. As Sowers Action's internal affairs and education assistance tasks developed, expenses incurred in administration would increase accordingly.

Obvious changes during the year 2007-2008:

- ✓ Removal of Sowers Action's Hong Kong Office from Jordan to Mongkok. This allowed the Office's surface area to expand by 100%.
- ✓ Continuous expansion of Sowers Action's staff body: the Hong Kong Office now has 12 full-time employees and the Yunnan Office 9. This led to an increase in administrative expenses, hence causing a deficit in the revenue and expenditure account for administration for a second consecutive year. Fortunately, Sowers Action managed to pay for all this from reserves of its administrative trust.
- ✓ Sowers Action's recognition and reputation had again been heightened.
- ✓ The public had higher expectations for and became more demanding about Sowers Action's work. Therefore, capable as it has proven itself to be, Sowers Action must not shrink from what it has been called upon to do.
- ✓ The China affairs training course was organized for the first time to reinforce the knowledge of Sowers Action's China Services employees and executive officers on China's present situation, with a view to facilitate assistance work.
- ✓ Continuous appreciation of the Renminbi (RMB) had a negative impact on the development of Sowers Action's work.

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年度的固定助學支出(中小學生和職中生活費、師資培訓、華光女中、民工子弟等),則未分配善款所餘無幾。

- ✓ 香港理工大學和北京大學共同籌建的「中國社會工作研究中心」與本會合作開展資助北京農民工子弟學校。本項目帶有探索性質,項目特色是探索「民辦公益性學校」的管理模式、改善教學質量、引進學校社工服務等。

- ✓ 與中國青少年發展基金會教師培訓中心合作,開辦系統性的鄉村師資培訓計劃。同時委託北京大學中國社會與發展研究中心,為師資培訓項目作效果評估。

- ✓ 為擴大資助地域到中國西北地區,開展了在甘肅省設立項目辦公室的註冊的前期工作。

- ✓ 向香港政府遞交意向書,協助承擔災後學校重建項目。

自5.12四川汶川大地震發生後,作為香港一個助學團體,本會在四川、甘肅等地資助興建的學校受到地震影響的情況如何?在地震發生前,本會在四川資助興建(連在建中)學校計61所,甘肅計23所,經本會職員與當地聯繫了解,沒有一所在地震中坍塌,也沒有學校師生傷亡的報告。一些位於重災區的苗圃學校受地震破壞而出現裂縫。這是本會國內服務部的歷屆幹事們努力下,建立和不斷改進資助建校工作流程。受助地區單位如不按照工作流程處事,便不能獲得本會資助。逐步樹立資助制度且嚴格執行,由此取得的成果。

- ✓ Increase in the number of employees made project follow up easy, hastening the process of assistance and circulation of donations designated for education assistance, greatly reducing the proportion of unallocated funds designated for education assistance. If sums already earmarked for education assistance in 2008-2009 (as living subsidy for students of primary, secondary and vocation-secondary schools; for teacher training, Huaguang Girls' Secondary School, children of migrant workers and etc.) were taken out, not much would be left behind.

- ✓ Sowers Action collaborated with "China Social Work Research Institute," an establishment jointly created by Hong Kong Polytechnic University and Peking University, to begin providing assistance to children of agricultural and migrant workers in Beijing. This was an exploratory project aiming to explore the management mode of "civilian-run public-welfare schools" in order to improve teaching quality and introduce to the community the service of schools, etc.

- ✓ Sowers Action collaborated with the China Youth Development Foundation to provide teaching training and set up systematic village-teacher training programs. Sowers Action had also entrusted Peking University's China Society and Development Research Institute with evaluating the effectiveness of the teacher training projects.

- ✓ To expand areas eligible for assistance to China's north-western regions, preliminary work for setting up a project office in Gansu province had been carried out.

- ✓ Sowers Action submitted a letter of intent to the Hong Kong government explaining its willingness to take on post-quake school-reconstruction projects.

After the occurrence of the May 12 earthquake in Wenchuan, Sichuan, as an organization from Hong Kong providing education assistance, what was the impact of the earthquake on schools in Sichuan and Gansu that were constructed with Sowers Action's assistance? Sowers Action provided assistance to the construction of 61 schools (including those under construction) in Sichuan and 23 schools in Gansu. After communicating with the quake-hit localities, Sowers Action's employees were given to understand that none of the schools built by Sowers Action had collapsed, and no teacher or student from these schools was reported dead or injured, even though cracks were reported to have appeared in certain schools in seriously-hit areas. Thanks to the efforts of Sowers Action's



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地震發生後，本會備受媒體關注。在5-6月期間採訪本會的媒體除了本港全部新聞報章、電視台、電台等外，還有國際媒體如英國BBC普通話台、美聯社，還有內地媒體如新華社、人民日報海外版、南方都市報、南方週末報、南都週刊、中國經營報等。新華社的採訪報導，得到中國政府官方網站和中央電視台新聞頻道的轉載。

