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George Stokes was sent to Hong Kong by the British Christian Welfare Council to develop local youth services in 1960. He founded The Hong Kong Federation of Youth Groups, which was then established under the provisions of the Societies Ordinance in 1962 and incorporated under the provisions of the Companies Ordinance in 1970.

In the early days of its development, the Federation's aims were to promote youth services by liaising with other youth organisations and by setting up youth centres in public housing estates. In the mid to late 1960s the Federation began to expand its own services to meet the changing and specific needs of young people. In 1967, a pioneer project known as "Detached Work" was set up to help young people who were unwilling to participate in centralised activities. This was the forerunner of today's Outreaching Social Work.

In the 1970s, a Pilot Youth Guidance Project began to offer advice to young people with emotional or adjustment problems. This has expanded into the Youth Counselling Service. The Service March Project was also started at that time, aimed at promoting community service among youngsters. The School Social Work and Family Life Education services began by the late 1970s.

In 1981 the Federation revised its Constitution and set up a Service Unit to provide training for staff and members. It continued to expand, introducing new services and co-ordinating the development of premises. Youth exchange projects were initiated in the mid 1980s and study tours were arranged to a number of countries. With the setting up of the Lee Shau Kee Youth Exchange Fund in 1995, an increasing number could benefit from long-term exchange programmes in varying formats. With the change of sovereignty in 1997, ties between Hong Kong and the Mainland became more frequent and close, and the Federation began to strengthen its dialogue with Mainland colleagues through regular exchange and training programmes.

For over ten years, systematic research on youth issues and concerns has been a part of the Federation's increasing programme portfolio. The monthly Youth Poll Series and the in-depth Youth Study Series were first published in early 1993. The Youth Research Centre opened in May 1996, to extend in-depth and scholarly resources to better provide targeted services.

In September 1998, special resolutions were passed again revising the Federation's Constitution to include all necessary mandates pertaining to the operation of a school. September 2000 marked the Federation's first step into the field of education with the establishment and operation of the HKFYG Lee Shau Kee Primary School in Tin Shui Wai. In September 2006 the Federation went one step further with the HKFYG Lee Shau Kee College, a Direct Subsidy Scheme Secondary School, opening its doors in the same district.

In April 2000, Leadership 21 was set up by the Federation as a centre for the training of the city's future leaders. As a long-term investment, the Federation is also committed to setting up a Leadership Institute in Hong Kong.

The Federation began a process of performance pledges in July 1997 and has published an Annual Plan since 2001 aiming to make its work both more transparent and accountable to the public. It has also formulated a Strategic Plan for the evaluation of services and budgeting.

In 2002 the Youth Centres changed their name to Youth S.P.O.Ts (Space for Participation, Opportunities and Training). Together with u21.hk, set up in the same year, the Federation's presence in the community has increased and is more effective.

The Youth Employment Network was started in October 2002, offering job placements, training and counselling to school leavers and school dropouts. The purpose is really to nurture employability and offer practical guidance and help.

Set up in July 2003, the Partnership and Resource Development Office, focuses on seeking out corporate partners and sponsorship, both financial and in kind. This Office is especially necessary to ensure that other forms of funding might be established.

To facilitate a better understanding of young people across the border, the Federation and Peking University joined forces to set up the Youth Development Research Centre in April 2004. The Centre has produced six comparative studies on youth behaviour, social relationships and values and will continue such effort in a systematic manner.

In 2004-05, the Federation re-focused its services and a new implementation structure was set up to facilitate the delivery of ten Core Services over the coming five years. These Services are: e-Services, Employment Services, Leadership Training, Volunteer Services, Youth at Risk Services, Counselling Services, Education Services, Parenting Services, Creativity Education and Youth Exchange and Leisure, Cultural and Sports Services, all of which aim to meet the multifarious needs of today's young people. In 2009, the Core Services were expanded to 12, by including all the Youth S.P.O.Ts, as well as Research and Publications. In 2010 the 5"u-s" online platform was launched. With the uChannel, uCinema, u21 website, uPortal and uServices, connectivity with youth has been enhanced.

