



HONG KONG
maritime
museum
香港海事博物館

Annual Review
年度報告

20/21



Through a unique fusion of history, art and science, the HKMM creates crossover learning experiences for local, regional and international audiences.

博物館融匯歷史、藝術及科學知識，為本地及海內外訪客提供跨領域的學習體驗。

Vision

The vision of the Hong Kong Maritime Museum (HKMM) is to be the custodian of ocean-related history and heritage in all respects for the Hong Kong community.

Mission

Our mission at the HKMM is to chronicle, analyse and communicate knowledge about the oceans and their dynamic relationship with the past, present and future of Hong Kong, the mainland of China and the world. We particularly explore shipping, maritime trade, naval activity, maritime-related leisure, arts and culture, and the sustainability of the oceans. Through a unique fusion of history, art and science, the HKMM creates crossover learning experiences for local, regional and international audiences. Integral to our mission is to be credible, accessible and inclusive when connecting with our stakeholder communities.

Values

Respect — Showing respect for all, in the delivery of museum services and championing inclusiveness and diversity.

Stewardship — Presenting the maritime heritage and culture of Hong Kong to the public through the professional collection, research and preservation of artefacts.

Learning — Providing new and lifelong opportunities for scholars, students, families and the community at large, to gain knowledge.

Innovation — Continually evolving and improving how to engage visitors and interact with audiences via digital technology and other means.

Service — Ensuring a safe and inspirational visitor experience and meeting place.

願景

香港海事博物館冀望成為海事歷史及文化的守護者，致力為香港保全並承傳與海洋有關的瑰寶。

使命

香港海事博物館的使命旨在記述、分析和傳遞有關海洋的知識，並探討海洋與香港、中國內地和世界在過去、現在及未來充滿活力的互動關係。我們尤其關注的主題包括航運、海上貿易、海防活動、與海事相關的文娛藝術，以及海洋的可持續發展。博物館融匯歷史、藝術及科學知識，為本地及海內外訪客提供跨領域的學習體驗。我們的使命是為不同的持分社群建立具信譽、兼容並蓄、多元共融的連結。

理念

尊重 — 博物館所提供的服務至真至誠並一視同仁，奉行多元共融的原則。

管理 — 以專業的方式收藏、研究和保育香港的海事文物，從而向公眾呈現香港的海事遺產及文化。

學習 — 為學者、學生、一家大小以至普羅大眾提供終生學習的新機會。

創新 — 不斷創新，透過數碼科技等方式增進互動，提升訪客的投入程度。

服務 — 確保博物館為安全的聚腳點，為訪客締造啟發靈感的體驗。

Message from the Chairman

主席的話



The HKMM has established itself as the foremost example of a successful public-private partnership in Hong Kong's museum sector.

在本地的博物館當中，香港海事博物館堪稱公私營合作的成功典範。

The Hong Kong Maritime Museum has just turned eighteen!

The museum was incorporated in 2003 and opened its doors at Murray House, Stanley in 2005 – 600 years after 1405, perhaps the most auspicious date in China's maritime history, when Zheng He embarked on the first of seven major voyages of discovery. See more on Zheng He via the QR Code below.

The year 2020-21 marked the beginning of the third stage in our museum's development. We signed our third major lease agreement which secures the future of the HKMM at Pier 8 until 2031. We signed an agreement with the Swire Group Charitable Trust to open, in 2022, a new Marine Discovery Centre, thereby adding a third element to the content of our museum, marine science. Professor Joost Schokkenbroek became our third museum director, taking the helm at the museum in February 2021.

The HKMM has established itself as the foremost example of a successful public-private partnership in Hong Kong's museum sector. It receives support from the HKSAR government, from a range of private donors, and from the Hong Kong community. All the support

More about Zheng He
了解有關鄭和的歷史



Donate to the HKMM
捐款支持本館



is highly appreciated but the work we do is for the community and with more resources we can do much more. So, if you enjoy this report, please do consider making a donation to our museum via the QR code below.

