

# 董事局報告

## Board of Directors' Report

### 主席報告

#### Directors' Report

#### 苗圃行動十八歲啦！

對所有人來講，踏入 18 歲是人生步入成年的階段。對我們苗圃各人，亦不謀而合地進入新階段。苗圃行動自一九九二年由幾名創會會員成立，到慢慢籌得第一筆善款，籌建第一間山區小學及舉辦第一次步行籌款活動－行路上廣州；回顧這 18 年的進程，就等如尋找每一代苗人的足跡，如要數苗人中的幕前幕後英雄，比目皆是，簡直可以用星光熠熠來形容。他們當中都傳承著苗人的 DNA－搭建助學平台，致力將中國人口包袱轉化為智力資源。

苗圃的不斷成長，全賴每代苗人配合中、港社會的發展趨勢，掌握時代步伐來推動會務發展。歷年代表作比比皆是，在累積三年「行路上廣州」經驗後，在 1997 回歸時就來個全城哄動的「行路上北京」。小休一會，在 2000 年開始了於本地舉行的「挑戰十二小時」。而 2004，又來一次石破天驚的「助學長征」。2007 年有橫越滇藏的「茶馬古道」；去年為大地震災後重建的「512

#### Sowers Action becomes 18 years old!

For many people, 18 years old means stepping in adult stage in human life. To the members of Sowers Action, that's what exactly stepping in a new phase. Sowers Action (the Organisation) was established in 1992 with a few founder members and gradually raised the first donation, organised the building of the first school in the mountain area and the first charity walk – "Walk to Guangzhou"; while reviewing the processes in this 18 years, it is the footprint for finding the members of each generation. If you want to count for the heroes in front of the curtain and secretly serving in the Organisation, there are many of them. Maybe you can say the heroes are starry. They heritage the DNA of the Organisation in building education assistance platform and dedicate to transform the population burden to intellectual resources.

The continuous growth of the Organisation depends on the members coping with the development trend of Chinese and Hong Kong society and grasping the time trend to promote the development of the organisation affairs. Representative works can be found every year. From the experienced gained from "Walk to Guangzhou" for three years, "Walk to Beijing" was organised in 1997, the year of Hong Kong's return to Chinese sovereignty, which made a stir to the city. After a rest, local "Challenging 12 Hours" started in 2000. In 2004, a remarkably original and forceful activity "The Long March for Education" was organised. In 2007, we had "Ancient Tea Horse Route Walkathon" which across Yunnan and Tibet. Last year we had "512 Rebuilding Walk for Education" to raise donation for relief after earthquake and "Cycling for Education" which



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助學行」，再由步行進化至用單車來籌款的「單車助學行」等等，都標誌著苗人的 DNA 所發揮的創造力，生命力和助人助己的精神里程碑。

與時並進，新一代的苗人將「苗圃行動」這片「愛心牌匾」注入「法團化」的元素。目的是通過嚴謹的香港法律程序，強化這區「招牌」的公信力，這亦意味著香港立法機構對苗圃行動 18 年來，在推行會務時的努力、嚴謹和宗旨所給予的肯定，在截稿前，申請仍在順利進行。如能預期通過，苗圃行動將於明年第一季由有限公司過渡為「法定團體」。這次苗圃的蛻變，不單只「外在」公信力得到官方肯定，「內在」自我肯定和勇於推動為苗圃建立更高、更闊的視野，在這裏我要為參與這次努力的戰友鼓掌！

中國改革開放已逾 30 年，苗圃 18 年的助學長征路，苗人亦見證著國內的基礎教育政策不斷進步。隨著自 20 年前「希望工程」成立，感召不少香港慈善團體，前仆後繼地幫助千千萬萬內地貧苦山區學童完成九年義務教育，重建無數校舍。慶幸國家不斷興盛，最新頒佈的教育政策中，其中最受苗圃行動關注的有以下兩點：

- 1) 普及九年義務教育；
- 2) 推行兩免一補，補助寄宿生生活費等。

is evolved from walking to cycling etc. These activities are the milestones for creativity, vitality and the spirit of helping others by helping oneself achieved by the members who heritage the DNA of Sowers Action.

Keeping up with changing times, the new generation of Sowers Action will fill in the element of incorporation to the Organisation, the tablet of love. It aims at strengthening the public credibility of the tablet through the precise legal process in Hong Kong. It also means the legislation gives assurance to our 18-year effort, preciseness and aims. Before the deadline of the annual report publication, the application is processing smoothly. If it is approved as expected, Sowers Action will have transition from a limited company to a statutory body. This qualitative change not only the public credibility is being assured outside by the government but also internally having self-affirmation and eager to promote and build up a higher and wider horizon for Sowers Action. I have to applause here for the members who strived hard in participating this event.

