



**Hong Kong Education City Limited**

**Annual Report**

**September 2009 to August 2010**

*Prepared by  
Hong Kong Education City Ltd*

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## 1. MESSAGE FROM THE CHAIRMAN AND THE EXECUTIVE DIRECTOR

2010 is the 10<sup>th</sup> Anniversary of HKECL. We launched a series of celebration, publicity, and marketing campaigns that attracted high awareness in the community. In particular, the Learning and Teaching Expo had 95 booths from 68 exhibitors, covering eLearning, assessment for learning, schools infrastructure etc... HKECL as a market facilitator, co-hosted the event with EDB, AITLE, CEATE and HKACE, which attracted over 9,000 visitors to share and learn their teaching and learning experience.

This year, HKECL piloted several new services for our long term development. These include a mobile platform, a fee payment service, and a partner matching service, to name just a few.

To encourage community sharing and contribution, HKECL carried out the second Teaching Resources Award Scheme (TRAS). This year's scheme received wider community recognition as reflected in the number of supporting organizations and submissions. In total, HKECL received 400+ applications from 144 schools. A new service: *Living Explorer Channel* was launched this year to provide multi-media resources in the area of social sciences for teachers and students. It recorded on average a monthly page view of 100,000 from teachers and students who utilized these resources for GS, PSHE, LS and Arts education. The overall site traffic is stable and increasing.

HKECL has always aimed to make a bigger and far reaching impact through working with partners and experts. With this in mind, we launched our partner service, including Matching Service, Partner Newsletter, Event Calendar and Partner Summit. These services attracted a pool of 120 new partners joining the HKECL's partner scheme to serve our education community.

Moving into the second decade of serving the education community, HKECL has renewed our vision of being the leading platform and network environment for learning and teaching, with significant international presence and strong local impact, in collaboration with partners, to:

- inspire **Students** as life-long learners through engagement and rich learning experience;
- empower **Teachers** to play a key role in leading the education community through teaching innovation, professional development, and resource exchange; and
- support **Parents** to help their child to achieve balanced and whole person development.

From a long term perspective, HKECL will continue to work on advancing learning and

teaching through a ubiquitous, technologically-driven and bi-literate - trilingual education environment, particularly for students, parents and teachers at the pre-school, primary and secondary levels; and for the development of Hong Kong.

On behalf of the Hong Kong Education City, we would like to thank our teacher, student and parent members, partners, advisors, the Board of Directors, and our staff for their commitment and generous contributions over the past 10 years. The fruit HKECL bears belong to every single one of us. And we are proud to be able to contribute to Hong Kong's education development.



Roland Chin  
Chairman, Board of Directors



Mei Mei Ng  
Executive Director

## **2. ABOUT HONG KONG EDUCATION CITY**

The Hong Kong Education City Limited (HKECL) emanated from a Quality Education Fund project to a wholly-owned subsidiary of the Government of the Hong Kong Special Administrative Region in the form of an incorporated company, with the vision of enabling teachers to better adapt to the changing curriculum initiatives through technology. The HKECL portal has been the largest professional education portal and community in Hong Kong with an active member base of over 200,000. This operation receives an annual subvention of around HK\$25 million to finance subvented activities set forth to fulfill its mission. As outlined in the service agreement with the Education Bureau (EDB), HKECL's strategic focuses are as follows:-

- A. to serve as a depository of curriculum-based educational resources;
- B. to facilitate online interaction and exchange among the teachers, students and parents;
- C. to serve as a window to allow teachers' associations, Parent -Teacher Associations (PTAs), other educational bodies and the private sector to disseminate / publicize education-related information or activities; and
- D. to bring new teaching and learning experience and methods into classrooms and home through the use of new technology such as eLearning and Web 2.0 tools under the guidance of teachers.

The following report outlines the progress made over the 2009/10 school year.

### **3. KEY INITIATIVES AND ACHIEVEMENTS IN 2009/10**

To better understand stakeholders' views and qualitative feedback on HKECL's services, a customer satisfaction survey was carried out by an independent research agency during July-August 2010. In total 540 teacher members, 545 parent members and 438 and S4-S6 student members completed the online survey. Over 80% of the interviewees expressed satisfaction or high satisfaction with the services of HKECL. About half of the teachers and parents over the past year had recommended our services to others, and more than 60% interviewees claimed that they are likely to refer the portal to others in the near future.

This year, the foci were to 1) maintain a current and relevant education resources depository; 2) drive service utilization and participation; 3) extend partner engagement and support 4) raise corporate communication and promotion; 5) enhance systems and infrastructure; and 6) explore new business area. Listed below are the major initiatives carried out during 2009/10 fiscal year.

#### **3.1 Maintain a Current and Relevant Education Resources Depository**

Resource Depository, being one of the core services, has accumulated over 14,000 resources by the end of August 2010, and generated close to 52,000 monthly page views of the resource summary page.

Listed below are the major initiatives that contributed to the results above:-

- **“Photo bank”** (圖片庫) in the Resource Depository (教學資源庫) was launched to present 530 image files in photo and clipart format for visual illustration and preparation for teaching materials. These resources were contributed by HEIs, EDB, NGOs and school teachers.
- **“Teaching Resources Award Scheme”** (數碼教學資源獎勵計劃), co-organized with the Chief Executive's Award for Teaching Excellence Teacher Association (CEATETA) and the Hong Kong Association for Computer Education (HKACE), was successfully conducted, in her 2<sup>nd</sup> year. The scheme in 2009/10 received wider community recognition as reflected in the number of supporting organizations and submissions. In total, HKECL received 419 submissions (vs. 220 from last year) from 144 schools.



- “Living Explorer” (生活探知), a new channel dedicated to support the social science area, was established to provide multimedia contents with enquiry questions, worksheets, classroom activities and references on a regular basis to address popular topics and social issues for General Studies, Personal, Social & Humanities Education, Liberal Studies, Arts Education and Physical Education.



- A series of science related resources, namely “SciTube” (科學視訊短片教學平台), “SciLearn” (新高中科學電子學習資源平台) was established, disseminating over 120 real-life video clips of science experiments. In total, 36 learning objects covering topics for Physics, Biology, Chemistry, and Integrated Science for classroom demonstration as well as self-learning were collected through numerous partners including universities, EDB sections, and commercial. 150+ secondary schools were engaged.