Apart from our 'community support' angle, we believe there are several other good reasons why we are supported by the HKSAR government:

- Every famous port city has a great Maritime Museum to celebrate its *raison d'être*. Hong Kong should be no exception.
- Having a healthy and diverse museum ecosystem provides great cultural benefits to the Hong Kong population and attracts visitors and tourists.
- The HKSAR government explicitly wants to make the iconic harbourfront a key destination for local residents and tourists. The HKMM is perfectly located to help 'bring the people to the harbour and the harbour to the people'.
- Our collection and exhibitions remind people that the 'Greater Bay Area' and 'Belt and Road' are simply new names for Hong Kong's timeless maritime and trading links.
- The HKSAR government has set out a series of environmental protection policies, including many in the marine field, to mitigate environmental pollution, support environmental technology and strengthen environmental education – to build a sustainable future for Hong Kong. The Swire Marine Discovery Centre will be closely allied with this effort.

So please, make the HKMM a regular part of your life. Bring your family and friends to visit our innovative exhibitions, browse our magnificent permanent collections, enjoy a bite at Café 8 and take in our stunning harbourfront views!

Richard Hext
Chairman, Hong Kong Maritime Museum Limited

香港海事博物館於2003年成立，轉眼之間已踏入第18個寒暑。

1405年，鄭和首度下西洋，展開了七次遠航探索之旅，為中國航海史寫下了輝煌的篇章，而博物館則在600年後的2005年於赤柱美利樓正式開幕，平添誌慶的意義。以下的二維碼載有更多有關鄭和的歷史資料。

香港海事博物館於2020-21年度邁進了第三階段的發展里程。我們簽訂了博物館歷來第三份租約，把在中環八號碼頭的租期延長至2031年，前路更見穩健。此外，我們與太古集團慈善信託基金協議，落實於2022年在博物館內興建「太古海洋探知館」，將融匯歷史、藝術和科學，帶來獨一無二的學習體驗。而肖猷思 (Joost Schokkenbroek) 教授亦於2021年2月出任博物館第三任總監。

在本地的博物館當中，香港海事博物館堪稱公私營合作的成功典範，除獲得香港特區政府慷慨資助，亦承蒙善長仁翁以至社會各界踴躍捐輸。我們致力貢獻社群，您的支持讓我們為公眾提供更豐富的博物館體驗。如閣下希望為博物館的未來出一分力，請透過以下的二維碼捐款。

除了社會各界的支持，我們相信以下理由足證博物館仍需政府繼續支持：

- 世上各港口名城皆有完善優良的海事博物館，頌揚其航運歷史，香港當然亦不應例外。
- 健全而多元的博物館體系，能為港人增添文化素養，並打造旅遊名勝。
- 港府有意把維多利亞灣發展為本土居民以至旅客的消閒熱點，而佔盡地利的香港海事博物館，正是實現這目標的一股助力。
- 本館的館藏和展覽顯示了香港與大灣區內其他港口城市長久以來的歷史淵源。
- 為解決環境污染問題、推廣綠色科技和加強環境教育，從而為香港構建可持續發展的未來，特區政府制定了一系列環保政策，當中多項涉及海洋領域，「太古海洋探知館」將可全面配合。

我誠邀各位與親朋好友蒞臨香港海事博物館，參觀構思新穎的展覽，欣賞館內常設藏品，到Café 8寫意用餐，飽覽維港壯闊迷人的景致，為生活增添姿采。

香港海事博物館有限公司主席
宋睿之 (Richard Hext)



New Museum Director – Professor Joost Schokkenbroek

新任博物館總監 – 肖猷思教授

Professor Schokkenbroek arrived in Hong Kong to take the helm of the Hong Kong Maritime Museum in late February 2021. Until recently, this eminent Dutch scholar and highly experienced museum professional was Executive Director at the Vancouver Maritime Museum in Canada. He holds MA and PhD degrees in maritime history from Leiden University in the Netherlands and is the former Chief Curator of Het Scheepvaartmuseum (The National Maritime Museum of the Netherlands) in Amsterdam, where he worked between 1991-2017. He is also an emeritus Professor of Maritime History and Heritage at Vrije Universiteit Amsterdam, and adjunct professor at Simon Fraser University in Vancouver.

