

志風號 JI FUNG

外展精神的搖籃 Cradle of the Outward Bound Spirit

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出版及發行	經濟日報出版社 香港北角渣華道321號 柯達大廈二期6樓
電話	(852) 2880 2444
傳真	(852) 2516 9989
網址	www.etpress.com.hk
電郵	eptress@hket.com
出版日期	2020年12月（初版、第二版）
承印	美雅印刷製本有限公司
定價	港幣\$188（台幣\$830）
ISBN	978-988-8501-26-7

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推薦序

欣悉一群香港外展訓練學校的前任僱員為紀念創立五十週年及「志風號」退役二十週年而編製《志風號：外展精神的搖籃》一書，謹此代表香港特別行政區政府海事處致以熱烈的祝賀！

半世紀以來，香港外展訓練學校透過各種大自然戶外體驗教學，讓青年人發揮個人潛能，鍛鍊堅毅不屈及團隊精神；相信不少參與者因而獲得啟發，在個人領域上取得成就。

「志風號」是香港唯一一艘雙高桅遠洋訓練帆船。在役期間，她搭載了不少對航海充滿熱忱的青年，為他們提供了一個海上訓練平台，體驗非一般的遠洋航行經歷。雖然「志風號」經已退役，但我相信當年寶貴而獨特的經歷，定會為學員埋下投身航海事業的種子，為香港的海運業增添人才。是次透過本書多位教練、船長和校長的分享，「志風號」歷遍汪洋萬里、不屈不撓的精神得以承傳下去，讓更多青年人得到啟發。

讓我們在風平浪靜時欣賞大自然的奧妙，在波濤洶湧時沉著應對挑戰，一起乘風破浪，邁向更好的明天！

王天予
海事處處長



Preface

On behalf of the Marine Department of the HKSAR Government, I would like to offer my heartfelt congratulations to the publishing of *JI FUNG – Cradle of The Outward Bound Spirit* to commemorate the 50th anniversary of the Outward Bound Hong Kong and the 20th retirement anniversary of JI FUNG.

Over the past half century, Outward Bound has run all kinds of experience-based outdoor learning courses to help young people discover and develop their potential, thereby strengthening their perseverance and team spirit. I trust many participants have thus been inspired on their self-discovery journey and achieved personal success.

JI FUNG is the one and only sail training brigantine in Hong Kong. During her time with Outward Bound, JI FUNG provided a training platform at sea for young people with enthusiasm in seafaring and extraordinary experiences of sea voyages. Although JI FUNG has now retired, I believe the valuable and unique experience which she provided would sow the seeds for participants to consider seafaring as their career, hence nurturing future talents for the Hong Kong maritime industry. Through stories shared by coaches, captains and an executive director in this book, the spirit of limitless adventures and strong resilience of JI FUNG will be passed on to inspire the future generations.

Let us appreciate the beauty of our nature in calm seas, and overcome challenges in times of winds and tides. Together, we will sail through the storm to a better tomorrow!

Agnes Wong
Director of Marine

推薦序

天氣幻變，猶如人生際遇無常。面對突如其來的風雲色變，巨浪潮湧，往往是我們學習謙卑、沉著忍耐、解決困難的好時機。

過去半個世紀，香港外展訓練學校走出教室的框框，讓社會上不同階層人士走進大自然，親歷多變環境帶來的挑戰，並且透過合作與溝通建立團隊精神，從中了解自我，發掘更多個人潛能。而在二十年前退役的「志風號」帆船，不但是參加者在變幻莫測和浩瀚海洋上的訓練平台，也曾是天文台志願觀測船之一，為提供海洋氣象資訊作出貢獻。

縱使天色不常蔚藍，雨天或許惱人，但天降甘霖不啻是令大地重現生機的祝福。外展訓練讓參加者在旅程中學習沉穩地面對挑戰，成就往後以積極與正面態度跨越人生路上的難關；每當遇上暴風逆境，亦能自信地面對，有若輕舟過萬山。

本書中的十多位教練、船長及校長，正面無私地分享真實故事及勵志片段，勉勵香港人每遇逆境，不要氣餒，懷信心。謹記：即使經歷風雨中的苦澀，也能樂觀靜候雨過天青的甘甜。

鄭楚明博士

香港天文台台長



Preface

The weather can sometimes be as unpredictable as life. In the face of sudden weather changes, we need to remain humble and resilient, and learn how to overcome difficulties ahead.