「《新高中科學電子學習資源平台計劃》是一個提供多個學習課件的支援平台，每個課件透過旁白、動畫、互動遊戲、練習，深入淺出地介紹課程中的數學概念，是學生在家自學的上佳途徑，亦是輔助教師課堂教學的好幫手。我期望平台能提供更多課件，涵蓋不同學習範疇及學習單位，促進學校在電子學習方面的發展。」

戚文鋒老師，中華基督教會譚李麗芬紀念中學

- To address current social and timely issues, 6 special features and 2 seasonal features<sup>1</sup> were published over the year. These features cover the topic of eLearning, Internet Addiction, Environmental Conservation, Prevention of EV71, HKCEE, Chinese New Year and Ching Ming Festival. By the end of August 2010, these features in total generated over 170,000 page views and 220 responses (voting and comments) from the community.

In 2009/10, HKECL offered a total of 18 eLearning packages to students covering numerous key learning areas, and attracted over 200,000 participations. Here below are highlights of some of the new eLearning packages that were designed and piloted at schools:-

- The “Online Question Bank” (網上試題學習平台) platform was launched to offer subject-based multiple choice questions to facilitate “Assessment for Learning”. The platform provides flexible filtering and rich reporting features which allows teachers and students to identify learning needs for further remediation activities.



In total, 15 years of Mathematics questions from Hong Kong Examination and Assessment Authority (HKEAA) were made available in the first wave provision which attracted over 4,000 students during the initial stage.

「對「網上試題學習平台」使用情況滿意，以前無論是學校提供，或是學生自費購買歷屆試題，需花的金錢及工序都不少，以數學科為例，學校要求學生購買近幾年的試題作練習之用，每年一本，一本要四十多元，而比較舊的試題則靠學生會為同學複印，各科合共的印刷費用，平均每位六、七十元，既不環保，又需要老師將題目分門別類，裁制成合適學生使用的練習，十分費功夫。在平台上要求學生於限時內完成測驗，除了可重溫、鞏固已學的課程，更可參考答對題目的學生人數，了解同學的進度。」

鄧務本老師， 聖嘉勒女書院

- Vocab Building is a theme-based platform that helped students learn and categorize vocabulary through practice exercises and revision quizzes. Theme-based resources were provided to teachers to carry out classroom activities. This service attracted 263 primary schools to participate during the first year of launch. On average, 24,000 students take part in the exercises during the project period.
- eMath – Partnering with Po Leung Kuk Chee Jing Yin Primary School, the platform offered Symmetry On-line Resources Pack for teaching and learning at primary

<sup>1</sup> Please refer to Appendix 1 for details of the features.

levels. The packages motivated students to learn and explore symmetrical features through interactive games mediated by teachers.

- 10 Mins Science – This platform aimed to support student learning of science knowledge through participating in designed learning activities and assessment tasks in daily basis with contents focusing on defined themes which will change at least once for every two weeks. The platform also supported teachers to monitor students' learning outcomes and understand individual learning differences through reviewing the assessment task results which indicate the Science literacy defined by experts from the HKIEd.

In 2009/10, HKECL has kicked start the Parent Channel revamped exercise and in this process, renewed the following services.

- Events Information (活動資訊): Enables parents to source activities for themselves and their children. A total of 2,578 activities were promoted.
- Community Service (社群服務): Provides family support and parenting services information of social service organizations. This page attracted 37 new organization registered in our network.
- Information on Further Studies (升學資訊): Provides school information including school open day and school profile to assist parents in selecting schools for their children
- Resources Depository (資源寶庫): Provides useful resources for parent in counseling children problems and social issues. 8 resources were published this year covering topics of anti-drug education, oversea study and Internet safety.
- Self-learning Award Scheme (自學獎勵計劃): Encourages parents to acquire children development and parenting skill via an online self-learning award scheme.



According to the annual user satisfaction survey, feedback of parent members towards the new channel is positive. Fine tuning of the revamp were being conducted. The revamp will be carried forward to the coming year, and the foci will be on enhancement of communication features and content mix.

### 3.2 Drive Service Utilization and Participation

Regular engagement activities were conducted to maintain close contact with school and members such as theme-based seminars, school visits, call downs, focus-group meeting, etc. Through these engagement activities, HKECL introduced resources and services,

tested run new tools and packages, collected needs and feedback, exchanged new methods for teaching and learning, etc. In particular,

- 50 school visits were made to introduce HKECL's services / projects during schools' professional development day. In total 1800 teachers were engaged through the visits. Over 10 additional theme-based seminars such as 「網上試題學習平台」簡介會, 「全方位教材」座談會, 「新高中科學電子學習資源平台」及「數理教育電子學習新思維」分享會, 「善用資訊科技 進入專業發展新領域」分享會, etc. were also organized for the specific targeted teacher groups. Whereas the annual subject talk took place in the Learning & Teaching Expo (LTE) 2010 this year. 6 sessions on HKECL's projects were conducted. These sessions engaged an additional 400 participants.
- Three pre-service teachers seminars relating to career development 「準教師職前啟導座談會」 were conducted at Hong Kong Baptist University, the Hong Kong Institute of Education, and the University of Hong Kong. The seminars were well-received with over 410 participants. Over 300 new pre-service teacher members were recruited through these activities.



- In addition the above, HKECL has also been actively taking part in teacher professional development events conducted by other professional bodies, such as the two sharing sessions on HKECL's projects (eMath platform and TRAS) conducted during the TPESM organized by QEF and a briefing on HKECL's services during the Teacher Induction Programme.

To encourage online participation, HKECL rolled out a few campaigns that engage with its stakeholders:-

- "InnoCircle" (科創圈) was set up as a blog to share with teachers and students innovative ideas and hot topics of mathematics, science and technology. 8 advocates were engaged as celebrity writers in the first wave development which generated over 20,000 page views within 3 months.

- eWorks (創作天地), established for 8 years, aims to encourage secondary students to write and share. This year, the platform attracted 2,269 writing submissions, in which 1,840 submissions were published. These submissions attracted another 1,000 comments, 1,500 ratings, and over 783,000 page views
- The third year “IES Award Scheme” (第三屆專題探究獎勵計劃頒獎禮) co-organized with the Hong Kong Institute of Education, the Hong Kong Liberal Studies Teachers’ Association, and Sing Tao, was successfully carried out for secondary students with the aim of training up students’ independent enquiry skills. In total, the scheme received 180 submissions (vs. 132 from last year) from 105 schools. The judges’ comments were very positive and the scheme is well recognized in the Liberal Studies teacher community.
- To celebrate HKECL’s 10<sup>th</sup> Year Anniversary, Small Campus has launched a series of interactive online activities for primary students in June 2010, including 「我最喜愛的小校友」, 「21世紀小校友造型設計比賽」, and 「我最喜愛的小校園小遊戲」.



