

總幹事報告

CEO's Report



總幹事 許彬彬女士

過去一年，中國及香港的社會環境瞬息萬變，苗圃行動亦必須靈活回應社會發展。我們重思未來的發展方向，定下新的願景及使命，讓目標更清晰明確，同時重整組織架構以配合會方的發展。在這充滿挑戰中的一年，我們理出更長遠的藍圖，邁步向前。

面對內地及香港社會的持續變化，加上會方籌募捐款的困難，以及運作經費不斷上升，董事局積極部署應變，透過策略發展及籌款策略兩個工作坊，確定調整會方未來的發展策略，並將執行部門重組及精簡為資助事務部、傳訊及籌款部、人力資源及總務部、財務部及資訊科技部，在傳訊及籌款部下更設捐款發展組，集中資源及有策略地跟進和開拓新捐資者，職員亦相應調動配合。此外，本年亦在人力資源及總務部下成立了苗圃音樂團，以樂會友，既可達宣傳苗圃之效，未來亦可以到山區教導孩子，以音樂陶冶性情。

Chief Executive Officer Ms. Brianna Hui

Last year, many social changes took place in both Mainland China and Hong Kong, prompting Sowers Action to adapt and respond dynamically to the developments. After reflecting on our future directions, new visions and missions were formed with a clearer focus on our targets. We also made reforms to our organizational structure to better support its future growth. Amid a year full of challenges, we set forward a more far-reaching plan than before, and took steps to move forward.

As the situations in Mainland China and Hong Kong kept changing, it also became more difficult to raise funds and operating expense was on the rise. The Board responded to the situation proactively and through two workshops on strategic development and fundraising strategy respectively, decided to make adjustments to the future development strategy of Sowers Action. Organizational structure have been reformed and streamlined as: Project Funding Services Department, Communications and Fundraising Department, Human Resources and General Affairs Department, Finance Department, and I.T. Department. In addition, coupled with internal staff rearrangements, the Fundraising Development Committee have been set up under the Communications and Fundraising Department to help consolidate related resources, following up existing donors and reaching out to new ones. Furthermore, the Sowers Action Orchestra has been established under the Human Resources and General Affairs Department. Using music as a way to communicate, the Orchestra can not only help promote the works of Sowers Action, but also allows staff members to provide children in the mountain areas with music education in the future and use music to nurture their mind and soul.

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在新架構下，各部門的工作仍然沒有鬆懈。從財務上來看，在外圍環境不樂觀下，我們今年的總捐款收入3,842萬，助學及運作經費收入分別為3,245萬及524萬。雖然運作經費仍是入不敷支，但總捐款比去年略有增幅，其中的助學捐款增加約300萬，實在是得來不易，是各部門義工及同事共同努力的成果。除了來自資助項目的捐資者支持外，今年我們依然有不同的籌款活動，包括春節舉行的行路上廣州、復活節假期的茶馬古道、聖誕節時的童樂行，當然不少得助學長征，到江西贛南之行；為會方籌募運作經費的單車助學行，還有兩個本地活動，包括清水灣慈善高爾夫球賽及新世界百貨冠名贊助的挑戰12小時。

資助事務方面，今年我們致力於五大範疇：學生資助、師資培訓、學校及設施興建、兒童青少年福利及特殊教育。本年度董事局推薦建學校10所、宿舍和食堂、配套設施6項；資助高中學生1,171人 and 大學生220人，以及培訓老師共762人次，還有全額資助廣西南寧市苗圃行動華光女子高中（華光）及兩個兒童青少年福利項目。兒童青少年福利項目除了為困境兒童提供生活基本需要，更讓他們有上學的條件。水富苗圃兒童福利院（水富苗圃）由我們營運管理，短短兩年間院童已增至66位。而化旦尖措孤兒學校（化旦），我們則資助學校的營運費，支持98個學生上學。

從來在成功路上，總非平坦無阻。華光過去九年因校舍租約問題，已先後三遷，現校址和師生好不容易穩住數載，豈料三月又接獲通知，因城規發展，需拆卸校舍和操場，學校在來年又面臨迫遷。此外，位於甘肅的化旦，因現校舍潛在危險問題，惟土地歸屬權不在學校，不宜在現址建蓋校舍，故此現時正與學校探討興建臨時板房教室，若選優質建材，相信能用上十年，學生也能在安全的環境下學習。為