Over the past half century, Outward Bound Hong Kong has brought people from different walks of life out of the classroom into nature to experience the challenges posed by the changing environment, and to build team spirit through cooperation and communication, and eventually to better understand and discover their hidden potentials. JI FUNG, which was decommissioned some 20 years ago, was not only a platform for training participants on the unpredictable and vast ocean, but also one of the Voluntary Observing Ships of the Hong Kong Observatory, contributing valuable information on marine weather.

Whether we like it or not, the sky may not always be blue and the annoying rainy weather may come anytime. Nonetheless, rain is also a blessing from nature, nourishing life on earth. Through the Outward Bound training, participants can learn how to face challenges calmly, enabling them to attain a positive attitude in overcoming difficulties in life. In times of adversity, they can still sail through confidently against all odds.

In this book, a dozen of instructors, captains, and an executive director shared their own true stories to instill positivity in life and to inspire people to maintain confidence in facing arduous situations. Remember, at the wake of violent storms, one can always find moments of serenity and tranquility.

Dr. CM Cheng

Director of The Hong Kong Observatory

The Genesis of JI FUNG

The Building, Battling and Proving Her Worth

When OBSHK first opened near Tai Mong Tsai, there was just a single tack road from Sai Kung that terminated at the village. However, during the intervening 10 years, the High Island dam was built, a complex network of roads was run in to serve that project and to open up the area for residential properties which greatly changed the isolated nature of the peninsular.

The OBSHK Executive Committee realised that the challenges in the Sai Kung peninsular had diminished and the majority of them concluded that a sailing ship offered the best opportunity to take the trainees on offshore adventures and to carry them to remote areas with new challenges.

New Zealander John Brookes who had designed the brigantine, Spirit of Adventure, in New Zealand was asked to draw up plans for a timber built brigantine, and construction commenced in the Kong & Halverson yard (K&H) in Junk Bay. At the time I was working as general manager for an oil field support fleet in Brunei, but I was tempted to take a look at JI FUNG and she captured my heart as I climbed over the skeleton of frames that formed the basic shape of her hull.

A few months later, I arrived with my family and with the help of my NZ mate, 2nd mate and an engineer, we assisted K&H with the fitting out and the rigging of JI FUNG.

DECEMBER 1980 THE HONG KONG TATLER

TATLER SPORT

YACHTING

"To serve, to strive & not to yield"

Launching of the "Ji Fung"



The launching of the "Ji Fung" by Lady Cater. The "Ji Fung" in the water after the launching.

By David Cauvin

The Outward Bound Movement has developed from a sea school at Aberdovey, Wales, which The Blue Funnel Line started during World War II to teach crews to handle lifeboats and to instill in them that initiative, teamwork, determination and the will to live could make the difference between being rescued from a lifeboat or fading away from exposure. Since the War Outward Bound Schools have spread throughout the world. Hong Kong's school, once in the wilds of Sai Kung, has become tame as civilisation encroaches and instead of offering a challenge, asphalt roads, camping sites and refreshment kiosks convinced Jack Tucker MBE, the Executive Director of the Outward Bound School of Hong Kong, that the answer was in part to return to the original concept of having a sea oriented course. Hence the decision three years ago to seek a suitable sailing ship. After several attempts to obtain a second hand one failed, it was decided to build one locally — the JI FUNG — (Spirit of Resolution).

Sponsored by the Jockey Club the design work was offered without charge by John Brooke of New Zealand and indeed the EPIGLASS paint system was also contributed free by Healings of Auckland home port of the SPIRIT OF ADVENTURE, an almost identical steel version operated by the New Zealand Sailing Training Association which has proven most successful.

At 110' length on deck (excluding the 8' bowsprit), a 26' beam and 14' draft JI FUNG is no plaything. Nor is the 95 foot mainmast with its 1200 square feet of bermudan mainsail. The brigantine rig will allow participants to get the real feel "swinging aloft twist sea and sky" and aboard her, the disciplined watch keeping and living and working together will imbue a spirit of teamwork. Mind you peeling spuds in the force 8 of the N.E. Monsoon when you're seasick may be considered by some as torture and I'm sure many stomachs would prefer a 36 mile hike round Cader Idris or Tai Mo Shan than the death demands of mal de mer!

