



2008-2009 年度董事局主席報告
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轉眼間苗人已育苗十七年，2008-2009年間正值國家的多難之秋：從2008年初的雨雪冰凍災難後再逢「5.12大地震」，這使得在四川、甘肅受災地區的災後重建工作任重而道遠。而此刻「苗圃行動」多年來默默耕耘所累積的助學能量與經驗正好大派用場，我會在「5.12大地震」後值得欣慰的是所有在震帶的苗圃希望小學沒有師生傷亡。這張成績單絕對要歸功於多年來一直堅守拼搏的所有會員、義工和職員，年復一年、一點一滴地貫徹執行苗圃的工作守則。

苗圃多年來所付出的努力與成績終於在這次災難中凸現出來，我會自地震災後馬上發起「天崩地裂不放棄」的募捐呼籲，同時積極配合香港特區政府災後重建，並獲得批准撥款在四川省重建兩所被地震摧毀的學校，更得到志同道合的香港工程學會與四川省青基會共同攜手承建大型的建校項目，這剛好彌補我會在工程專業上的不足。災後各大機構選擇我會為指定捐助的慈善機構，如星島報業集團海外版、國際知名的會計界楚翹KPMG(畢馬威)，其善款就是經我會作為災後資助建校之用。因篇幅有限，其他更多的善長善舉不能一一書錄，還望見諒！

自地震災後踏入一周年，各苗人與其他戰友正為各項工程如火如荼地並肩作戰之時，新的挑戰亦靜靜地站在各苗人面前：

其一、國家的併撤學校政策：因應國家的新教育方針，鄰近山區之間的併校政策現像是大勢所趨。隨之而來的形勢是：以前籌募HK\$100,000-200,000的一般山區建校項目不太難，因為各善長只需捐出以上金額便可建成安全的山區小學天堂，並可以冠名為“XX善長苗圃希望小學”以茲紀念。但此一時，彼一時，在併校後，動輒一個建校項目亦要HK\$700,000以至過百萬。

Time passes with the blink of an eye, Sowers Action (the “Organization”) has been providing education assistance to impoverished regions in Mainland China for 17 years. In the year 2008-2009, Mainland China was overwhelmed by natural disasters and human calamities. At the beginning of 2008, sleet and deep-freeze conditions had wreaked much havoc in Eastern China. But the May-12 earthquake that followed had devastated the provinces of Sichuan and Gansu to the extent that reconstructing the quake-hit areas would definitely be long and tedious. At this point, the capability and experience accumulated by Sowers Action after years of silent labor had proven to be useful, we were glad to learn that no teacher or student from Sowers Action’s Primary Schools of Hope had been killed or injured in the tremor. Having been able to achieve such remarkable results, Sowers Action must thank its staff, volunteers and members for their keen adherence to and thorough implementation of the Organization’s work principles year after year.

The remarkable results achieved by Sowers Action after years of hard work had become well-known after the disaster. Immediately after the earthquake, the Organization launched the “Heaven Falling Earth Rending But No Surrendering” “512 Never Quit” fund-raising event. Aiming to work with the Hong Kong Government to reconstruct the quake-hit areas, Sowers Action was granted funds by the Hong Kong Government to rebuild two schools in Sichuan which were destroyed by the earthquake. In order to take up these large-scale school re-construction projects, Sowers Action joined force with like-minded entities such as the Hong Kong Institute of Engineers and Sichuan Youth Development Foundation to remedy its lack of knowledge in post-quake reconstruction. After the earthquake, among hundreds of charity organizations, Sowers Action was elected by a number of international companies to be their donations’ “recipient designate.” For instance, Sing Tao Newspaper Overseas Edition and KPMG - the internationally reputable accounting firm, had appointed Sowers Action to be the recipient of the donations they had made for post-quake education assistance. Owing to limited space, it is impossible to cite all acts of generosity in this report, but please rest assured of Sowers Action’s gratitude for your support.