Every department spared no efforts to carry out their duties under the new structure. Financially, under unfavorable external circumstances, our total amount of received donation for the year was HK\$38.42 million, of which donations for education programs and operating expense were HK\$32.45 million and HK\$5.24 million respectively. Although we were still operating with a deficit, the total amount of donation recorded a slight increase. In particular, huge efforts were made to secure an additional HK\$3 million donation for education programs, made possible only by close collaboration between volunteers and staff members across different departments. In addition to supports from project funding, numerous fundraising activities were organized, including "Sowers Action Walk to Guangzhou" during Chinese Lunar New Year, "Sowers Action Ancient Tea Horse Route Expedition" during Easter holidays and "Sowers Action Walk for Children" during Christmas times, as well as "Long March for Education" to Jiangxi's Gannan. The "Cycling for Education" is a dedicated event for raising fund for our operating expense. Two local activities were held annually, namely "Sowers Action Clearwater Bay Charity Golf Tournament" and "Sowers Action Challenging 12 Hours Charity Marathon", the latter title-sponsored by New World Department Store China Limited.

Regarding project funding services, we focused on five core areas this year: student sponsorship, teacher training, schools and facilities construction, children and youth welfare and special education. Recommended by the Board, the construction projects of 10 schools and a total of six hostels, canteens and facilities were confirmed, while 1,171 high school students and 220 university students received subsidies and 762 teachers received training. Additionally, fully-funded projects comprised "Nanning City Sowers Action Huaguang Girls' High-School" (Huaguang) and two other children and youth welfare projects, providing the disadvantaged children with basic necessities and opportunities to receive education. Under our operation and management, the number of children taken care by "Shuifu Sowers Children's Home" increased to 66 in merely two years. We also subsidized the operation costs of Huadan Jiancui Orphan School (Huadan) with 98 students receiving education.

The road to success is always paved with obstacles. Relocated three times in the last nine years due to tenancy issues, Huaguang settled in the current site for but a few years. Yet it received a notice in March that due to town planning and development, the school building and playground will be torn down, meaning that it may have no choice but to move out next year. In Gansu, the Huadan Jiancui Orphan School was identified with potential safety risks, yet it is not the best decision to construct a building in its current site as the land ownership does not belong to the school. Therefore we have been examining whether temporary prefabricated classrooms are a feasible option. If built with quality materials, the classrooms are expected to last for up to 10 years and can create a safe learning environment for students. We have been



此，我們拜會當地的有關部門，亦與捐款人洽談，期望不久將來能解決兩所學校的問題，讓近 400 名的師生安穩學習。

我們深知，必須積極準備才能迎接新挑戰。面對新的需求，我們積極回應，推出新的資助及籌款項目。在工作組探訪學校及學生時，看到一些高寒地區的學生衣服單薄，所以我們於 2014 年開展「送心暖童心」，生產禦寒 2 合一的保暖外套一萬件。當我們親手將外套送到孩子手上，孩子們臉上展現的喜悅笑容，令馬不停蹄跑遍 40 間學校的義工及同事們感到付出是值得的。此項目的宣傳籌款亦得到各界的認同及支持，最後全數籌到外套的開支。2015 年，我們落實製作 2 萬件棉衣，希望更多孩子受惠，渡過溫暖的寒冬。

過去一年，在精簡架構下，我們仍能推陳出新，維持不俗的成績，我在此感謝無怨無悔服務的義工們，包括名譽理事、董事、執委、各部部員、籌委會等，以及堅守崗位的同事，大家形成一支強大的團隊，攜手為受助的孩子創造更美好的明天。

liaising with local authorities and reaching out to donors. We hope that the problems of both schools will be settled in the near future and the 400 or so teachers and students can carry on their teaching and learning smoothly.

It is our belief that only with the best preparation can we rise to the new challenges. In response to fresh demands, there were new funding and fundraising projects. During our working group's visits to schools in frigid areas, we meet children there living by with very few clothes. As such, in 2014 we decided to initiate the project called "Sowers Sending Love," producing 10,000 two-in-one jackets for them. The moment the jackets were handed out to the children, our volunteers and staff members were very heartened by the brilliant smiles on their faces, knowing how worthwhile and meaningful their non-stop travels to 40 schools was. This fundraising project received wide recognition and huge support, and the cost of producing the jackets was successfully covered by donation. In 2015, we have planned to produce a total of 20,000 jackets, so that more children in need can be benefited and enjoy a warmer winter.

Over the last year, under the streamlined structure, we were able to make new attempts and delivered relatively good results. I own my gratitude to all our devoted volunteers, including Council to the Board members, Board members and Executive Committee members, as well as members across every departments and organizing committees; last but not least, our team of committed and diligent coworkers. Together, we build a strong and cohesive team, working together for a better tomorrow for every child we support.