Traditional launchings, like baby baptisms are always festive occasions. Today they are rare. Smaller boats are lifted by crane, VLCC's are floated off acres of concrete dry dock, sometimes after having been built in two halves and welded together. Naming ceremonies by patrons after outfitting seem to be replacing the launching ceremony so it was with pleasure that we descended on Saturday the 25th October 1980 to Kong & Halvorsen's yard at Junk Bay to attend the launching of this solidly built wood vessel. Though not yet rigged, JI FUNG was resplendent in her glossy white topside, set off with gold leaf and blue trailboards, billet head and transom name boards and a blue boottop. I'm inclined to agree with Herreshoff who pronounced with some finality, "There are only two colours to paint a sailboat, black or white... and only fools paint (wood) boats black anyway!" There's something very virginal about a white ship on her launching day!

Few of the crowd who watched realised that a ship withstands her greatest stresses and strains during the movement from her building blocks down the tallowed ways to her natural element — the sea. Once afloat her weight is evenly supported by the water she displaces.

The 35 knot N.E. did nothing to mar the gay affair. After an address by Mr. J.L. Boyer, Lady Cater speaking the time honoured words "I name this ship JI FUNG. May God bless all who sail in her." swung the champagne and before the last drop had reached the ground the JI FUNG shuddered and started down the ways. The bunting cracked in the whistling wind, sea water parted round her fair hull and the crowd raised a stirring cheer.

"...and everyone was there my dear — just everyone!" and at the ceremony afterwards we were introduced to the Captain and the First and Second Officers. The latter two are both New Zealanders. The second mate is a girl and all shipshape and Bristol fashion she looked in her brass bound reefer too!

The spars will arrive later this month. They are aluminium and like her diesel auxiliary and the synthetic sails locally made by Cheong Lee, depart from tradition. The ship will have an array of all modern navigational instruments and full safety equipment but compared to her well equipped charthouse, the "crew" accommodation will be spartan and in bad weather "scouse" or its Chinese equivalent will stew on the galley stove and of course there will be those buckets and buckets of spuds to peel!

The wonderful "JI FUNG" is the end result of team efforts by all concerned and truly in the spirit of the Outward Bound motto, "TO SERVE, TO STRIVE AND NOT TO YIELD".

We wish you every success JI FUNG and will follow your progress with interest.

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It was a great honour to work with the local craftsmen who displayed the skilful use of ancient tools like the adze for shaping frames but also used modern tools that sped up many operations. Interestingly, although the craftsmen in the yard had the skill required, none were brave enough to carve the ship's name in the transom in case they made a mistake, so an outside specialist was called in for that task.

The plans lacked a lot of small detail so K&H asked me to design the pin rails for the rigging. To help with this work, I took the K&H team to see the Barquentine Osprey that was anchored in the Western Roads so that they understood the concept of rigging a sailing ship. I also sketched out the scroll work on the name board on the bow, the bench seat at the aft end of the main deck and modified the rake of the lifeboat davit to try to take the lines of the ship into consideration. I also persuaded the local chart agent (George Falconer) to give us the wooden standard magnetic compass that they had in their office, so with great ingenuity by K&H, they mounted the steering wheel onto the compass to replace the fibreglass compass that was initially planned. These were small things, yet I believed important for the overall look of JI FUNG.

Once JI FUNG was launched and the mast stepped, Gordon the mate took charge of installing the standing and running rigging. This was achieved with the close cooperation of British Ropes based in Kowloon. When the work was completed, John Brookes (who was over 80 years old at the time) insisted on climbing the 95-foot foremast to inspect the mast that was extruded in New Zealand and to approve the standard of the rigging.

During the entire period of construction and the early years of JI FUNG's operation, there was, unfortunately, a battle to convince

everyone that JI FUNG could offer a real challenge. This proved to be one of the hardest struggles we had, as despite reassurances the land based team felt they were taking second place. They believed their jobs were at risk and that the essence of Outward Bound would be lost, whereas in reality we needed their skills and experience to make the project work and to continue important courses ashore.



This internal arguing became very public and the press plus other media were drawn into it which created an unpleasant atmosphere for both ourselves and our families.

For instance, HK Radio's morning call show would call us up during our morning meetings with land and sea staff in Jack Tucker's (OBShK first principal) office. They would then ask us to take sides. Fortunately, I had worked with Jack when we first set up OBShK 10 years earlier and with my marine and yachting experience, I strongly believed in the concept, so I was very supportive of it.

However, as you can imagine I had to be very diplomatic on speaker phone in front of everyone and consequently I became very wary when approached by the media at other times. (Derek Pritchard taught me later that I should not be so defensive and this advice has proved to be a great life skill that I built on over the years).