Professor Schokkenbroek has been visiting professor at (among others) Cornell University, Tufts University, Middlebury College, Higher School of Economics Saint Petersburg, Tokyo University and brings close to 35 years of experience in the field of museum leadership and maritime heritage. He has published books, papers and lectured widely on maritime material culture. His special interest is the extensive historical ties based on maritime trade, between the west and the east and particularly with China, Japan and Indonesia.

肖猷思教授於2021年二月正式來港出任香港海事博物館總監。來自荷蘭的肖教授是一位傑出的學者，並擁有豐富的博物館管理經驗。他曾任加拿大溫哥華海事博物館的執行董事。肖教授在 Leiden University 獲得海事歷史碩士和博士學位，並在1991年至2017年間於荷蘭國家海事博物館任職首席館長。肖教授亦是阿姆斯特丹 Vrije Universiteit 海事歷史和文化遺產的名譽教授，兼加拿大西門菲莎大學客座教授。

肖猷思教授並是多間大學的訪問教授，包括康乃爾大學、塔夫茨大學、米德爾伯里學院、聖彼得堡高等經濟學院及東京大學等。他在博物館管理及海洋文化遺產領域上有近35年的經驗。肖教授的著作、論文和演講涵蓋海洋及海事文化。肖教授的研究亦涉及東西海上貿易的廣泛歷史聯繫，特別聚焦於中國、日本和印度尼西亞等地。

Director's Report

總監年度報告



Over recent years, the HKMM has developed a series of strategies to fulfill its growing ambitions. The next target is to become the best maritime museum in Asia. This aspirational objective resonates well with our management, board and stakeholders.

In April 2021, whilst being introduced to Hong Kong media, I was asked by the assembled journalists to define what makes a museum the best of its kind. I don't think there is a universal standard here. However, I like to think that a great museum should not merely be measured by the exceptional quality of its exhibitions' contents and design. In the current difficult times for cultural institutions, a great museum is first and foremost about principles, values, and the quality of its connection to its current and potential audiences.

I would like to propose seven principles that echo our values, and aim at bringing the museum to the next level of excellence:

1. Be credible and accurate when presenting history.
2. Provide information that is accessible to all.
3. Champion inclusiveness.
4. Strive for diversity in exhibitions, programming, education and publications.
5. Seek communities' engagement in developing offerings.
6. Be a safe, clean and welcoming meeting place for the community to feel at home.
7. Explore societal issues and provide opportunities for the communities to learn about these issues.



More than many other museums in the world, the HKMM is ideally located and well-positioned to achieve its goals and deliver on its mission in the coming one to two years, whilst working on its footprint, contents, governance and networks. Recent developments at management/board level and at HKSAR government level have greatly assisted the HKMM on its journey to realise its great ambition.

One example of an important development at management/board level, is the Swire Marine Discovery Centre. The Swire Group Charitable Trust is providing the museum with crucial funding for the construction of a Discovery Centre with a strong focus on maritime heritage and ecology. This centre enables the HKMM to develop into a unique institution which fuses history, art and science into its educational and promotional offerings to the community. This will create possibilities for a rich diversity in exhibitions and partnerships with other museums, universities, NGOs and corporate bodies, while also being instrumental to the city's ambitions regarding environmental protection and education.

為實現宏大的發展藍圖，香港海事博物館近年制定了一系列策略，為晉身亞洲最佳海事博物館鋪路，而管理團隊、董事局及各界持分者皆同心同德，為實現目標而奮進。

2021年4月，我在履新後正式與香港傳媒朋友見面，與會記者問及何謂傑出博物館，我認為這並無標準答案，但是否出類拔萃，不應單憑展覽內容和設計的質素定奪。文化界正經歷艱難的時期，優秀的博物館更應樹立楷模，堅守原則和價值，與現有及潛在的受眾建立良好的關係。