China has been reforming and opening to the outside world for over 30 years. The 18-year Long March for Education makes the members of Sowers Action witnessed the basic education policy of China is making progress continuously. As Project Hope was established 20 years ago, many charity organisations in Hong Kong were inspired and assisted thousands and tens of thousands Chinese mountain area students in poverty to finish nine-year compulsory education and rebuild many schools. It is grateful to see the country is getting prosperous. In the recent education policy announced, there are two items concerned by Sowers Action:

- 1) Nine-year compulsory education becomes universal;
- 2) Carry out the policy of "Two waivers-One subsidy" (waiving all book and miscellaneous fees and providing living subsidies) and subsidise living expenditure during lodging etc.

Under the implementation of the national policy, merging or cancellation of schools in mountain area occurs. The school construction fee in mountain area



在國策帶動下所輻動出來的現象如山區校舍拼 / 撤，山區校舍建築工程費由初期的數萬至 30 萬不等，而升至現時在縣城建校 50 萬至七、八位數字。從種種跡象顯示，政府投放資源力度加大，以往重建校舍是苗圃的「硬件」工程，這項工作或會放緩。來年會加強我們的「軟件」—「師資培訓」計劃，目的是提高山區小學教師的教學素質，從而達到槓桿效應，讓更多的山區中小學生得到良好的師資教導，校舍和配套設施方面都得到公平的教育資源。

苗圃新成立的「資助策略研究組」正正為以上新趨勢，因應國內的教育資源分配，為苗圃未來三年籌劃新的助學藍圖。繼而成立的「籌款策略研究組」，將積極構思貼心的助學項目，向社會招募。籌集善款的策略更細膩、更貼心。苗圃將一如既往，本著務實的態度，真摯地贏取捐資者的支持。

無獨有偶，隨著資策組的成立，另一個專門針對籌募行政經費的「可持續發展委員會」（簡稱「續發會」）亦於上年度成立，目的（詳見苗圃天地，2010 月刊 4 月號）是找尋穩定的行政經費來源，並制定為可行性方案。有鑑於近年察覺到行政經費將出現「結構性」赤字，其他苗圃一直賴以為生的行政經費來源亦逐漸減少。維持經費的穩定就變為當務之急。

ranged from tens of thousands to 300 thousand RMB at first and the price for building schools in county is increased to 500 thousand RMB to million or tens of million. These indications reveal that the government will allocate more resources. In the past, rebuilding school is the "hardware" project of Sowers Action and it may be slow down. Next year we will strengthen our "software": "teachers training" programme will be conducted. It aims at improving the quality of primary school teachers in mountain area to achieve lever principle so that more primary and secondary students in mountain area can receive quality education and the school building and assortment can receive education resources fairly.

The newly established "Assistance Strategy Research Group" is planning the assistance blueprint for the future 3 years according to the new trend and the education resources allocation of the country. After that, "Fund Raising Strategy Research Group" will organise intimate assistance projects enthusiastically and recruit from the society. The fund raising strategy will be more exquisite and intimate. As usual, Sowers Action will base on the pragmatic attitude and win the donors' support sincerely.

Not unique but as a double, after the establishment of "Assistance Strategy Research Group", "Sustainable Development Committee" (the Committee) was set up last year focusing administration fund raising. The Committee aims at searching stable source for administrative expenses and drawing up feasible programme. (For details, please read Sowers newsletter issue April 2010.) Because of structural deficit appears in administrative expenses recent years, other administration fund sources are minimizing. Therefore, stabilising the fund sources becomes the first imperative.

The members of the Committee mostly composed of the founder's (my) friends. The action strategy is very simple, in the next three years keeping at least 25 members in Council to the Board as the first aim. Other researching strategy will be centered on this aim. The new Sowers start from scratch. In these few

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續發會成員多來自發起人(本人)的外間朋友,行動策略很簡單,就是要在未來三年內保持每年最少有25名“名譽理事”為第一個目標,其餘總的研究性策略亦是圍繞這目標而構思。這班新苗人從零開始,在這幾個月來已循序漸進地認識苗圃的文化,結構與理想,磨劍半年,執筆之時,亦是開始出鞘之期。眾所周知,籌善款難,籌行政經費更難,讓我們拭目以待這班新苗人如何為苗圃的大後方籌集足夠的糧草,以供行政部門順暢地推行苗圃所有的“軟”“硬”件。投入更多資源於“軟件”項目上,除周詳的籌劃外,足夠的人手和高效率的辦公室設施絕對是不可或缺,有良好的政策和義工的主導,亦需要幹事/員工在問責下嚴謹地按時執行,以確保計劃執行的穩定性。在苗圃努力堅持善款與行政經費分開籌募的獨特傳統下,籌募足夠的行政經費就變得更加迫切。