During fitting out, we were unable to get hold of many marine items including certified safety harnesses that were marine proof. Therefore, our 2nd mate Heidi, who was a trained sail maker, designed and fabricated them. The local testing authority said we were wasting our money asking them to test them as it was a simple task to do it ourselves; so, guided by them we did that. They proved to be quick and easy to wear and they served effectively for several years.

The first time we sailed JI FUNG was to pick up invited sponsors and guests from HMS Tamar. We steamed there under motor power but as we approached the jetty, the throttle cable broke while we travelled at full speed, so, after making a close approach to the visitors I circled around while Martin our engineer quickly reconnected the cable and we were able to safely come alongside. Once under way again, we set sail and headed out towards Lantau while lunch and refreshments were served to our guests.

Captain Waugh the commander of HMS Tamar, who I knew because I served as Lt Cdr RD RNR attached to HMS Tamar, approached me and commented that he thought it was a really nice touch that we had circled around so everyone could properly see the ship before boarding her – I had a wry smile on my face but never told him the truth!

In 1983, when approaching the berth in Osaka under the eyes of a large crowd of television, press, harbour board, other ships crews and the general public, we had a similar incident as we entered the Marina but with quick thinking and the help of my engineer, we were again able to conceal the problem and got safely alongside.

Our maiden voyage was manned by executives who paid to sail on her to Manila. This was a challenge for us all, but in particular for several of the executives who had never been at sea, including a couple of them who froze up in the rigging as we started to pitch and roll. Fortunately, my gallant officers managed to coax them safely down to the deck.

Sometime later, I was asked if I believed the trainees were safe as they climbed the ratlines – I assured them that all I had to do was to observe if they had white knuckles – if they had then I knew they were never going to let go.

We cautiously ascended a steep learning curve as a stiff breeze drove us onwards (we later learnt JI FUNG was much more comfortable with more sail set). Various challenges were met such as teaching people not to chase the lubber line when steering by compass, various equipment failures including the bilges starting to flood due to leaking around the deck where the standing rigging was secured. The bilge pumps were operated but kept failing due to scraps of timber and saw dust from the ship construction being washed from the tank tops and other inaccessible areas that the ship yard had been unable to clean. A chain gang of trainees with buckets was deployed which eventually resolved the problem and the pumps worked OK once the debris had

been cleared. I had been amused by the panic the bilge water had caused as although we were well over a hundred miles offshore and I realized the actual volume of water was not great as the bilges were shallow – however the teamwork by the executives was commendable despite their alarm.

A great time was had ashore in Manila and the return voyage proved slightly less eventful. On arrival at Hong Kong, the decks had been scrubbed, brass polished to a fine shine and we dressed the yards with the trainees to be welcomed back by Hong Kong Governor Sir Murray MacLehose. This went well although in the excitement of it all I forgot to call the trainees down from the rigging until I heard a plaintive cry from one of them.

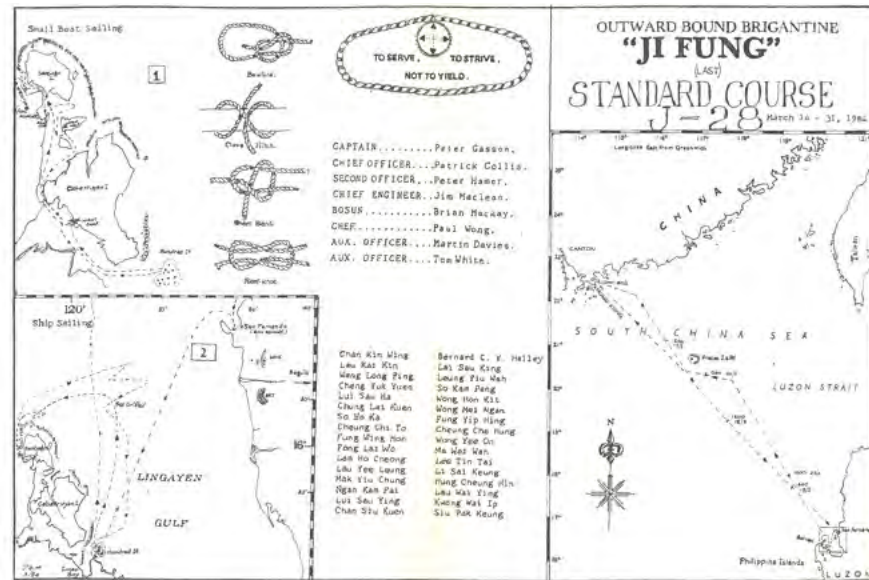
And so started the real business of running Outward Bound courses and discovering how best we could challenge the trainees in different weather conditions from calm to typhoon.