我希望因應我們的價值觀提出以下七大原則，帶領博物館的發展更上一層樓：

1. 信實準確地呈現歷史。
2. 確保資訊的流通是無障礙和普及的。
3. 主張多元共融。
4. 在展覽策劃、節目編排、教學內容及出版物上兼容並蓄。
5. 在構思內容時尋求公眾參與。
6. 成為安全衛生、氣氛親切、讓大眾賓至如歸的聚腳點。
7. 探討社會議題，增進公眾的相關知識。

與全球無數博物館相比，香港海事博物館佔盡地利，在追求目標的路途上擁有過人優勢，有望於未來一至兩年實現願景，同時籌劃未來發展、優化內容、加強管理和拓展網絡。我們近年在管理團/董事局層面取得的成就，以及香港特區政府的發展策略，均有助博物館於未來實踐宏圖大計。

「太古海洋探知館」便是管理團及董事局的重要建樹之一。探知館由太古慈善信託基金斥資興建，主要介紹海事歷史和海洋生態。這個新園地將有助博物館成為一個獨特的寶庫，融匯歷史、藝術及科學知識，為公眾帶來豐富多元的展覽，開拓更多教育及推廣文化的內容。我們亦可藉此與其他博物館、大學、非政府組織及企業加強合作，協助本港實現環保及教育方面的願景。

特區政府近年兩項發展計劃，亦正好呼應博物館的前進步伐。其中，即將於西九文化區開幕的香港故宮文化博物館及M+博物館，令文化界更百花齊放，香港海事博物館正與這兩個新館攜手合作，並與康文署轄下的博物館鞏固和拓展原有的夥伴關係。另外，中環新海濱三號用地項目，亦將為博物館一帶塑造全新面貌，因此我們亦正與海濱事務委員會、旅遊發展局、發展商及一眾持分者緊密合作，發揮博物館自身優勢，成為緊扣三號用地與中區海濱的文化樞紐。

Two examples of timely developments at the HKSAR government level, are the enhancement of the pluralistic cultural environment by the pending opening of both the Palace Museum and the M+ museum in the West Kowloon Cultural District, and the rejuvenation of Hong Kong's waterfront in Central, in combination with the Site 3 project. The HKMM is creating partnerships with the two newly built museums - in addition to the expansion and intensification of HKMM's existing collaboration with the LCSD museums. At the same time, the museum is collaborating with the Harbourfront Commission, Hong Kong Tourism Board, developers and many other stakeholders involved in the Site 3 project. As this enormous project is unfolding on the doorstep of the HKMM, the museum is well positioned to be the cultural link between the Site 3 development and the waterfront.

In light of these exciting future developments, I acknowledge the hard work of the museum's staff during the challenging times of COVID-19. Though the museum was closed for 175 days in 2020, the team has been innovative in coming up with new ways to engage our audience, such as a new website, online learning opportunities, and social media campaigns. Instead of staying dormant, the team has been resilient and diligent in laying solid groundwork for the museum's reopening and the new endeavours in 2021 and years to come. The HKMM is also grateful for the HKSAR government's Employment Support Scheme that helps keep the operation afloat.

The HKMM is on an exciting trajectory and well placed to achieve its goal of being the best maritime museum in Asia. There are many challenges and opportunities ahead but with favourable winds and continued support from the HKSAR government and other stakeholders, the museum will further develop into a unique cultural asset for the port city of Hong Kong.

Joost Schokkenbroek
Museum Director



這些發展計劃固然令人雀躍，但我亦銘記工作團隊在疫情期間面對嚴峻挑戰，依然堅守崗位，努力不懈。儘管我們曾在2020年休館175天，但團隊仍致力突破框框，透過創新的方式與受眾保持聯繫，包括開發新網站，提供網上學習資源，以及於社交媒體舉辦活動。面對逆境，團隊成員未有鬆懈，反而自強不息，努力為博物館重開及邁向未來奠下穩固基礎。此外，特區政府推出的保就業計劃，亦是博物館維持營運的關鍵。

香港海事博物館正邁向精彩的未來，晉身亞洲最佳海事博物館的目標指日可待。儘管眼前的挑戰多不勝數，但憑藉有利因素以及特區政府與其他持分者的持續支持，博物館將把握機遇，不斷求進，成為香港這個港口城市獨一無二的文化瑰寶。