February 2008 marked a milestone for the Federation with the moving of all the administrative departments, and some service units into The Hong Kong Federation of Youth Groups Building on 21 Pak Fuk Road, North Point. Included in the new headquarters are Youth S.P.O.T. 21, the HKFYG Continuous Learning Centre, as well as Café 21, the first of a series of Youth Social Enterprise projects undertaken by the Youth Employment Network.

The Federation set up an Organic Farm in 2010. The aim is to promote, practically and through example, the importance of healthy living, sustainable development and environmental conservation. The Jockey Club Student Support Centre in Tai Kok Tsui and the Youth Wellness Centre inside Tuen

Mun Hospital, were both set up in January 2011. The Student Support Centre tackles the developmental needs of students, while the Youth Wellness Centre provides a one-stop clinical assessment and treatment to young people with addictive behaviour.

With the kind benefaction of Mr. Chui Pui-kun, a mansion located in Zhongshan City, Guangdong Province, on the Mainland, was donated to the Federation. The premises will now be developed into a youth training centre, with accommodation facilities, allowing young people the opportunity of overnight stays to fully participate in tailor-made programmes.



### Patron

The Hon. C.Y. Leung, GBM, GBS, JP  
Chief Executive of the Hong Kong  
Special Administrative Region  
The People's Republic of China



### Vice Patron

Sir T.L. Yang, GBM



### Vice Patron

Mr. George H. Stokes, MBE

## The Council and Committees

### The Council

#### President

Dr. Peter Tsoi Ting-kwok, JP

#### Vice President

Dr. Philip Hsieh Cheung

#### Honorary Secretary

Mr. Wan Man-ye, BBS, JP

#### Honorary Treasurer

Mr. Edward Kwan Pak-chung

#### Ex-officio

Mr. Lester Garson Huang, JP

#### Members

Mr. Andrew Ma Chiu-cheung

Mr. Wilfred Lee Chee-wah

Prof. David Lung Ping-ye, SBS, JP

Prof. Wong Hoi-kwok, BBS, JP

Mr. Chau Sai-wing

Dr. Eric Li Ka-cheung, GBS, JP

Ms. Junia Ho Suk-yin, JP

Mr. Walter Chan Kar-lok, SBS, JP

Mr. Chung Ling-hoi, BBS

Mr. Vincent Cheng Kin-yuen

Dr. Allen Fung Yuk-lun

Dr. Hubert Chan Chung-ye, JP

Ms. Clara Shek Ka-lai

#### Executive Director

Dr. Rosanna Wong Yick-ming, DBE, JP

#### Deputy Executive Directors

Ms. Yolanda Chiu Wai-kan

Ms. Amy Fung Dun-mi

### Youth Service Advisory Committee

#### Chairman

Dr. Rosanna Wong Yick-ming, DBE, JP

#### Advisers

Ms. Junia Ho Suk-yin, JP

Prof. Ngai Ngan-pun

Dr. Luk Ting-kwong

Mr. Tsui Cheung-ling

Mr. Ng Sze-yuen

Mr. George Lung Chee-ming, JP

Ms. Zuleika Mok Mo-yin

#### Members

Mr. Chan Chun-ho

Mr. Chan Kin-wang

Mr. Chan Pok-chi

Mr. Alan Koo Hoi-lun

Mr. Kwan Pui-chun

Ms. Lai Cheuk-ying

Mr. Clive Lee Ka-lun

Ms. Angelica Leung Yiu-wen

Ms. Li Chou-ngan

Mr. Benson Luk Hon-man

Ms. Claudia Ma Hoi-yi

Mr. Shum Shing-hei

Ms. Jenny Tao Chun-ni

Ms. Marina Watt Ka-yin

Mr. Yiu Lok-man

## Audit Committee

### Chairman

Mr. Wilfred Lee Chee-wah

### Members

Mr. Edward Kwan Pak-chung

Dr. Eric Li Ka-cheung, GBS, JP

Dr. Rosanna Wong Yick-ming, DBE, JP

### In Attendance

Representative of PricewaterhouseCoopers

## Committee on the Provident Fund for the Federation

### Chairman

Prof. David Lung Ping-ye, SBS, JP

### Member

Dr. Rosanna Wong Yick-ming, DBE, JP

### Staff Representatives

Mr. Sew Chang-ho

Ms. Lau Wai-sum

Mr. Leung Wai-man

Mr. Wong Hon-wah

### In Attendance

Representative of HSBC Institutional Trustee Services (Asia) Limited

Representative of RCM Asia Pacific Limited

Representative of HSBC Life (International) Limited

## Committee on the Federation-Staff Contributory Medical Scheme

### Members

Dr. Philip Hsieh Cheung (Hon. Medical Adviser)