By the end of August 2010, 4512 votes and 3,274 votes were received in 「我最喜愛的小校友」 and 「我最喜愛的小校園小遊戲」 respectively. 「21世紀小校友造型設計比賽」 received 350 submissions. The series will carry on 「小校友填色比賽」 and 「小校友造型優秀作品選舉」 in the 2010/11 school year.

- The forum system has been revamped to enhance the usability of existing forum system and also provide more customization and sharing options to users and moderators. Pilot run has been carried out on July 2010 and all the existing forums would be migrated to the new system to boost up the response rate in the coming year, since many teacher forums were closed down over the year leading low response rate. The tighten up of content monitoring of Small Campus forum by removing invalid or irrelevant response also led to negative growth.

### 3.3 Extend Partner Engagement and Support

With the additional resource invested into building partnership, HKECL launched its partner service, including Partner Portal (企業會員專區), Partner Matching Service (電子學習伙伴配對服務), Partner Newsletter (教城伙伴通訊), and Partner Summit (教城合作伙伴會議). These services attracted a pool of 120 new partners (vs. 30 from last year) joining the HKECL’s partner community.



The annual event “Partner Summit 2010” was organized in mid-June this year, engaging SMEs, government departments and school representatives to share views under the topic of「中小企如何從新世代教育模式開拓商機」. The event was well received with 190 participations.



### 3.4 Raise Corporate Communication and Promotion

HKECL rolled out a series of corporate marketing campaigns targeting at improving HKECL’s image, brand awareness and ensuring that EdCity service is widely communicated to the various stakeholders.

- Year end service usage statements were sent to all member schools in June, to provide information about HKECL’s projects the schools enrolled in 2009/10 school year, so as to assist schools’ planning for the next year.
- HKECL service brochures and service application form were sent to the principals, vice-principals and curriculum development officer of all schools (member and non-member). Through this communication alone, application forms



from 175 schools were received which helped HKECL to plan its resources in the new fiscal year.

- Riding on the theme of 10<sup>th</sup> anniversary, HKECL rolled out a series of campaigns, highlighting its achievements and renewed position in the education community. These activities include a press conference to kick start the 10<sup>th</sup> year anniversary of HKECL, the “10 in the city” photo competition, the “Amazing EdCity” city orienteering campaign, “A Decade of Hong Kong” essay writing competition, and “Learning & Teaching Expo 2010”. Over 50 pieces of on target media coverage were clipped. The 10<sup>th</sup> anniversary campaign series were well received by the teachers,



students and general public. Here below are some of the highlights:-

- “A Decade of Hong Kong” essay writing competition - The writing competition received 889 submissions. 124 awarded and quality submissions were uploaded to the platform for review and comment.
- “10 in the city” photo competition - Celebration message of HKECL 10<sup>th</sup> anniversary reached over 100,000 Facebook users through this competition. 914 submissions on the topic of “10 in the city” were received.
- “Amazing EdCity” city orienteering campaign - 10 school teams were drawn from the applications to participated in the campaign, making use of the information available in HKECL’s website to complete 10 OLE tasks. The project blog recorded over 22,000 page views and 700 comments.



- The first Learning & Teaching Expo was organized from 13 to 15 July 2010. A total of 9000+ visitors, 95 exhibition booths and 54 seminar sessions were recorded.

*“The event was great. It built a platform for vendors/ operators and content provider to have much more understanding on this educational segment.”*

~ CSL

*“The LAT Expo was greatly organized! We do looking forward to the future opportunities to join in the Expo again.”*

*~ Ocean Park Academy*



- To facilitate communication, HKECL has also piloted an incentive scheme that awards teachers for updating their profile with HKECL. Three incentive campaigns were conducted which attracted the participation of 4,000+ teachers. In addition, 450 schools had also updated their profile with HKECL through the year end service usage statement exercise and customer service phone support.

### **3.5 Enhance Systems and Infrastructure**

In 2009/10, emphasis has been put on streamlining operations, improving user experience, shortening the development cycle, improving efficiency and strengthening business intelligence.

- Membership and School Administration System enhancement
  - In respect to the community’s rising concern around personal data privacy, HKEdCity reviewed the personal data collected from our users during account registration. In the area of student accounts registration, starting from the new academic year in 2010-2011, Student Registration Number (STRN) information is no longer a compulsory filed since such information is highly sensitive. With this change, a new set of code Student Registration Number (RegNo) is introduced. The workload of IT coordinators is also reduced since the RegNo is unique in school and can be easily maintained across different platforms such as school intranet and WebSAMS.
  - With the enhanced School Administration System, schools can now update their school profiles throughout the year with the changes reflected in real time. Schools can also publish useful contact information such as school name, school type, contact information and school website to the centralized school map at the HKEdCity website.

- The School Administration System has also been enhanced with a new flow of teacher account affiliation that by providing either the registered e-Services email or HKEdCity user ID of teachers, affiliation invitation will be sent to those teacher accounts enabling teachers to participate in school base activities.
- During the year of 2009/10, over 60 projects in various scales have been developed or revamped on the EdCity portal. HKECL has arranged several term-contract based software houses and engaged them in familiarizing the standard and practices of the EdCity platform.
- In addition to above, in view of the popular demand of mini-projects and features portal, a content management system has been developed so that users can maintain their content on DIY mode under an established framework with facilities to interface with EdCity membership and common Web 2.0 elements such as comments, rating, etc.
- To improve the visibility of user pattern and usage of EdCity services, business intelligent elements have been built into various services to monitor and track usage and also flag irregularities.
- On services side, the video platform has been upgraded to support embedding and streaming video on a wide variety of platforms. The platform also provides facility for encoding and user right management of video by users which further streamline the work-flow of disseminating video type resources on the EdCity platform.

### 3.6 Explore New Business Area

Surrounding the evolving needs of the community and availability of technology, HKECL invested in the following areas to explore new service potential for the education community, namely the Mobile HKedCity Service and EdMall e-Commerce Service.