四川和甘肅兩省受5.12大地震破壞嚴重。災區教育事業受到前所未見的嚴重破壞，估計四川有上萬所學校因結構問題需拆卸重建，甘肅需重建的學校也達六千所以上。以促進中國教育為宗旨，本會參與資助災區學校重建，實是責無旁貸。由董事局領導、各部主動配合，積極應對地發起「天崩地裂不放棄」災區重建學區計劃，呼籲香港社會各界踴躍捐款。此外，邀請香港教育評議會、學友社等聯合發起「以校助校」計劃，呼籲全港中小學校參與籌款，以一對一方式資助災區學校。

為了使會務能穩定發展，會務經費必須依靠穩定的經費收入來源。目前行政經費收入依靠名譽理事捐助，收入來源過於單一。近兩年會務發展快速，已出現連續兩年經費赤字。解決之道，按用者自付原則，向指定捐助項目的捐資者收取項目跟進費，是形勢使然，還請指定項目捐資者體諒。否則指定捐助項目愈來愈多時，會方行政開支必然隨之增加，行政經費赤字連年，最終使本會不勝負荷，會務難有持續發展，嚴重者甚至會結業收場，反過來無法再跟進已捐項目。

executive officers of the previous years in establishing the assistance school-reconstruction workflow and ceaselessly improving on it. If the local authorities/entities that were in charge of the project had failed to handle all project-related matters pursuant to the workflow, Sowers Action would not release the funds. Owing to an assistance system which was gradually built up and strictly implemented, Sowers Action was able to achieve desirable results.

After the earthquake, Sowers Action was the focus of media attention. In addition to newspapers, TV and radio stations from Hong Kong, media groups interviewing Sowers Action between May and June 2008 also included the Putonghua Channel of the British Broadcast Company of Britain, Associated Press of the United States of America and media agencies of Mainland China such as the New China News Agency, People's Daily Overseas Edition, Southern Metropolitan News, Southern Metropolitan Weekly, China Business Journal and etc. Sowers Action's interview with the New China News Agency was even re-broadcasted by official websites of the Chinese government and through frequencies of China CCTV's news channels.

Sichuan and Gansu provinces were devastated by the May 12 earthquake. Damage sustained by the education profession in quake-hit areas was unequalled in history. It was estimated that over 10,000 schools in Sichuan had to be demolished and rebuilt as a result of structural problems, over 6,000 schools in Gansu needed re-construction. Adhering to the principle of promoting education in China, Sowers Action could not shrink from the responsibility of providing assistance to schools in the quake-hit areas such that they could be rebuilt. Under the leadership of Sowers Action's Board of Directors, the various Departments within Sowers Action willingly co-operated. The project "Heaven Falling Earth Rending but No Giving Up" that aimed to rebuild the school district in quake-hit areas was created, calling on the Hong Kong public to donate generously. Furthermore, Sowers Action invited Hong Kong Education Convergence and Hok Yau Club to launch with it the "Schools Helping Schools" program, calling on Hong Kong's primary and secondary schools to participate in fund-raising and assist Mainland schools on a one-to-one basis.

Sowers Action will be able to achieve stable development only if it can secure a stable source of income to cover its administrative expense. At present, Sowers



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苗圃要進一步發展，便需要有一個穩定而有前瞻性的董事局，什麼人適合做董事？現在苗圃邁向專業助學組織發展，苗圃人已不能再抱著「誰喜歡做董事便歡迎誰來參選」的心態了。

我個人的能力和視野有限，唯靠拳拳助學心，迎難而上，邊做邊學，工作上時會出現差錯。以義務之身，幹全職之事，也必須直面問責性。多謝各位在過去九個月來的包容和批評指正。

2007-08年是具有轉捩點意義的一年，像飛機起跑加速剛離開跑道起飛的時刻。讓我們苗圃全人攜手，為開拓一個更穩、更寬、更廣的助學平台而努力。

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Action's administrative spending depends solely on donations made by the Council to the Board. But Sowers Action's rapid development in the last two years has created deficits on its balance sheet for two consecutive years. Considering the principle of user paying for the expense incurred, the viable path for Sowers Action to achieve steady development inevitably entails charging donors of designated projects for project-follow-up fees. Hopefully, our benevolent donors could see the dilemma faced by Sowers Action. Or, as the number of designated assistance projects continues to rise, expenses incurred by Sowers Action in administration will correspondingly increase, leading to never-ending deficits in Sowers Action's administrative account. This will not only burden Sowers Action and impede its development, this will even force Sowers Action to close down in the worst case scenario, leaving committed projects with no follow-up action.

If Sowers Action wants further development, it needs to have a stable and forward-looking Board of Directors. What kind of people is suitable to assume the post of Director? As Sowers Action is striding towards becoming an organization specializing in education assistance, we being members of Sowers Action must no longer carry the mentality of "anyone wanting to become Sowers Action's Director is welcome to participate in the election."

On my own, I have only limited ability and vision. Relying on my passion for education assistance, all I can do is to overcome the obstacles with hard work and learn as I work. Even though I am a volunteer, I am still accountable to Sowers Action as I have assumed this full-time post. For this reason, thank you for being so tolerant with me in the past nine months. Thank you again for your valuable comments on my work and corrections for the mistakes I have made.

The year 2007-2008 seems to be Sowers Action's turning point. It is analogous to the moment when an airplane speeds up on the runway to take flight and has just taken off the ground. Let us all, members of Sowers Action, work together to create a more stable and extensive platform for education assistance with more far-reaching ability.

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