In the typhoon season, we were restricted to sailing around Hong Kong, so we explored Double Haven in the NE, out to Pedro Blanco in the East, and Lantau in the SW. We also ventured to Shantou and Hainan in China. On one occasion, we anchored off the Pratas Atoll but found no shelter there and snapped our anchor shank when we tried to recover it from the coral. Under pressure to find new places to go during the typhoon season, we later ventured into the centre of the Pratas Atoll but it was uncharted, difficult to navigate and no clear area to anchor without the risk of striking coral heads when the wind changed, so after I was reprimanded for attempting it, I abandoned that venture.



At other times of the year, we sailed to Luzon in the Philippines where we visited Port Sual. From there, we could run a hill walking expedition followed by canoe and small sailing boat expeditions to Hundred Islands for solo expedition, and then sail and canoe through the coral straits to Bolinao where the JI FUNG recovered the trainees and we all sailed back to Hong Kong.

On one occasion we entered JI FUNG into the South China Sea race to Manila. We were left behind in light winds near Hong Kong, but later elated to overhaul the entire fleet under full sail in the strong winds the promised cold front brought. Sadly, we dropped back as we entered the lighter airs on the approach to Luzon but the abiding memory was the elation when overtaking the fleet after they laughed us off at the start line.



The OBS voyages were also framed with time tested rituals ashore at the OB School such as the trainees having to construct rafts then to race each other to the ship. The steeple chase, wall and beam competitions, the ropes course, first aid, team building, cross country runs, a walking race and number of other challenges that our instructors would dream up.

At sea, this included morning exercises on deck then a hose down with sea water as we had very limited fresh water. If anchored, the trainees swam around the ship before breakfast.

We also ran races from one side of the ship to the other via the Mess room port holes. This proved to be fun but so precarious that we would no doubt prevent this now.

For Osaka World Sail in 1983 we took 40 female trainees on a 2000-mile voyage to Japan where we greatly impressed everyone including the local British Consul Rex Farral who wrote to the Hong Kong governor stating that he thought JI FUNG had done more for Hong Kong's image in Osaka than anything else that had been attempted.



Despite bouts of seasickness, the spirit and enthusiasm of the trainees was amazing and it never failed to impress me how many of the less physically able trainees showed exceptional strength of character when under pressure.

The downside to the job was I had to write reports on the trainees which their sponsors demanded. Whilst the vast majority of my instructors were brilliant at their work, and I was confident that

they would do all they could to give the trainees the best challenges possible and to bring them home safely, writing reports was a definite weakness. This challenge was added to by our secretarial staff that only had typewriters to prepare the reports. They did their best to read the handwritten reports and type them up, but after I read through them, they retyped the corrections, but they would then introduce new mistakes when they retyped them. Bearing in mind that we were only in port for a few days and had to repair and restock the ship before we set off on the next expedition, this was extremely frustrating to everyone. So it was in 1982 I personally invested £3000 in a 64 Kb North Star Advantage computer (they said I would never need more RAM), WordStar word processing program, and a good quality daisy wheel printer. I got my wife to type the reports. I then read, edited and printed them in a fraction of the time it had previously taken. My frustration was that management didn't believe it was a necessary expense to have a computer and therefore I couldn't put my costs against my tax. Years later Jack Tucker sent me an email and admitted he was wrong as he then found computers invaluable.

Of course, there were many challenges when we were on an expedition. These included: one trainee, who is a due to everyone else being too seasick, volunteered to work alone in the galley for 14 hours. Just as he was leaving the galley after his duty, we slammed into a wave and the five-gallon water boiler in the galley broke loose and badly scalded him leaving both arms, hands, and one buttock severely blistered. It took 36 hours before we could get him ashore to hospital in the Philippines where doctor and nurse could treat him properly. Four days later, he re-joined us and despite having raw skin where the blistered skin had been removed. He exercised to harden the skin and strengthen his grip and was soon able to help handle the running rigging.

Another trainee slipped while hill walking in Port Sual and dislocated his shoulder. I was able to get the shoulder back in but the following morning I took him to a local clinic for a check-up. The Philippine doctor confirmed he was fine but recommended exercise to strengthen his shoulder, so we sent him on a canoe expedition from Hundred Islands to Bolinao after which he had no further difficulty with his shoulder!

Whilst in Bolinao, we tried sending the trainees to various remote locations for solo expeditions. When they were brought back to the ship, one of them brought a sea snake he had killed with a stone. I asked him if it was he or the snake who had been most scared by the encounter, and he admitted he thought it was him.