#### Mobile HKedCity Service

- To explore the usage pattern and acceptance of HKedCity services on the popular mobile platform, a mobile HKedCity channel has been established providing up-to-date educational event information to different target users (Teachers, students & parents). The channel also provides School Map and School Open Day information for direct access from mobile device. HKECL would continue to monitor the usage of these services and utilize such information for future service enhancement and development.



## EdMall e-Commerce Service

To gauge stakeholders' expectation and gain their support in this new area, HKECL established e-Learning Advisory Councils with members representing stakeholders of teachers, parents, content providers, e-Learning associations and the industries.

To strengthen HKECL's role as a market facilitator, different actions and initiatives have been carried out to promote EdMall's business positioning and services and to evangelize the industry. Through the various actions taken, we have established contact with 123 potential vendors. Key deliverables related to EdMall were:-

- An online platform providing Partner Matching Service was launched in February 2010 to help schools and commercial company to find partners to develop e-Learning related projects.
- An EdMall prototype was developed in May and presented to the public and the industry through seminar presentations and booth demonstration in Learning & Teaching Expo (LTE) 2010.
- Since DRM is one of the core services EdMall provided to the industry, 6 DRM workshops were organized this year to collect user requirement. There were 2 primary schools, 3 secondary schools and 1 teacher association joining the workshops and having tested 3 DRM solutions. This exercise helps confirm our DRM service scope and understands the service scope of the major DRM solutions.
- Two e-Learning Resource lists, for Primary and Secondary level respectively, with 107 resources provided by 23 publishers were consolidated and distributed in Learning and Teaching Expo 2010.



## **4. CORPORATE GOVERNANCE**

Operated largely with the support of government funds, HKECL places strong emphasis on upholding good corporate governance. In 2009/10, HKECL formulated and reviewed a number of policies and procedural guidelines for corporate governance purpose, and established good governance framework and practices in the respective business areas.

### **4.1 Governance Structure<sup>2</sup>**

The presently nine-member Board of Directors, appointed by shareholders to serve in their personal/ official capacity, is the highest body which manages the business and strategic development of the Company and ensures its operation in compliance with the statutory requirements, especially those stipulated in the Memorandum and Articles of Association. Below one tier, the Executive Committee, is chaired by an official director to monitor and give advice on the company's operational matters regularly. During the period, three Board Meetings and five Executive Committee Meetings were held respectively with high participation rate of 88.8% and 100% respectively. One director who had served the Executive Committee since its establishment in 2005 has also retired from the Board. Declaration of interest has been made by directors for the year. No director receiving any remuneration during their tenure so far.

### **4.2 Policies Formulation**

HKECL has been taking steps to enforce internal control and risk management processes, as well as facilitating internal operation and systemizing the workflow. In addition, a number of policies have been revised or newly formulated during the year, including the Performance Appraisal Policy and Guidelines, Code of Conduct, Salary Review Policy. The Policy on Individual Service Providers and Employee Award Policy were also formulated to systemize the workflow in engaging freelancers/ consultants and recognize employees who have served the Company for a number of years respectively.

### **4.3 Office Accommodation**

With the support of EDB, HKECL has confirmed to have an obsolete school site in Shatin as HKECL's office location upon the expiry of its current lease with Cyberport Ltd. The architectural consultant has been appointed by EDB to be in charge of the renovation project. The new facility will house the entire HKECL operation and offers venue for external events. Renovation work will kick start in 2010/11 with the estimated completion date of August 2011.

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<sup>2</sup> Please refer to Appendix 3

#### **4.4 Human Resources**

To support the business objectives, HKECL continues to evolve and transform itself into a more professional and efficient business operation by building up a team of professional staff and streamlining internal operations and processes. HKECL maintained the total headcount at 57 in 2009/10. On 1 September 2009, there was a restructuring in HKECL in which the Business Development Division has been established to develop the online platform for EdMall service<sup>3</sup>.

HKECL has also carried out a number of HR projects which emphasized on facilitating staff professional development and growth, creating an accountable and collaborative corporate culture as well as reinforcing competitive/ performance-based remuneration and benefits packages. The key projects include staff development day, in-house training programs on influencing, negotiation skills and project management skills, mentorship program, employee satisfaction survey, pay trend analysis and a series of staff activities.

#### **4.5 Financial Status**

The overall financial status of the Company in 2009/10 was healthy and steady. The total income and expenditure of subvented activities was \$31.9 million. As of 31 August 2010, the Company had a total non-current asset of \$5.4 million and current assets of \$7.6 million. The net assets of the Company amounted to \$1.7 million. The Company's liquidity was in very good condition throughout the year as cash and deposits at bank amounted to \$6.3 million by the end of the financial year. With \$6.4 million unused subvention carried forward to 2009/10 as reserve, \$3.1 million has been used for different projects as approved by the Board and the reserve to be carried forward to 2010/11 is estimated to be \$4.1 million<sup>4</sup>.

Wong Lam Leung & Kwok C.P.A. Limited was reappointed as the auditors for this fiscal year in May 2010 and such reappointment would be formally endorsed annually in May. The annual external audit and compliance audit for the year-ended 31 August 2010 was conducted in October 2010, while the annual stocktaking exercise was also carried out for all assets. All financial practices were certified compliance with the statutory requirements. The audited report is extracted as Appendix 5.

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<sup>3</sup> Please refer to Appendix 4

<sup>4</sup> Please refer to Appendix 5

## 5. Looking Forward

Moving into the second decade of servicing the education community, HKECL has renewed its vision of being the leading platform and network environment for learning and teaching, with significant international presence and strong local impact, in collaboration with partners, to

- inspire Students as life-long learners through engagement and rich learning experience;
- empower Teachers to play a key role in leading the education community through teaching innovation, professional development, and resource exchange; and
- support Parents to help their child to achieve balanced and whole person development.

Building on the foundation laid down over the past, HKECL will continue to invest in refining the learning and teaching resources quality, relevance and usage, expand its service reach to the surrounding regions, strengthening its role as a market facilitator and eLearning enabler. Specifically in 2010/11, HKECL will focus on:-

- Securing high-quality content and good practices from trusted local and international sources;
- Service expansion through [www.edcity.asia](http://www.edcity.asia) and [m.hkedcity.net](http://m.hkedcity.net) platforms;
- Establish strategic alliances in the community; and
- Support eLearning through EdMall platform.

From a long term perspective, HKECL will continue to work on advancing learning and teaching through a ubiquitous, technologically-driven and bi-literate - trilingual education environment, particularly for students, parents and teachers at the pre-school, primary and secondary level; and for the development of Hong Kong.