博物館總監
肖猷思 (Joost Schokkenbroek)

**More than many
other museums in the
world, the HKMM is
ideally located and
well-positioned to
achieve its goals and
deliver on its mission.**

**與全球無數博物館相比，香港
海事博物館佔盡地利，在追求
目標的路途上擁有過人優勢。**

Year in Numbers

年度概覽



41,866

Unique Website Sessions

網站瀏覽量



26,671

Total Visitors

參觀人次



2,484

Event Attendees

活動參加者人數



1,881

Student Visits

到訪學生人次



1,267

Community Group Visitors

到訪社區團體人次



175

Days Closed due to COVID-19

閉館日數



139

Artefacts Acquired and Received

購贈藏品



4

Special Exhibitions Held

專題展覽



1

Conference Participated In

曾參與的研討會

Though the museum was closed for 175 days in 2020, the team has been innovative in coming up with new ways to engage our audience.

儘管我們曾在2020年休館175天，但團隊仍致力突破框框，透過創新的方式與受眾保持聯繫。



Strategic Review

策略檢討

Introduction

Over the course of eighteen years, the HKMM has developed into a world-renowned maritime museum. With its prime location in the heart of Hong Kong and its international collections and networks, the museum continues to build east-meets-west connections and to facilitate cultural exchange in the field of maritime history and heritage. This strategic review briefly describes how the HKMM achieved that status before focusing on opportunities that will enable the museum to further enhance its stature as a cultural institution – locally, nationally, regionally and globally – and embark on its voyage towards becoming the best maritime museum in Asia.

策略檢討

開館短短18年，香港海事博物館已在同類展覽館中脫穎而出，享負盛名。本館處於香港中心的優越地段，並擁有國際性的收藏及人脈。憑著這些優勢，本館持續在海事歷史領域上推動中外文化的連結及交流。本策略檢討報告會先簡述博物館如何樹立國際地位，再探討本地、全國、亞洲區以至全球有何機遇，為進一步鞏固博物館在文化界的地位鋪路，從而晉身亞洲最優秀的海事博物館。



Third Stage of Development of the HKMM

Having opened its doors in 2005, as a modest private maritime museum located in Murray House, Stanley, the HKMM moved to its current location at Central Pier 8, in 2013. With much larger gallery and exhibition spaces, a premier location, and a much more substantial proximate footfall, the museum was able to grow rapidly within eight years. The HKMM's visitation, international reputation, community links and the quality of its offerings, all greatly improved. This enabled the museum to attract increased government support and to become an outstanding example of a successful public-private cultural partnership in Hong Kong.

Since August 2020, changes in the museum's governance have led to a re-assessment of the HKMM's vision and mission. The board was reorganised to add new expertise – particularly in education, digital strategy and cultural entrepreneurship. In February 2021, Professor Joost Schokkenbroek was appointed as Museum Director, bringing to the HKMM decades of experience in maritime history and international museum management.

These changes in governance coincided with new opportunities to undertake a third stage of development of the museum. One of these is the planned redevelopment of some of the most prestigious real estate in the world at Site 3, adjacent to the museum. Another is Hong Kong's ambition to "bring the harbour to the people and the people to the harbour", which significantly enhances the potential value of the HKMM site at the heart of the Central waterfront.

博物館第三階段發展

At the same time, the Swire Group Charitable Trust has agreed to invest HK\$15m in the museum to establish a centre for maritime heritage and ecology within its walls. The Swire Marine Discovery Centre will consist of a substantial education centre and a 100-seat multi-purpose theatre. The museum will thus broaden its horizon and add ecological and environmental education to its mandate, bringing new audiences to the institution.

Moving Forward

To plan for the future and develop these exciting opportunities, the more traditional overall concept of the HKMM as a 'museum pur sang' will be challenged. Instead, we will promote the museum as a meeting place where communities and ideas are fused, and cultural exchange is facilitated. The current pandemic inspires the HKMM to develop into a safe harbour and place of distraction for visitors to enjoy diverse programmes and experiences. The addition of the Swire Marine Discovery Centre means the museum will focus on three disciplines – history, art and science – and will enable its visitors to explore how the past, present and future are shaped by the fusion of these three fields of study. With the new facilities, the HKMM will become the space for different groups to come together, engage in dialogue and generate ideas and solutions for societal issues.