Mr. Edward Kwan Pak-chung

Dr. Rosanna Wong Yick-ming, DBE, JP

### Staff Representative

Mr. Ronald Chu Chi-lam

## Board of Advisers of The Hong Kong Federation of Youth Groups' Lee Shau Kee Youth Exchange Fund

### Chairman

Mr. Wilfred Lee Chee-wah

### Members

Dr. the Hon. Lee Shau-kee, GBM

Mr. Michael Suen Ming-yeung, GBS

Dr. Raymond Ch'ien Kuo-fung, GBS, JP

Mr. Vincent Cheng Hoi-chuen, GBS, JP

Mr. Linus Cheung Wing-lam, JP

Mr. Peter Wong Man-kong, BBS, JP

Mr. Wan Man-yee, BBS, JP

Dr. Rosanna Wong Yick-ming, DBE, JP

## Incorporated Management Committee of HKFYG Lee Shau Kee Primary School

### Chairman

Prof. Yip Din-yan

### Members

Mr. Wilfred Lee Chee-wah

Mrs. Judy Chua Tiong Hong-sieng, BBS, JP

Ms. Ngan Suet-fong

Mr. Chan Kam-cheung, BBS, JP

Ms. Yolanda Chiu Wai-kan

Mr. Ho Wing-cheong

Ms. Lee Pak-lan

Mr. Law Yue-kwan

Ms. Ng Pui-ye

Mr. Lee Ngai-kin

Ms. Lam Kwok-ting

Mr. Lo Chun-ye

## School Management Committee of HKFYG Lee Shau Kee College

### Chairman

Prof. Wong Hoi-kwok, BBS, JP

### Members

Prof. Yip Din-yan

Mrs. Judy Chua Tiong Hong-sieng, BBS, JP

Dr. Angela Cheung Wong Wan-yiu, MBE, JP

Ms. Ngan Suet-fong

Ms. Melissa Kaye Pang, JP

Dr. Francis Cheung Wing-ming

Ms. Yolanda Chiu Wai-kan

Mr. Ho Wing-cheong

Ms. Lee Pak-lan

Ms. Ho Yan-yan

Mr. Mok Yat-fan

Ms. Eunice Poon Mee-ling

Mr. Shiu Chi-kin

## School Management Committee of HKFYG Ching Lok Kindergarten Ching Lok Nursery

### Chairman

Ms. Yolanda Chiu Wai-kan

### Members

Ms. Junia Ho Suk-yin, JP

Ms. Chen Yuk-chun

Dr. Gail Yuen Wai-kwan

Mr. Law Yue-kwan

Ms. Kitty So Shuk-fong

Ms. Chan Fung-yi



One of the aspects that I treasure most in my role as President is to learn more about the younger generation: their issues, their challenges and most of all their hopes and aspirations. This last year I have had the opportunity to attend numerous events, from film contests, to leadership programmes; educational and technological events and even a musical charity dinner!

All these visits and encounters fill me with gratitude for the work and service of the Federation, as well as the commitment and dedication of the staff, about whom I cannot say enough.

I am also deeply appreciative of all our friends and supporters in the community. Without these partnerships, so many new initiatives and established programmes would find it hard to continue. More than that, these collaborations continue to demonstrate that it is the responsibility of all of us to nurture and guide the youth of today.