## APPENDIX 1 – SEASONAL AND SPECIAL FEATURES OFFERED IN 2009/10



- Special feature about “eLearning” (「電子學習全接觸」專題): Launched in late October 2009, it provided information, models and cases for eLearning. Stakeholders were invited to exchange views in the eLearning blog (電子學習多聲道).



- Special feature about “Internet Addiction” (「網」顧他人專題): Launched in early February 2010, it provided information, cases of internet addiction, teaching resources, and reference links to guide teachers, students and parents to use the Internet safely.



- Seasonal feature for the “Chinese New Year” (農曆年特輯：虎虎生威): Launched in early February 2010, it celebrated the Year of the Tiger, introduced the festive season, and suggested students how they could spend the pocket money and the holidays.



- Seasonal feature for the Ching Ming Festival (慎終追遠話清明): Launched in late March 2010, it introduced the originality and culture of showing respect to family ancestors, and provided teaching resources for teachers, parents and students.



- Special feature that support “the last cohort HKCEE students” (一期一「會」cum 中五放榜全攻略): Launched in early March, it provided advices to students (contributed by Hok Yau Club) for examination preparation. The feature was modified later to offer information and resources regarding school admission, career guidance and pathways for S5 graduates.



- “Environmental conservation” special feature (2010年世界環境日:多樣生物。唯一地球。共同未來): Launched in late May, it explained the negative impacts induced by the climate change, and urged us to take immediate action to protect the environment. Concepts such as “Low Carbon Economy”, “and “Polluters Pay Principle” were introduced in the feature.



- Special feature in response to the outbreak of the EV71 (慎防手足口 毋懼腸病毒): Launched in early July, it provided general information, knowledge about food and mouth disease, tips to parents as well as resources to teachers.



- Special feature in response to HK tourist tragedy at Philippine (致菲律賓遇難者及家屬 - 給您們送上衷心祝福): Launched in late August, it offered space for mourning and expressing blessing towards the victims, as well as provided advice to help teachers and parents in counseling children regarding the incident.

## APPENDIX 2 – NON-SUBVENTED PROJECTS

### (1) READING AMBASSADOR AND READING CONTRACT (RARC) PROJECT

Recognized by the impact brought to the community in reading promotion, HKECL has been awarded by SCOLAR a total of HK\$7 million to carry on with the Reading Ambassador and Reading Contract (RARC) project in 2009/10 and 2010/11. Over 200 project schools were recruited and trained while the World Book Day Carnival was conducted in April to allow participating schools to showcase their efforts. As a closure to the school year engagement, two “Reading Ambassador Graduation Ceremonies” were conducted in the Learning & Teaching Expo 2010 in mid July. Over 200 teachers, students and parents attended the ceremonies with Leader Reading Ambassador Sharing Session and Little Reading Ambassadors performance. The programmes and activities were anchored in the [Reading City](#) website. Listed below are the major programmes and events conducted in the school year 2009/10.

- **Reading Ambassador Programme** (「閱讀大使」計劃) – 2,500 Reading Ambassadors have been recruited in 2009-2010 school year. 140 sessions of school-based training workshops for parent and secondary student Reading Ambassadors were conducted in 79 schools. 24 training sessions for primary student Reading Ambassadors were arranged in 4 schools, in order to equip the students with the skills to host reading club activities. A series of support including book loan service, reading club handbook and lesson plan were provided.

- **Little Reading Ambassador (LRA) Programme (Pilot)** – This pilot programme aimed to promote reading in primary schools. Two consultants from HEIs were engaged to offer English reading and Chinese reading training workshops for the 87 LRAs in four pilot schools. Students were coached to use multiple ways to promote reading such as storytelling, adapting books into dramas, read-aloud, reading games, and peer sharing.



- **Reading Contract Programme** (「閱讀約章」計劃) – (a) The “School Year Reading Contract” programme was launched in October 2009 and attracted over 79,000 student participation. They were encouraged to commit a “reading mission”, that is, to read at least 3 books a month for at least 4 months during the school year. (b) The “Summer Reading Contract” programme attracted over 190,000 students from 266 primary and 62 secondary schools.

- **Reading Board (閱讀壁報板)** – Three types of reading board: Primary School Reading Board, Secondary School Reading Board and Boundless English Campus Board were provided to schools. 5 issues of reading materials for each board were published this year.



- **Online Reading Club (ORC) (網上讀書會)** – An online platform was provided to schools to promote “Read and Share” culture and facilitate self-learning among students, teachers and Reading Ambassadors. 391 project school establish their ORC to share reading experiences with the communities.
- **Star Reading Award Scheme (星級閱讀獎勵計劃)** – The Scheme aimed to nurture the reading habit of students during Easter holiday and to enhance their learning ability through reading and answering questions online. This year, the Scheme attracted 23,072 students from 182 schools.
- **Ten Book Selection (十本好讀)** – To encourage students to read online, a “trial-read” scheme was promoted at the HK Reading City website. This scheme was supported by local publishers which provide one-tenth excerpts of each book. Students could vote for their 10 favourite local titles and local authors annually through voting campaign “Ten Book Selection” set up at the HK Reading City website. This year, the Scheme engaged 11,714 votes from 340 schools.

- **World Book Day Carnival (悅讀大本營-世界閱讀日活動)** – The carnival aimed to motivate the community to support the World Book Day and to draw wider awareness of reading among school principals, teachers and students. A series of reading programmes such as showcases of school reading clubs, reading dramas, sharing sessions by Leader Reading Ambassadors, book exhibition, game booths and a book exchange corner were held. A total of 735 students, teachers and parents from 16 secondary schools and 24 primary schools were engaged, with an average evaluation score of 4.03 out of 5. Two new programmes were launched in the Carnival:-



- Through the “School Support Campaign” (學校響應) at the World Book Day Carnival website, schools could show support to World Book Day, and shared ideas for their school reading activities. In return, supporting

schools could download “Game packages” from the HK Reading City website which include game ideas and reading materials to help teachers organize reading activities.

- A book sharing activity “Book Sharing and Photo Taking Activity” (拼貼心頭好) was organized around World Book Day. It aimed at encouraging students to share their favorite books simply by taking pictures with the book and friends or family, and share the photo at the Carnival or through the online platform. Over 470 submissions were received and published within 2 months.