As the May-12 earthquake has entered its first anniversary, while Sowers Action’s staff, volunteers and members are still trying to solve with fervor problems arising from existing projects, new challenges needing to be tackled have quietly crept up:

1) China’s policy to merge and abolish schools: under China’s new guiding principles for education, the merger of schools belonging to neighboring localities in the mountainous regions is inevitable. The result of such merger: previously, it was possible to build a school in those areas with the sum of HK\$100,000-200,000. The donor had only to provide Sowers Action with the money and a primary school crowned with the donor’s name, such as “XXX Sowers Action’s School of Hope,” would safely be built. But under the trend of merger, the minimum amount required to finance the construction of a school has risen to HK\$700,000 and sometimes exceeding HK\$1,000,000.

其二、在規模和技術上建校工程比起以前的小村校大大提升：正如香港政府從「支援四川地震災區重建工作信託基金」（簡稱援川基金）中撥出HK\$1,519萬經我會資助承建兩所學校，單看銀碼便可想而知。我會自災前災後所沿用的同一班底要即時承受超高難度而又非幹不可的工作壓力。我們除了要為各參與其中的成員打氣外，還要及時評估內部的工作壓力，投入更多的人力、財力和物力資源，以防止日後可能因太繁重的會務導致任何嚴重的人為錯失。以上的隱患亦同時加深了我會長期存在的義工與受薪幹事之間的職銜比重與穩定性問題。只需在未來一、兩年內我會能逐步有效地協調雙方的容納性，苗圃以下的宏圖大計就能有信心地實踐下去：

1) 將「苗圃行動」申請為法定團體

申請成為法定團體：根據專屬條例設立《苗圃行動條例》，此舉無疑提高公眾對苗圃的信心。法團化後，法團永續存在，除非立法會以其他條例取代。

2) 成立「永續基金」

因應「法團化」後的法理性，永續基金的設立正好為社會各階層的大額助學捐款者提供一個立根於香港的助學平台，可讓他們的大額捐款在「動息不動本」的基金運作模式永續下去。

3) 「行政經費籌募委員會」（簡稱「行委會」）的成立

苗圃行動籌善款的口頭禪是：「沒有指明用途的善款將會100%直接用於助學上，我們的行政經費是另外籌的！」。籌善款易，但籌行政經費難一直以來都是不爭的事實，這亦是我會的獨特文化。成也蕭何，敗也蕭何，十七年來，各代「苗人」都不知為了籌募「行政經費」這四字流過多少心血與汗水。行政經費籌募的不穩定性會直接影響到會務的長遠健康發展，因此組織一隊有策略性、專業性和富有創造力的籌款團隊是大勢所趨。新的「行委會」的功能是為行政經費的籌募多關管道，為穩健的財政來源制定可行性策略，不單要為本年度的行政經費收入來源作導航，同時亦要為未來多留儲備，積穀可防饑。當「苗人」無後顧之憂，助學之旅將會是一件更悅心的樂事。

2) Expansion in school-size and advancement in construction technology: compared to the formerly village-built schools, the amount of money required to finance the construction of a school pursuant to the new trend can easily be deciphered from the size of the HK\$15,190,000-grant made to Sowers Action by the Hong Kong Government. This grant, which is allocated from the "Support Sichuan Quake-hit Regions Reconstruction Trust Fund" ("Support Sichuan Fund"), will only be used to finance the construction of two schools, albeit its size. Since post-quake reconstruction continues to be managed by the same people from Sowers Action who have been in charge of school construction before the earthquake, these people must now be subject to the pressure of having to take on tasks that are extremely difficult to achieve but that must be achieved in a timely manner. Besides doing its best to uplift the spirit of individuals forming the construction management team, Sowers Action must simultaneously look inward and assess the amount of pressure it must endure. To prevent over-worked personnel from committing serious mistakes in the future, the Organization must increase its manpower, and make available more money and material resources for operational use. This problem, though out of sight, may even worsen Sowers Action's long-existent conflict resultant from the amount of responsibility borne by volunteers versus the amount of responsibility borne by salaried executive officers of the Organization, and how this may affect the Organization's stability in human resources. But as long as the two sides could be reconciled in the upcoming two years and be more tolerant with each other, we could implement our grand plan with confidence:

1) Establish Sowers Action as a Body Corporate

Sowers Action will apply to become a Body Corporate, with the enactment of the "Sowers Action Ordinance" in accordance with the specific ordinances. This can doubtlessly heighten public confidence in Sowers Action. Upon becoming a statutory body, Sowers Action shall be in perpetual succession unless it is replaced with other ordinances by the Legislative Council.