Dealing with amputee trainees we had to modify our safety harnesses, so they had two clips to ensure that they were always secure when up in the rigging. One trainee whose arm was amputated just below his shoulder had really learned to live with his disability and when we had knot tying races, he invariably won. He was also so strong that to challenge him when on canoe expeditions he was put in a single man canoe whereas the able-bodied trainees shared the load in double canoes.

After the able-bodied trainees set off on their two-day trek along the ridges of Lantau, a disabled trainee who had withered legs and could only walk with the aid of crutches asked if he could at least go on a small trek. I agreed to take him, and we followed the water catchment road along the SE side of the island and then walked up to the monastery. It was a blistering hot day and there was no sign of the others, so he asked if we could walk to the foot of Lantau Peak to see if they were ahead of us. Once there he looked at the boulder steps at the foot of the climb and again asked if he could try to climb the mountain.

At this stage I said I would let him go if I could be sure I could carry him in case of an emergency – so put him on my shoulder and proved I could quite easily do that. He made it to the top under his own steam and was sitting on the Trig Point to welcome the able-bodied trainees and instructors as they staggered up to it. They were humbled by the sight and just could not believe he had managed the climb.



A few months later, he sent me a letter saying he had led some disabled friends up Lantau Peak with the support of some able-bodied but deaf and dumb friends – Amazing!

During school holidays, we ran courses for children which proved to be very popular although my first concern was how we would get them up the rigging to set the sails. It only took a few minutes before we discovered we had to have a rule that they could not climb higher than 6ft up the rigging without supervision, otherwise, some of them would have lived up there. The pace of these junior courses was easier, and we spent quite a lot of time in the Double Haven area which was ideal for canoes and small boats and had a wonderful sandy beach in a bay I nicknamed

Captains Bay. The area was safe and had the advantage of a small waterfall that meant everyone could wash in freshwater after swimming.

6 to 12-year-olds kids were my favourite as they had a remarkable ability to naturally grasp tasks like steering by compass and had unbounded energy.

Outward Bound was challenging for us all as we had to explore new areas and make the most of every type of weather condition for the benefit of the trainees and to keep them safe while still challenging them.

I recall a trainee asking me how he could tell if a ship was safe. I suggested he should walk up the gangway and asked any officer if he knew everything about the sea and ships. If the officer said Yes, then I suggested that he quickly turned around and returned to the shore. After over 50 years as a professional seaman I still believe this.

Could we have done better? Yes, certainly – given perfect hindsight, but I understand from what I have heard from ex-trainees, that we gave everyone a truly memorable experience that served the vast majority of them well for the rest of their lives, while the camaraderie the experience created is still clearly visible amongst the OBAA family.

JI FUNG may no longer exist but memories of her will always have a special place in our hearts.

Peter Gasson (PG)

Seamanship Instructor, OBHK (1969-1970)

Captain – JI FUNG (1980-1984)

Present Vocation: Retiree

(Photo Credit: Peter Gasson)



外展精神

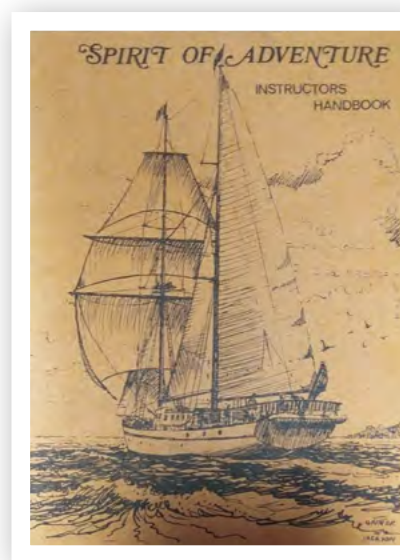
1970年3月，我是外展學校的第一期學員，同年5月入職外展學校，成為首位華人教練；1973年晉升為高級教練；1976年晉升為總教練，負責訓練新教練及其他專案，如獨木舟、風帆、攀石、攀山、野外定向、野外救傷等課程，直至1979年離職。1981年，我再回校做總教練，當時外展有三個訓練基地，包括大網仔、往灣洲及「志風號」。

首次外展在澳大利亞

跟外展的淵源，要從六十年代說起。我是愛丁堡獎勵計劃中，第一個取得銅銀金章、全港第二個取得金章的人，其後於1964年在計劃辦事處工作。1966年，公司派我去澳大利亞參加外展訓練，順道了解愛丁堡計劃在澳洲的發展。當時澳洲每年在山區辦一屆外展訓練，我是第五屆的。個人深感外展對年青人之啟發，尤其對香港年青人，所以我一直覺得自己一生都會與外展分不開。