「香港閱讀城對提升下一代的閱讀素養成就卓越，特別在籌辦各項閱讀計劃及活動方面，能充分支援語文教育及跨學科學習的發展，其特質在於強調人文性而非工具性的閱讀取向，對學生個人成長尤為重要，能補充教師學校在課堂內進行閱讀教學工具性的取向之不足，均對推動校內、校外閱讀文化有莫大貢獻，好讓香港教師、家長及學生在閱讀上持續成長。」

周淑美老師，上水宣道小學

「此計劃非常全面，令我校的家長有信心協助校方推動閱讀及帶領讀書會；於悅讀大本營 讀書會部落 分享讀書會營運及示範更令他們『信心爆棚』！」

吳文雅老師，保良局世德小學

## (2) SCHOOL PROFILES AND CHSC PROJECTS

The school profiles project collaborated with EDB since 2003 has been completed and so as the production of CHSC official website by August 2010. Yet, to provide convenience to parents searching for school profiles information, hyperlinks of the Kindergarten Profiles, Primary School Profiles, Secondary School Profiles and Special Education Profiles are accessible from HKEdCity front pages and various parent services at the Parent Channel.

**APPENDIX 3 – LIST OF MEMBERS OF THE BOARD, COMMITTEES, AUDITORS  
AND COMPANY SECRETARY (AS OF 31 AUGUST 2010)**

**Board of Directors**

Prof. Roland Chin, JP (Chairman)  
Dr. Chan Ka Ki\*  
Mr. Ma Siu Leung  
*(Til 29 October 2009)*  
Dr. Elizabeth Quat  
Dr. John Fung  
Ms. Irene Chan  
Mr. Christopher Yu  
Mr. Michel Chan  
Mr. Leo Kung  
Dr. Lee George Lam

**Auditors**

Wong Lam Leung & Kwok C.P.A. Limited

**Company Secretary**

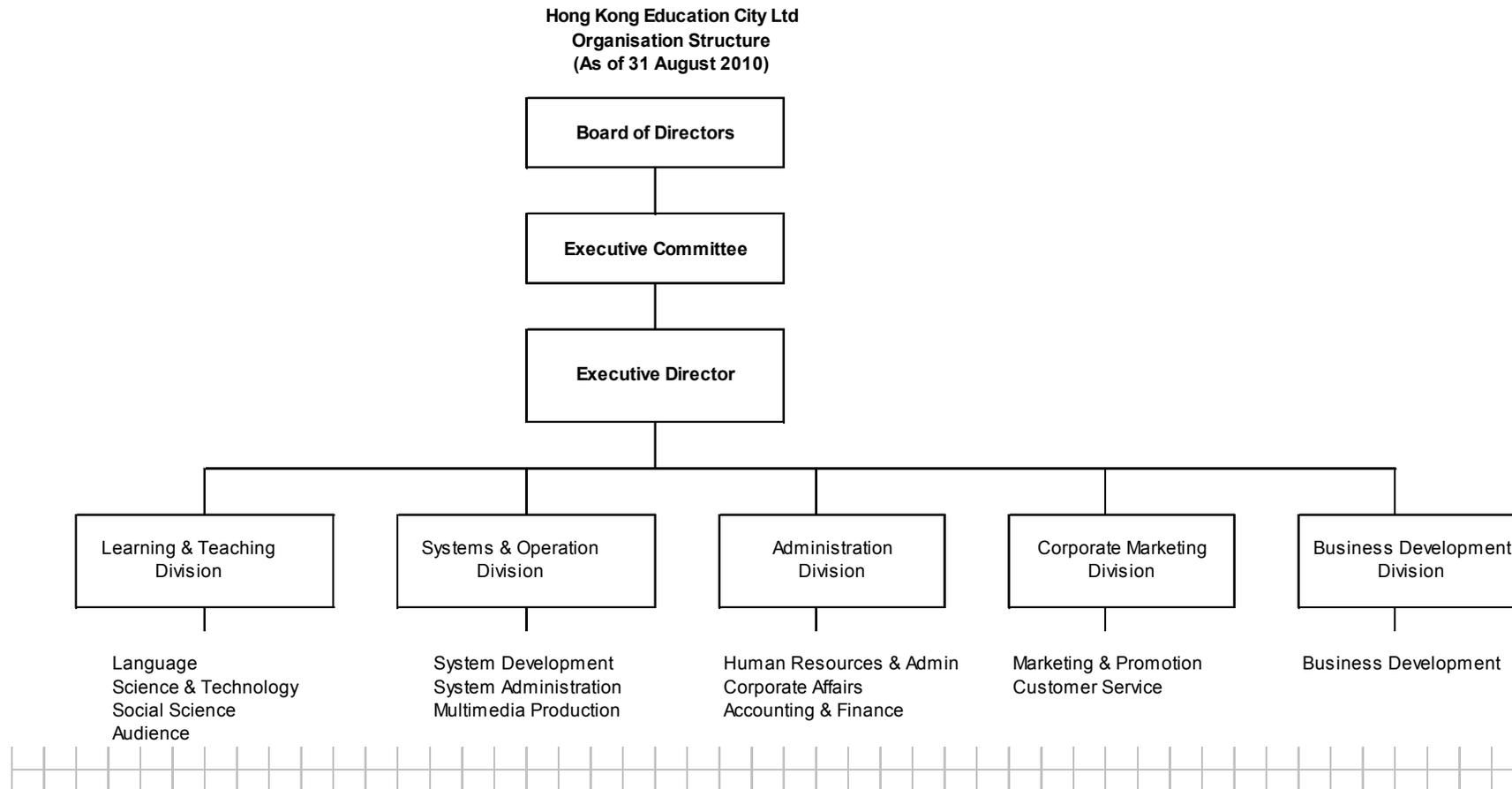
WLLK Secretaries Limited

**Executive Committee**

Dr. Chan Ka Ki (Chairman)\*  
Mr. Ma Siu Leung  
*(Til 29 October 2009)*  
Mr. Christopher Yu  
*(From 26 January 2010)*  
Dr. Elizabeth Quat  
Ms. Mei Mei Ng (Executive Director)

\*Remark: Ex-official Director

## APPENDIX 4 – ORGANIZATION STRUCTURE



## APPENDIX 5 – AUDITED REPORT 2009/10 (EXTRACT)

HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

DIRECTORS' REPORT

YEAR ENDED 31 AUGUST 2010

The directors have pleasure in submitting their annual report together with the audited financial statements for the year ended 31 August 2010.