2005年於赤柱美利樓開幕的香港海事博物館，最初為規模較小的私人海事博物館。2013年遷至中環八號碼頭現址後，由於展廳及展覽空間大幅擴充，加上地段更為優越，入場人次飆升，造就博物館在過去八年迅速拓展，在訪客人數、國際聲譽、社群連繫以至藏品質素方面均顯著提升，因此吸引政府增加資助，成為本港文化界公私營合作的成功典範。

博物館的管理層於2020年8月出現變動，驅使團隊重新審視博物館的願景和使命，董事局的架構經過重整，帶來教育、數碼發展策略及文化產業的專家。2021年2月，在海事歷史及管理國際博物館方面經驗豐富的肖猷思 (Joost Schokkenbroek) 教授獲委任為博物館總監，為香港海事博物館的發展掀開新一頁。

管理方面去舊迎新的同時，博物館第三階段發展亦迎來新的契機：特區政府有意把毗鄰博物館的中環新海濱三號用地重新規劃為世界級發展項目，加上港府銳意「拉近海港與人的距離」，坐落中環海濱的香港海事博物館亦因而水漲船高，潛在價值大幅提升。

與此同時，太古慈善信託基金同意向博物館注資1,500萬港元，增建一個以海事歷史及海洋生態為主題的中心。「太古海洋探知館」將設有教育中心，以及可容納100個座位的表演廳，協助博物館開拓生態與環境教育的新領域，吸納新一批受眾。



How to Embrace an Increasingly Digital World

In 2021, the HKMM launched a new website and eShop with much greater functionality. The museum also increased its focus on social media. These digital initiatives are merely the tip of an iceberg in creating a holistic digital museum experience. The Head of Marketing has been tasked to lead the digital transformation of the HKMM. The key principles are:

- Accessibility of information for all (vital during the pandemic).
- Innovation in presenting museum content and immersing audiences in a holistic experience.
- Enable greater community engagement by allowing audiences to interact with the museum in multiple ways, at multiple platforms, utilising social media and online presence with the physical space.
- The technology enhances inclusivity for people with different abilities and backgrounds.

The Three-year Digital Plan

- Implement digital literacy training for all staff and set up a multi-disciplinary digital taskforce to tackle important projects.
- Incorporate digital products to enhance the museum experience, such as audio guides, QR codes and other digital education resources.
- Use digital tools for audience engagement during physical visits from admission procedures, exhibition and programme experience to exit protocols, and encourage audience loyalty through continual online engagement.
- Digitise the museum's collection and make it accessible online for education and research.
- Generate insights from analytics to understand and predict audiences' interests and behaviours and for this to serve as a reference and guideline for designing future museum programmes and experiences.
- Diversify income streams through e-commerce, online donations and paid digital museum experience.



未來前景

為籌劃未來發展，善用難能可貴的機遇，香港海事博物館一反純以展覽為主軸的傳統綱領，轉而定位為匯聚不同社群、促進意念和文化交流的平台。當下疫情散發博物館蛻變為一個避風港，讓訪客能暫忘繁囂，享受多元化的節目和體驗。新增的「太古海洋探知館」將以歷史、藝術及科學為經緯，讓訪客探索三者如何主導過去、現在與未來的發展。新設施落成後，香港海事博物館將成為大中小學、私人企業及非政府組織等團體聚首一堂的園地，讓各界共商社會議題，醞釀新的意念和出路。

融入數碼世界

2021年，香港海事博物館推出全新網站和網上商店，大幅擴增數碼功能，同時更著力於社交媒體上的推廣工作。這些數碼項目只是整體計劃的一鱗半爪，我們的最終目標是締造更普及、更全面的數碼博物館體驗。市場推廣部主管將按以下綱領，引領博物館持續進行數碼轉型：