當時，我最大的挑戰是一行三十六人來自十多個國家，唯一我是中國人，又是全班年紀小的第三人，但表現一定不能比其他差。課程有四次5公里越野賽，我第一次跑尾三。之後每一次，我穿靴子代運動鞋跑作強化訓練，到跑第五次時，我穿回運動鞋，最終奪得亞軍，冠軍由訓練主任獲得。在100公

里越野遠足時，一開始有同學足部受傷，我與教練輪流揹著他的背包，即同時要揹兩個背包走畢全程。我在其他活動都很盡力做到最好。



早期「志風號」的教練手冊。



早期「志風號」的學員手冊。

見證廿六載變遷與成就

我於1970至1996年在外展工作，共二十六年，期間離開近一年，在西貢開了間餐廳。當年「志風號」啟航，我錯過了；1981年重返外展，之後每年我都安排自己上「志風號」帶班，因其他中國教練可能不想離家太久及嫌風浪很大，都不太喜歡上「志風號」帶班，「志風號」最初多去菲律賓，其後也去過海南島兩次、日本一次及沙巴一次等。從香港到菲

律賓約 480 海里，每次來回約 1,000 海里；這些年來，我至少有 12,000 海里的航海經驗。

作為外展教練及總教練這麼多年，我見證廿多名中國教練及約百名外國教練帶領團隊不斷走出舒適圈，以及兩三萬學員受外展精神啟發，覺得不枉此生。

1986 年，我曾為香港代表隊領隊，與三位隊員到新西蘭參加國際登山節，最後我隊和新西蘭另一隊成功登上 Mount Cook（庫克山）。

1989 年，外展學校代表到尼泊爾攀登 6,900 米的必勝峯時，我擔當登山攀山領導。在我最後搶峯時，因有外國青年成員只有航海經驗而沒有登山經驗，不聽勸告，決意走險路，要我回頭帶領他下山而不能登頂。

1991 年，我帶領香港隊共三人登上高達 8,201 米的世界第六高峯，因沒有用氧氣成功登頂，成為當年第一位登 8,000 米的香港人。

外展學校遍布十七個國家，共五十多間，各校因地方不同，而利用不同方法作外展培訓，有用雪地狗拖雪撬車的、有用整個山區的、有用急流的、有用海上風帆及獨木舟的，也有利用海上訓練船的。香港最幸運，有「志風號」訓練船；除陸上遠足，也有小風帆、獨木舟、岩石、繩網等不同挑戰專案作訓練之用。

外展精神貴乎引導啟發

外展主要不是教授活動技能，而是利用活動專案營造環境給學員發揮潛能。其實，任何活動都可以，對體能具挑戰性的更好，但平日大家較少機會體驗，而外展最重要的是，分享經驗及引導啟發，如不能做到這點，也只是一次好經驗或經歷而已。

外展經費有限，所以只能聘請具副船長資格的人來當船長。可是，他沒有外展經驗，只好把「志風號」作一艘訓練船。對學員來說，「志風號」是個很好的技術性航海訓練場所，但是達不到培養外展精神的目標。

外展精神是面對挑戰後要有分享，令學員獲得啟發。所以，如果外展教練經驗不足，外展課程也許未能好好啟發學員。例如在海上，學員當值後沒有好好獲引導啟發，便會覺得課程沒有意義和辛苦。

外展精神也是服務人群，自強不息。這指對學員提供安全、具挑戰性的戶外活動，讓他們了解個人能力，學習與人相處、合作去解決困難，永不言棄。

香港外展很幸運，因為有山有水，很適合外展訓練。不過，因學員不了解個人的能力極限，教練需要擁有豐富的人生經驗，並對所有活動具有很深入的了解。

資深教練可助學員脫險

我認為資深教練必須當過外展學員，才能體會學員在每個專項承受的壓力，給予他們適當的挑戰。挑戰不單是體能上，還有對新環境的適應、心理及生理的應變。

做一個合格的教練不容易，做全能的教練更不容易，須具備救傷、救生、救火、駕駛船、快艇、風帆、獨木舟、遠足、攀山、攀岩等證書，也要懂得心理及領導團隊等。

因學校人手短缺，教練通常在陸上外展課程上了幾課就會派到船上工作。船上副船長通常不用帶隊，便可幫忙新教練的船上工作。船上學員最多三十六人，分三更輪流當值，每更八小時。A 更當值 B 更就休息睡覺，C 更就準備接更。海上風浪起伏不定，隨時有麻煩，就要全部人出來解決。