I would particularly like to mention the various government departments and agencies, including the Labour and Welfare Bureau, the Social Welfare Department, the Labour Department, the Home Affairs Bureau, the Leisure and Cultural Services Department, the Education Bureau, the Innovation and Technology Commission, the Hong Kong Science and Technology Parks, the Tourism Commission, Narcotics Division, Airport Authority Hong Kong, Hong Kong Arts Development Council and Hong Kong Cyberport. I must also thank the Lotteries Fund, The Community Chest of Hong Kong, The Hong Kong Jockey Club Charities Trust, the Quality Education Fund, the Community Investment and Inclusion Fund, the Beat Drugs Fund, the Sir David Trench Fund for Recreation, the Verdant Foundation Limited, the Hung Hing Ying Scholarship and Bursaries, the Fu Tak lam Foundation, Hongkong Bank Foundation, Partnership Fund for the Disadvantaged and Au Bak Ling Charity Trust. We are equally grateful for the support from the Hang Seng Bank, Standard Chartered Bank (Hong Kong) Limited, Bank of China (Hong Kong) Limited, BOC Group Life Assurance Co., Ltd, Hopewell Holdings Ltd., Hopewell Highway Infrastructure Ltd and the Lisa's Collection.

Again, I must thank the Executive Director and all the staff. The work that they do, with passion and heart, is an example to all of us and I know that I speak for the whole Council when I say how much we admire their spirit of service.

I would also like to thank my colleagues on the Council for always being so open and so willing to participate in ensuring that the Federation continues to play a relevant and needed role in the community. Giving so freely of your time is a gift to us all.

As we look ahead, may the spirit of service continue to be a beacon of hope and assistance to all the young people of Hong Kong.

**Peter Tsoi Ting-kwok**





Even as I write this, there are changes taking place in the world of mobile technology, the Internet, communication and social media, making it seem impossible to keep absolutely up-to-date. This is the great challenge of today and one that faces not only the community at large, but more specifically those who work with young people – the great consumers and users of modern technology.

What we have discovered over the past few years is that if we cannot connect to young people through the media with which they are most comfortable, then we will not be able to reach them. If we cannot reach them, we cannot provide them with services. If we cannot provide them with services, then we lose our relevance.

Given this stark reality, the Federation has had to learn how to integrate the new forms of technology and communication, not just in our service provision, but also in how we run ourselves as an organisation. We have strengthened our internal Information Technology Unit and upgraded various management systems, both for staff and for members. Now not only do we have a staff learning portal, but we also have a sound membership management system in place, using the latest of QR code technology. We offer programmes through social media and have further enhanced our case management system as well as our online counselling, making it possible

to reach young people in real-time, no matter where their physical location. Let us not forget the continuous hardware and software updates for internal finances, planning and audits.

However, we are fully aware of the fact that in spite of all this connectivity, not all young people in Hong Kong have access to the latest in technology for learning and leisure. As such, one of the big projects for the Federation over the next year is the consolidation of the HKFYG Jockey Club Media 21 (M21). This will be a multi-media centre for young people, which provides a platform for imagination, innovation and creativity.

M21 will be made of up three parts: Media Lab which consists of the uTV, uChannel, uMobile, uCinema and u21 whereby young people are responsible for the entire production of programmes; the Media Academy which will provide training courses and skills upgrade and Media Counselling which takes counselling services into a new dimension of social media and the internet. M21 is really “All about YOUth” and we look forward to its progress and growth.

All these changes would not have been possible without the constant encouragement and advice of the Youth Service Advisory Committee. Their input and passion to see that the Federation remains relevant is what spurs us on.

The staff of the Federation also deserve a very special mention. It has not always been easy to adapt to the different technological requirements and learning, but I am so proud that they have embraced these changes with enthusiasm. It will never just be about technology in our line of work; without the people, without the heart, we could do nothing. This is why the staff remain the key.

Finally, I would like to thank the Officers and Council Members. I rely on their wisdom and experience. They are always there to offer advice and direction. I feel secure in their support and I thank them all.

In the middle of the 19th century, the American philosopher, John Dewey wrote, *If we teach today as we taught yesterday, we rob our children of tomorrow*. As we enter the second decade of the 21st century, this remains just as true.

**Rosanna Wong Yick-ming**



The Federation carried out two management reviews during the year. A five person task group led by the Deputy Executive Director (Development) was entrusted to review the performance appraisal system. The task group members paid visits to 48 service units and organised a consultation session with 471 staff participating. The subsequent amendments to the performance appraisal forms and grade demarcation took effect from 1 April 2012. New guidelines for staff appraisal were also introduced.