### ***PRINCIPAL ACTIVITIES***

The principal activities of the company are developing and enhancing the education portal, organizing educational and cultural activities, providing IT support for schools, and developing e-business to empower the education market.

### ***RESULTS AND APPROPRIATIONS***

The results of the company for the year ended 31 August 2010 and the state of its affairs at that date are set out in the financial statements on pages 4 to 29. The directors do not recommend the payment of a dividend.

### ***PROPERTY, PLANT AND EQUIPMENT***

Details of movements in property, plant and equipment of the company are set out in note 11 to the financial statements.

### ***DIRECTORS***

The directors of the company during the year and up to the date of this report were as follows:-

Chan Cheuk Lin

Chan Chi Tong

Chan Ka Ki, Catherine

Chin Tai Hong, Roland

Chiu Hoi Yue, Alice (an alternate director to Chan Ka Ki, Catherine)

Fung Yat Chu

Kung Lin Cheng, Leo

Lam Lee G.

Ma Siu Leung (retired on 29 October 2009)

Quat Elizabeth

Yu Wing Fai, Christopher

All directors retire in accordance with the company's Articles of Association but, being eligible, offer themselves for re-election.

### ***DIRECTORS' INTERESTS IN CONTRACTS***

No contract of significance to which the company was a party and in which a director of the company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

DIRECTORS' REPORT

YEAR ENDED 31 AUGUST 2010

(CONTINUED)

***DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES***

At no time during the year was the company a party to any arrangements to enable the directors of the company to acquire benefits by means of the acquisition of shares in, or debentures of, the company or any other body corporate.

***AUDITORS***

The financial statements have been audited by Wong Lam Leung & Kwok C.P.A. Limited, Chartered Accountants, Certified Public Accountants (Practising), who retire and, being eligible, offer themselves for re-appointment.

FOR AND ON BEHALF OF THE BOARD



Chairman

Hong Kong  
17 December 2010

# INDEPENDENT AUDITOR'S REPORT TO THE SHAREHOLDERS OF

## HONG KONG EDUCATION CITY LIMITED

香港教育城有限公司

(INCORPORATED IN HONG KONG WITH LIMITED LIABILITY)

We have audited the financial statements of Hong Kong Education City Limited set out on pages 4 to 29, which comprise the statement of financial position as at 31 August 2010, and statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### *DIRECTORS' RESPONSIBILITY FOR THE FINANCIAL STATEMENTS*

The directors are responsible for the preparation and the true and fair presentation of these financial statements in accordance with Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants and the Hong Kong Companies Ordinance. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and the true and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### *AUDITOR'S RESPONSIBILITY*

Our responsibility is to express an opinion on these financial statements based on our audit and to report our opinion solely to you, as a body, in accordance with section 141 of the Hong Kong Companies Ordinance, and for no other purposes. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

We conducted our audit in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and true and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *OPINION*

In our opinion, the financial statements give a true and fair view of the state of the company's affairs as at 31 August 2010 and of its profit and cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards and have been properly prepared in accordance with the Hong Kong Companies Ordinance.

WONG LAM LEUNG & KWOK C.P.A. LIMITED  
黃林梁郭會計師事務所有限公司

Certified Public Accountant (Practising)



MA SHUK FONG 馬淑芳會計師  
CPA (Practising), FCCA  
Certified Public Accountant (Practising), Hong Kong, 17 December 2010  
Practising Certificate Number : P02311

**HONG KONG EDUCATION CITY LIMITED**  
**香港教育城有限公司**

STATEMENT OF COMPREHENSIVE INCOME  
YEAR ENDED 31 AUGUST 2010

	<u>Notes</u>	<u>2010</u> \$	<u>2009</u> \$
<b>Turnover</b>	6	3,178,829	3,817,500
Project cost		(3,112,751)	(3,807,614)
		-----	-----
<b>Gross profit</b>		66,078	9,886
Other income	7	31,889,135	27,150,916
Administrative expenses		(31,886,866)	(27,130,615)
		-----	-----
<b>PROFIT BEFORE TAX</b>	8	68,347	30,187
Income tax expenses	9	(9,575)	(197,278)
		-----	-----
<b>PROFIT/(LOSS) AND TOTAL COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR</b>		58,772	(167,091)
		=====	=====

The notes on pages 9 to 29 form an integral part of these financial statements.  
Independent Auditor's Report - Page 3

**HONG KONG EDUCATION CITY LIMITED**  
**香港教育城有限公司**

STATEMENT OF FINANCIAL POSITION  
AT 31 AUGUST 2010

	<u>Notes</u>	<u>2010</u> \$	<u>2009</u> \$
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	11	5,352,620	6,526,039
<b>CURRENT ASSETS</b>			
Trade and other receivables		550,538	409,580
Account receivables		709,589	909,874
Deposits and prepayment		6,320,038	8,951,800
Bank and cash balances	12	7,580,165	10,271,254
Deduct:-			
<b>CURRENT LIABILITIES</b>			
Trade and other payables		475,153	383,512
Creditors and accrued charges		92,601	350,744
Current portion of deferred income	14	3,978,103	6,197,749
Government subvention related to income	15(a)	1,582,613	1,920,806
Current portion of Government subvention related to assets	15(b)	10,477	21,640
Current portion of non-monetary subvention related to assets	16	6,138,947	8,874,451
<b>NET CURRENT ASSETS</b>		1,441,218	1,396,803
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		6,793,838	7,922,842
<b>NON-CURRENT LIABILITIES</b>			
Deferred tax liabilities	13	409,087	399,512
Deferred income	14	181,166	783,500
Government subvention related to assets	15(b)	3,735,085	4,533,100
Non-monetary subvention related to assets	16	24,445	50,493
Provision for long service payments		79,705	38,505
Provision for contract end gratuity		637,490	421,250
		(5,066,978)	(6,226,360)
<b>NET ASSETS</b>		1,726,860	1,696,482

The notes on pages 9 to 29 form an integral part of these financial statements.