「志風號」教練一般在去程時邊學邊體驗。學員大多沒有航海經驗、未接觸過風帆，便靠船長和副船長教導他們船上運作，如駕駛風帆、用雷達導航、應用氣象學、海圖作業技巧等。到了港口，各隊就由教練帶領體驗專案，通常有獨木舟、小風帆及島上遠足。每個專案兩天後互換，之後各人在荒島獨處兩至三天，回程由學員投選同學做船長，駛回香港，真正的船長和副船長就只會在旁監察。在我的記憶中，只有一次抵港時間延遲了一天。

我平時很擔心教練的活動專案培訓不足，加上要面對外地陌生的環境，未必能在緊急時帶領學員脫險。事實上，曾試過因教練失誤，引致學員在遠足課程中中暑；又或風帆停泊不當，早上遇大風觸礁或翻船，而翻船位置在兩三小時前發生鯊魚咬死人事件等。

最嚴重的是菲律賓的意外，原因是教練訓練不足。那次「志風號」從香港駛往菲律賓，展開十八天課程，抵步後分組遠足、坐小風帆及獨木舟作六天交換培訓。小風帆要經過的水域，有因早前颱風之故掉落的電線杆，且離水面只有兩三米，累及其中一隻小風帆經過時帆杆觸電。此事發生時，我不在船上，但後來要去菲律賓善後，事件中有一學員死亡、一住院約十天、一輕傷。

外展證書背後的意義

從前外展課程是有合格證書的，但並不是每個完成課程的學員都能達到水平取得合格證書，反而每個學員都會有一個報告，得悉個人在課程之改變進度及表現。最難忘的是我有一個學員，回程時被同學選當船長，但課程完結後我跟他說，他不值得取得外展證書，因他在其他專案活動表現自私，做領導時又不照顧弱小隊員。他確是一個好的航海員，連他自己都承認，參加「志風號」是想學航海技術，為吸取航海經驗而來。

上「志風號」確是一個很好的航海經驗，讓我有機會航行到很遠的地方，見證很多學員有很大改變，是普通人很難有的經驗。

每見到很多學員由公司派來接受訓練，一上船就經不起風浪，全程睡在甲板上，如果得不到教練引導，那課程對他們就沒意義了，所以教練著實很重要。

我教過那麼多組，很多組都令我印象深刻，尤其看到他們改變很大時，就令我覺得這份工作特別有意義。我每次帶班，都要求全組學員做一本紀念冊，把課程活動記錄下來，加上圖片和心得，保留作日後重溫。而很多學員日後都成了好朋友，現在很多都跟我有聯絡。

對船長與廚師的回憶

說到船長，我對「志風號」第一任船長的印象最深刻。他的風帆技術很厲害，領著「志風號」從斧頭門海峽乘風駛過去，不用機械。他也是1970年外展初開校時的風帆教練，了解外展精神，把「志風號」發揮得很好。由於「志風號」會駛出公海，所以需要合格牌照的船長掌舵。

而「志風號」的廚師由始至終得一位，他從「志風號」啟航就在船上工作，為學員傾盡心力，是個很好的廚師。船停在菲律賓或在海上航行，他一有機會就買些海鮮給學員加菜。

早期因MTL（現代貨箱碼頭）總裁是外展學校董事局成員，很多時維修都由該公司職員負責。船未回到學校，該公司職員已在碼頭等候，所以維修「志風號」的問題尚算不大。後來，「志風號」需要更換的組件太多，令維修費用大幅增加，再加上學員不足，學校才要把船出售，最後船更沉沒了。

我於1996年帶領「志風號」最後一班學員後，就離開外展出外發展，把外展精神和團隊精神結合，跟企業做培訓，叫體驗拓展，試過一個月的收入比外展一年更多。其後，我當了浸會大學及北京師範大學合辦課程的副教授，便把外展精神推廣給中國大陸的大學青年，籌辦全國第一個有外展精神的體驗拓展課程，這課程很受學生歡迎，每年評價都是全校之冠。我由2005年任教至2012年退休，可說此生無憾地完成了外展。

林澤錦 David Lam (DL)

外展首位華人教練 (1970)

高級教練 (1973-1976)

總教練 (1976-1979；1981-1996)

現為退休人士