In order to identify key environmental issues and challenges, a review was conducted looking primarily at day-to-day operations. The purpose was to ensure that the Federation improve its environmental performance and management and after consulting with staff, a *Policy Paper on Environmental Protection* and a *Handbook on Environmental Protection* were issued.

To cope with the staff turnover and to maintain better service delivery, minor adjustments regarding responsibilities among the Supervisors were made. An up-to-date organisational chart is presented on page 104 to 105 for easy reference.

As of 31 March 2012, the Federation had a staff complement of 1,246 persons, 349 of which are temporary posts created under the training and job-placement schemes to enhance the employability of youth and to facilitate their entrance into the workforce. Alongside this category 669 staff (or 74.6%) are remunerated on contract terms, while 228 (25.4%) staff are on perennial terms.

## Internal Controls

As services expand and become more diversified, the Federation has made every effort to monitor compliance and initiate improvements to evaluate the efficiency of resource utilisation, while also managing risk. Through well defined policies and procedures, the Federation ensures that there are sufficient checks and balances in place to monitor internal controls. To further ensure continuous practice, reference is also made to best practices and industry guidelines.

During the year, the Internal Audit Office conducted compliance checks on the overall operations of eight selected service units. In addition, compliance checks were also conducted on two selected procedures for all service units and analyses were carried out on resource utilisation. The overall financial performance of the Federation was also looked at, with an in-depth review on four areas, while two other summarised findings were also prepared. With development and enhancement to the information technology systems, in particular the Human Resources Management System, issues in relation to internal controls and efficiency were also assessed. Reviews were also made to the risk management of the Federation.

As part of internal controls, the Internal Audit Office supports the Federation by functioning independently, and reporting to the Executive Director, Audit Committee and the Council on an annual basis at the end of the financial year.

## Finance

### The Federation

The total income of the Federation for 2011-12 was HK\$415,980,838. Government subvention, which totalled HK\$195,921,629, remained a major source of income. The Federation also received allocations from The Community Chest of Hong Kong, The Hong Kong Jockey Club Charities Trust and other trusts and foundations for recurrent general expenses and special projects.

The total expenditure for the year 2011-12 was HK\$388,509,651, of which 61% of the expenditure was spent on personal emoluments, 36% on other charges and 3% on rent and rates.

The Federation also received capital grants from a number of funding bodies. During the year, the following funding bodies approved allocations of HK\$33,577,540 towards the Federation:

Lotteries Fund: HK\$6,165,000

Lotteries Fund Block Grant: HK\$2,701,000

The Hong Kong Jockey Club Charities Trust: HK\$24,688,140

Sir Robert Ho Tung Charitable Fund: HK\$23,400

### Lee Shau Kee Primary School

The Incorporated Management Committee of HKFYG Lee Shau Kee Primary School was established on 30 August 2008 under the Education Ordinance. For the year ended 31 August 2011, the total income of the School was HK\$21,857,546 and its expenditure was HK\$22,074,472.

The operation of the School depends mainly on Government grants from the Education Bureau.

### Lee Shau Kee College

The HKFYG Lee Shau Kee College, operating as a Direct Subsidy Scheme Secondary School, is incorporated as a separate company, with accounts prepared up to 31 August of each year. For the year ending 31 August 2011, the total income of the College was HK\$37,614,317 and its expenditure was HK\$30,841,975.

### Designated Funds

The Lee Shau Kee Youth Exchange Fund was established from designated donations, earmarked for specific purposes at the request of the donor and operates as a separate trust.

Extracts of the audited accounts for the above can be found in the Financial Review in the Appendix. Details of the results from the operation of and financial reports and statements for the Federation, the Incorporated Management Committee of HKFYG Lee Shau Kee Primary School, the HKFYG Lee Shau Kee College Limited and the Lee Shau Kee Youth Exchange Fund can be obtained from the Federation on a per request basis.