Independent Auditor's Report - Page 3

**HONG KONG EDUCATION CITY LIMITED**  
**香港教育城有限公司**

STATEMENT OF FINANCIAL POSITION  
 AT 31 AUGUST 2010  
 (CONTINUED)

	<u>Notes</u>	<u>2010</u> \$	<u>2009</u> \$
<b>EQUITY</b>			
Share capital			
Authorized:-			
1,000 Ordinary shares of \$1 each		1,000	1,000
		=====	=====
Issued and fully paid:-			
2 Ordinary shares of \$1 each		2	2
 <u>Reserves</u>			
Accumulated profits		1,715,252	1,688,954
General reserve	17	11,606	7,526
		1,726,858	1,696,480
		-----	-----
<b>TOTAL EQUITY</b>		1,726,860	1,696,482
		=====	=====

The notes on pages 9 to 26 form an integral part of these financial statements.  
 Independent Auditor's Report - Page 3

**HONG KONG EDUCATION CITY LIMITED**  
**香港教育城有限公司**

STATEMENT OF CASH FLOWS  
YEAR ENDED 31 AUGUST 2010

	<u>Note</u>	<u>2010</u>	<u>2009</u>
		\$	\$
<b>Cash flows from operating activities</b>			
Profit before tax		68,347	30,187
Adjustments for:			
- Depreciation		1,935,846	2,458,953
- Property, plant and equipment written-off		839,675	51,518
- Interest income		(10,316)	(114,343)
- Non-monetary subvention income		(37,211)	(30,913)
- Government subvention income		(29,186,386)	(26,332,475)
- IT development fund income		(860,477)	(486,122)
- Share of indirect and unallocated costs by non-subvented projects		(31,480)	(74,316)
Increase in provision for long service payments		41,201	38,505
Increase in provision for contract end graduity		216,240	240,240
		-----	-----
Operating loss before working capital changes		(27,024,561)	(24,218,766)
(Increase)/decrease in account receivables		(140,958)	306,058
Decrease in deposits and prepayments		200,285	402,495
Increase in creditors and accrued charges		91,641	62,758
Increase in government subvention related to income		26,992,325	24,616,805
Decrease in government subvention related to assets		(1,136,208)	(826,019)
		-----	-----
Net cash (used in)/from operating activities		(1,017,476)	343,331
<b>Cash flows from investing activities</b>			
Interest received		10,316	114,343
Purchase of property, plant and equipment		(1,624,602)	(1,064,380)
		-----	-----
Net cash used in investing activities		(1,614,286)	(950,037)
		-----	-----
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>		(2,631,762)	(606,706)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>		8,951,800	9,558,506
		-----	-----
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	12	6,320,038	8,951,800
		=====	=====

The notes on pages 9 to 26 form an integral part of these financial statements.  
Independent Auditor's Report - Page 3

**HONG KONG EDUCATION CITY LIMITED**  
**香港教育城有限公司**

INCOME AND EXPENDITURE OF SUBVENTED AND NON-SUBVENTED  
ACTIVITIES (FOR MANAGEMENT PURPOSES ONLY)  
YEAR ENDED 31 AUGUST 2010

	<u>2010</u> <u>Subvented</u> <u>Activities</u> <u>HK\$</u>	<u>2010</u> <u>Non-subvented</u> <u>Activities</u> <u>HK\$</u>	<u>2010</u> <u>Total</u> <u>HK\$</u>
PROJECT INCOME	-	3,178,829	3,178,829
PROJECT COST			
Direct costs	-	3,081,271	3,081,271
Share of indirect and unallocated costs	-	31,480	31,480
	-	(3,112,751)	(3,112,751)
	-----	-----	-----
GROSS PROFIT	-	66,078	66,078
OTHER INCOME			
Bank interest income	8,047	2,269	10,316
Government subvention income	29,186,386	-	29,186,386
Non-monetary subvention income	37,211	-	37,211
IT development fund income	860,477	-	860,477
Sundry income	1,763,265	-	1,763,265
Share of indirect and unallocated costs by non-subvented projects	31,480	-	31,480
	31,886,866	2,269	31,889,135
	-----	-----	-----
	31,886,866	68,347	31,955,213
ADMINISTRATIVE EXPENSES			
Administrative cost	1,871,679	-	1,871,679
Business development	349,823	-	349,823
Corporate promotion and activities	4,452,137	-	4,452,137
Data centre	1,821,704	-	1,821,704
Depreciation	1,915,044	-	1,915,044
IT fund expenditure	860,477	-	860,477
Office overhead	1,385,717	-	1,385,717
Staff cost	17,101,475	-	17,101,475
Web content development and activities	2,128,810	-	2,128,810
	(31,886,866)	-	(31,886,866)
	-----	-----	-----
PROFIT BEFORE TAX	-	68,347	68,347
	=====	=====	=====

## APPENDIX 6 – PERFORMANCE PLEDGE

Hong Kong Education City is committed to providing teachers and the public with high quality services. We take great concerns on user comments and satisfaction. In order to enhance our services and satisfy the needs of users, we set out the following targets.

Category	Service	Target	Achievement
User Account Opening/Registration	<ul style="list-style-type: none"> <li>▪ Process user account application (online application)</li> <li>▪ Review and endorsement of School Account and Principal Personal Account application (written application)</li> </ul>	<ul style="list-style-type: none"> <li>▪ within 1 working day</li> <li>▪ within 10 working days upon all the required information and supporting document being received</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% achieved</li> <li>▪ 100% achieved</li> </ul>
Web Service	<ul style="list-style-type: none"> <li>▪ Provide accessible and stable web service</li> <li>▪ Inform user of scheduled maintenance work/ service suspension of web server</li> <li>▪ Resume web service in case of system failure</li> </ul>	<ul style="list-style-type: none"> <li>▪ 99.9% (every day and every week in normal operation)</li> <li>▪ 14 calendar days in advance</li> <li>▪ within 2 hours (excluding un-controllable external factors)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% achieved</li> <li>▪ 100% achieved</li> <li>▪ 100% achieved</li> </ul>
Customer Service	<ul style="list-style-type: none"> <li>▪ Response to telephone enquiries at the hotline</li> <li>▪ Handle written (including emails) enquiries</li> <li>▪ Handle written complaints</li> </ul>	<ul style="list-style-type: none"> <li>▪ within 3 working days</li> <li>▪ within 7 working days</li> <li>▪ issue acknowledgement within 3 working days and reply within 20 working days</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% achieved</li> <li>▪ 100% achieved</li> <li>▪ 100% achieved</li> </ul>
Publication	<ul style="list-style-type: none"> <li>▪ Publication of annual report</li> </ul>	<ul style="list-style-type: none"> <li>▪ 4 months after the end of financial year</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% achieved</li> </ul>