- 資訊普及 (在疫情期間尤為重要)。
- 以創新形式呈現博物館內容，為受眾帶來全方位的沉浸式體驗。
- 讓普羅大眾透過不同的方式，利用社交媒體和網上展覽，在不同的平台上與博物館互動交流，增強市民的參與度。
- 運用科技，促進各界人士拋開能力和背景的差異，彼此共融互通。

三年期數碼計劃

- 為所有員工提供數碼技能培訓，並成立跨部門數碼團隊，支援各個重要項目。
- 利用聲音導賞、二維碼等數碼教育資源及產品，締造最佳的博物館體驗。
- 於進場程序、欣賞展覽、周邊體驗以至離場等各個環節應用數碼工具，讓訪客在參觀實體博物館的過程中全情投入，並持續透過網上活動與他們保持緊密連繫。
- 將館藏數碼存檔，以便於網上瀏覽，供教育及研究之用。
- 歸納分析數據，從而理解並預測受眾的口味及行為，作為博物館構思節目和體驗的參考及指引。
- 透過網上商店、網上捐款及博物館的付費數碼體驗開拓收入來源。

Meeting the Challenges Ahead

A promising future is rarely without challenges, and the management team is determined to tackle them head-on. To meet its strategic goals and achieve its mission, the HKMM will invest further in the professional development and capabilities of its staff and expand its team as necessary. Since March 2021, the HKMM has made key appointments with a new Head of Education, a new Head of Marketing, a dedicated Head of Development and a highly experienced Marine Science Programme Coordinator. Every department has specific goals in order to meet the unique challenges ahead.

Development

The Head of Development is diligently working on the new funding opportunities that come with the Swire Marine Discovery Centre; a major exhibition scheduled for 2022 to celebrate the 25 years of HKSAR - *Hong Kong's Maritime Miracle: The Story of Our City since 1945*; the organisation of fundraising events during a pandemic; and the ambition to increase financing from third parties for the museum's activities. Even though the HKSAR government has increased its subvention, more funds are required and must be generated through imaginative fundraising campaigns if the museum is to deliver on its mission.

Curatorial & Collections

Curatorial staff will increasingly make the museum's collections available online. At least two new temporary exhibitions with related publications will be produced annually. Art Tech is the combination of art and technology for the improved development, sharing and presentation of art by artists, collectors, institutions and audiences. This new and very exciting area will play an increasing role in the visitor experience.

Curatorial activities will generate additional revenue through the development of travelling exhibitions for local, regional and international partners. Fee structures for lectures and guided tours will also be introduced.

Education

The recently appointed Head of Education and Marine Science Programme Coordinator are working through the challenges imposed by the pandemic and its impact on the attendance by school groups and on revenue generation. The HKMM's education department's success in developing revenue-generating short courses (Maritime History and Museology and the Gifted Education Fund Program), alongside well-sponsored public programs, offers a sound platform for future accomplishments. The department will continue organising successful programmes and expand its activities via the Swire Marine Discovery Centre and partnerships with NGOs, museums and universities.

Partnerships

The HKMM will continue to maintain and expand its partnerships in the shipping and other corporate communities; in the museum field; in academia; and also within the realm of environmental NGOs. The recent appointment of the Museum Director as member of the Advisory Committee for the History Department of Lingnan University is an important step in the further development of ties. The signing of a series of Memoranda of Understanding (MoU) is scheduled with international museums, and with City University of Hong Kong regarding the Lighthouse Heritage Research Connections (LHRC) project. Building strategic alliances enables the museum to create synergy and be better positioned to apply for sources of funding. The museum will continue to deepen the partnerships with museums and institutions in mainland China via travelling exhibitions and academic exchange.

Visitation

The impact of the pandemic has exposed the vulnerability of all museums to a crisis, when visitors are forced to stay at home. The beginning of the 2021-2022 fiscal year (April - June) saw a significant upward trend in visitation, with numbers approaching the total of the previous fiscal year of 2020-2021. The trend is encouraging and gives cause for cautious optimism. Subject to developments associated with the pandemic, for 2021-2022 a total of 50,000 visitors is forecast - approximately, 23,000 more than in the preceding year.