## Staff Commendation

The achievements of the Federation could not have been possible without a dedicated and committed staff team. 61 staff members were given Long Service Awards and two staff received the Staff Commendation Award in recognition of their loyalty and outstanding performance. The award recipients were:

**35-Year Award:** Ms. Yolanda Chiu Wai-kan.

**30-Year Award:** Ms. Chan Chor-wa, Mr. Chan Wing-hung.

**25-Year Award:** Ms. Chan Shui-ching, Mr. Ho Wing-cheong, Mr. Wong Tin-wa, Ms. Frenda Lau Lai-ha, Ms. Pun Lai-fong, Ms. Janice Yuen Siu-ling.

**20-Year Award:** Mr. Leung Hong-man, Ms. Wong Man-yuen, Ms. Tsang Lee-ling, Ms. Ngai Mei-wah, Mr. Cheng Kwok-keung, Ms. Clare Leung Siu-mui, Mr. Lui Kee-chak.

**15-Year Award:** Ms. May Chan Mei-wan, Ms. Ho Wai-sim, Ms. Lui Yuen-mei, Ms. Wong Sim-fung, Ms. Cheung Wai, Ms. Chan Ka-sin, Mr. Chan Man-ho, Ms. Lam Wai-sze, Mr. Ip Yiu-yen, Mr. Wong Chun-wai, Mr. Tse Koon-man, Ms. Fan Hei-man, Ms. Chung Bik-wah, Ms. Carman Wong Kar-man, Ms. Lam Yin-shan, Mr. Hui Kim-ping, Mr. Cheng Siu-cheung, Ms. Wendy Wong Wan-toi, Mr. Mak Wing-kee, Ms. Lai Man-tan, Ms. Chan Ching-shan, Ms. Ng Oi-ling, Ms. Wong Siu-ling, Mr. Tse Kim-wah, Mr. Fung Hok-ngai, Ms. Hsu Siu-man, Ms. Wynne Lok Man-wai, Ms. Tong Sui-ching, Ms. Lam Kam-ho, Ms. Kwan Kam-mei, Ms. Choy Chun-lei, Ms. Leung Shui-yee, Ms. Sandy Fong Oi-ying, Ms. Leong Weng-I, Ms. Chow Suk-ling.



**10-Year Award:** Ms. Yiu Ng-mui, Mr. Wong Hon-wah, Dr. Lakshmi Kiran Jacota, Mr. Man Chap-mo, Mr. Fong Kwong-yiu, Ms. Irene Ng Wai-ling, Ms. Clara Yeung Sze-mun, Ms. Lo Yuen-lam, Ms. Fung Sai-wah, Mr. Chan Yu-fai.

**Staff Commendation Award:** Mr. Hui Kim-ping and Ms. May Chan Mei-wan.

## Outstanding Programme Awards and President's Award

Two Outstanding Programme Awards were given out. First prize went to the "Working Reality" of the Youth Employment Network. Second prize was awarded to the "Start the Engine" of the Extended Service for Young Night Drifters. The Awards are an in-house recognition and show of appreciation for outstanding and innovative activities organised by the different service units. The President's Award went to Youth S.P.O.T. 21 to recognise their efforts, excellent team spirit and cooperation, as well as their outstanding service delivery.

## Staff Social Committee

The Staff Social Committee, responsible for organising social and recreational activities for staff members, once again did a splendid job with the Annual Dinner. Staff members demonstrated their active and enthusiastic support of the event by the high level of participation and response. At the Speed Drinking Contest, 16 teams of three competed proving to be a real crowd pleaser during the evening.

To keep updating the latest news of the Committee, photos and posters were posted to its Facebook account. Positive feedback and encouragements were well received from staff.

The Committee was proud to form a Staff Dragon Boat Team to participate in the competition of HKFYG Cup at the Tai Po District Dragon Boat Race 2012. After a series of professional training sessions organised by the Committee, the well-equipped filled with high team spirit was able to complete the race and was the third runners-up.

Staff displayed their other sporting abilities at the Inter-agencies Basketball Tournament organised by the Hong Kong Playground Association, as well as the Inter-agencies Football Tournament organised by the Hong Kong Social Workers' General Union. The Federation men were first runners-up in the basketball tournament and third runners-up in the football tournament.

Congratulations to everyone!