綜觀2008年512大地震至今,已歷兩年有餘,從當年董事局即時決定由“助學基金”和“發展基金”撥出港幣\$1,170萬成立512救災基金,作為即時備用的應急基金。之後因應社會各界就針對512善款源源而來,總善款亦超過我們預期的港幣\$7,000萬目標。現就有關\$1,170萬緊急救災基金盈餘的\$800萬,建議撥還一般助學基金,以便

months, they learned Sowers Action's culture, structure and ideal in proper sequence. After six-month learning, it is the time for action when I write this preface. It is apparent to all that raising administrative expenses is more difficult than raising charity fund. Let's wait expectantly for the new Sowers to raise sufficient expenses for the Organisation so that the administrative department can carry out all "hardware" and "software" of the organisation smoothly. For allocating the resources of "software" projects, besides comprehensive planning, sufficient manpower and efficient office equipment are definitely indispensable. With good policies and the leading from volunteers, it is necessary for the members and staff to execute them strictly under accountability to ensure the stability of programme execution. Under the unique tradition of raising charity fund and administrative expenses independently, raising for administrative expenses becomes urgent.

After about 2 years after the May-12 earthquake, the Board of Directors decided to allot the donation from Education Assistance Fund and Development Fund amounted HK\$11,700,000 setting up 512 Earthquake Relief Fund as reserve emergency fund. After that, the society donation came in a steady stream for the 512 Earthquake Relief Fund. The total donations exceeded the expected aim of HK\$70,000,000. Now from the HK\$11,700,000 Relief Fund, there is HK\$8,000,000 surplus. It is suggested to repay the surplus to Education Assistance Fund so that the Organisation can decide future development according to the new environment of education assistance. Just as in the past, the Board of Directors will put the principles of on-site investigation, direct assistance and long-term follow-up into practice and the precious fund can be in the best use.

Having been the chairman for two years, I have witnessed the organisation affairs develops like hop skip and jump. Moreover, the Organisation received HK\$15,000,000 from Hong Kong Government's Sichuan Earthquake Relief

會方因應助學的新環境,來決定未來的發展路向。一如既往,董事局會貫徹“實地考察,直接資助,長期跟進”方針,善用每分每毫的珍貴助學善款。

在任董事局主席兩年來,見證著苗圃會務三級跳上升,更成功獲得香港政府援四川基金撥款重建兩間總值港幣\$15,000,000中、小學校。任內兩年的善款額分別是\$63,269,696和\$45,915,851的歷史新高。苗圃被中國青基會嘉許為“希望工程二十年—傑出公益伙伴”之一。一年內成功舉辦八段的512甘肅助學行,新開創的“單車助學行”亦另樹一幟。

有賴會內各會員傾情投入義務工作,各員工孜孜不倦地緊守崗位,執行所有會務的目標。最後,當然不可以忘記我們所有的捐資者。各界出錢出力的“地球村”村民,有賴你們的支持,我們才能有足夠的能源來驅動這部香港打造的苗圃助學列車。沿途各站我們將一“代代”人口包袱卸下,新的乘客將朝着“智力資源”終點站進發。

呂永安  
董事局主席

Fund to rebuild a primary and secondary school. During the 2-year term of office, the fund amounted are HK\$63,269,696 and HK\$45,915,851 which are the highest record of the organisation. Sowers Action was approbated as one of the "Project Hope 20th Anniversary – Excellent social service partner" by China Youth Development Foundation. Organising 8 walking trips of 512 Rebuilding Walk in one year was in great success. Introducing the new "Cycling for Education" was an independent activity.

Relying on every member devoting their effort in volunteer service and all staff work diligently and tirelessly to execute the aims of the organisation affairs. Finally, we should not forget our donors. Thanks for the support from the villagers of the global village from all walks of life so that we have enough "energy" to drive the education assistance train which is made in Hong Kong. Along the way of the stations, we will unload the generations of population burden. New passengers will set out to the terminus of intellectual resources.

Louie LUI Wing On,  
Chairman, Board of Directors