2) Establish a Permanent Fund

The establishment of a Permanent Fund can provide large-sum donors with an education assistance platform originating in Hong Kong, such that their sizable donations may continue to operate permanently on the basis that only the interest income will be taken out for use while the principal will remain intact for interest generation.



4) 深化「長期跟進」對捐資者的承諾

作為一個慈善機構，完滿地執行對捐資者的承諾是理所當然的。若因為出現行政失當而導致捐資者的不滿，繼而令對方離棄本會，這不單是本會的損失，最終的受害者還是等待捐助的學童。因此，增加「售後服務 (After-Sales Service)」投放的資源和落實內部監察機制是必須的，最終是要做到讓捐資者放心，有錯漏者勇於修正方為正軌！

5) 人力資源：義工與職員穩定性

我會今日的成绩，「義工主導」是成功的主要因素，但不穩定的義工資源亦是我會的一大隱患，例如義工們過分投入而越做越殘，從而離開本會，董事局要如何整合義工的決策參與深度與職員的執行力，這將是未來的一大考驗。苗圃莊園內的每一位義務和受聘的農夫們，每人都帶著不同的意願參與其中，每年熙熙攘攘進出的農夫絕大部分都能通過自己的親身參與「育苗」的過程而達至「以生命影響生命」的理想，當農夫們看著園內的幼苗茁壯成長，自己亦因通過參與而得到個人的成長！

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呂永安

3) Establish an “Administrative Fund Fund-Raising Committee (“Admin-Fund Committee”).

Sowers Action's slogan is, “Donations not designated with a purpose will be used 100% in education assistance. Funds for Sowers Action's administrative use are raised separately.” Undeniably, it is easy for Sowers Action to raise funds for education assistance, but the same cannot be said for funds required by Sowers Action to pay off its administrative expenditure. Nevertheless, this is a culture particular to Sowers Action. Since the Organization's success and failure resides in whether it has ample funds to satisfy its administrative needs, for 17 long years, Sowers Action's staff, volunteers and members of various generations have been working their hearts out to raise funds just for the sake of fulfilling this purpose. As the unstable supply of funds for administrative use will directly affect Sowers Action's healthy development in the long-term, it is therefore necessary to form a fund-raising team that is capable of thinking strategically, professionally and creatively.

Functions of the newly created “Admin-Fund Committee” include: opening up more channels for raising funds to satisfy Sowers Action's administrative needs, formulating feasible strategies to create stable sources of income, locating income sources which can be used to pay off the Organization's annual administrative expenditure, accumulating larger reserves for the future and being prepared for the rainy days. When Sowers Action no longer needs to worry about whence comes the money to settle its administrative account, education assistance will certainly be an even more pleasant task.

4) Deepen Sowers Action's undertaking to its donors on “long-term follow-up”

As a charity organization, Sowers Action must naturally honor the undertaking it has made to its donors. If donors are upset by improper practice on the part of Sowers Action and stop supporting the Organization, Sowers Action will not be the only one to lose out in the circumstances; students awaiting assistance in their impoverished mountain abodes will be the ones to lose out most. Therefore, to relieve our donors of any doubts that they may harbor, it is necessary for Sowers Action to make an effort in improving its “after-sales service” and put into place an internal control system where errors can promptly be corrected.

5) Human resources: volunteer and staff stability

The key to Sowers Action's success is that it is “volunteer-led.” However, the unstable supply of volunteers remains one of the Organization's latent problems. There were instances where dedicated but over-worked volunteers had to leave the Organization for reasons of health. One big challenge for Sowers Action in the future lies in how its Board of Directors may limit the participation of volunteers in the Organization's decision-making process and incorporate the work ensued by all made decisions into the staff's task-execution capacity. Every single volunteer or employee laboring in the garden of Sowers Action has come with a different reason, despite the tens and hundreds of “gardeners” joining and leaving the Organization each year, the majority of them share one common ideal: personal participation in the nurture of seedlings allows them to influence others' life with their own life. Seeing that the seedlings they care for are developing healthily in the nursery, they too manage to achieve personal growth through personal involvement.

Louie LUI Wing On,
Chairman, 2008-2009 Board of Directors.