Conceptual drawing of Swire Marine Discovery Centre
太古海洋探知館設計圖

應對未來挑戰

要邁向光輝未來，必先跨越滿途荊棘，因此管理團隊無懼挑戰，決心迎难而上。為實現策略目標並履行使命，博物館將進一步投放資源，為員工提供專業及技能培訓，同時按需要增聘人手。2021年3月起，博物館陸續委任了全新的教育部主管、市場推廣部主管、發展部主管，以及一名資深海洋科學項目統籌主任。下文披露各個部門針對個別目標和未來挑戰而付出的努力，各項工作亦已取得階段性成果。

發展部

發展部主管正因應「太古海洋探知館」發展項目而積極開拓新的資金來源，並著手籌劃2022年為香港特區成立25周年誌慶的大型展覽《香江泛洋奇蹟：1945年以來我們的港口故事》，以及領導部門於疫情期間舉辦籌款活動。與此同時，發展部更銳意尋求更多來自第三方的融資，以資助博物館的各類活動。儘管特區政府已增加資助，但博物館若要履行使命，必須吸納更多資金，意味著有必要構思更多更富新意的籌款活動。

策展及藏品部

策展團隊將擴大網上館藏的規模，並於每年將最少舉辦兩個新的臨時展覽，同時編纂相關刊物。將藝術與創新科技融合的藝術科技 (Art Tech)，能促進藝術的創作、發表和展示，對藝術家、收藏家、行業機構和受眾均有裨益；博物館將進一步開拓這嶄新領域，成為訪客體驗的一個重要元素。

與本地、亞洲以至國際夥伴合作策劃的巡迴展覽，能為博物館增添額外收益。我們亦將就講座及導賞團制定收費標準。

教育部

最近履新的教育部主管及海洋科學項目統籌主任正致力制定對策，應付疫情帶來的嚴峻挑戰，包括學校參觀團報名數目及收益下降的問題。教育部舉辦的「海事歷史文化與博物館學」短期課程及資優教育課程，成功開拓收入來源，而多個公眾活動亦獲得大量贊助，為日後走更遠的路奠定穩固根基。教育部將繼續策劃更多成效昭彰的節目，並透過「太古海洋探知館」及與非政府機構、博物館和大學的合作企劃，開展更精彩多元的活動。

合作計劃

未來，本館將繼續與船運業及其他商界代表、博物館、學術界及非政府環保機構維持夥伴關係，並尋求更多合作機會。最近，博物館總監肖猷思教授獲委任為嶺南大學歷史系諮詢委員會成員，進一步鞏固我們與學術界的聯繫。我們亦將分別與多家國際博物館及香港城市大學的燈塔古蹟研習實踐項目簽署合作備忘錄，建立策略聯盟，創造協同效應，有利博物館申請資金。透過巡迴展覽及學術交流，本館並會繼續深化與中國內地的博物館及文化機構之間的合作。

參觀人數

疫情肆虐，訪客被迫留守家中，無法進場參觀，暴露了博物館面對危機時的弱點。踏入2021-2022財政年度之初（4至6月），訪客人次大幅回升，數字接近上一個財政年度的總和，趨勢令人鼓舞，讓我們有理由抱持審慎樂觀的態度。撇除疫情發展所產生的變數，估計2021-2022年度全年將有50,000人次進場，較上一年增加約23,000人次。

People's Stories

人物專訪

The continued success of the HKMM and its effective engagement with local communities and visitors depends largely on the support of a growing network of volunteers, friends and supporters.

—

香港海事博物館屢創佳績，成功吸引本地社群和海外訪客，背後一直有賴愈來愈多的義工、夥伴和支持者鼎力襄助。



Adih Wong – Growing and Learning Together

The continued success of the HKMM and its effective engagement with local communities and visitors depends largely on the support of a growing network of volunteers, friends and supporters – and last year was no exception. Many of these dedicated individuals give up their free time to be trained as docents. Once trained, they share their knowledge with a wide range of community organisations, students, local and international visitors to the museum. The museum is grateful for the support of 24 active docents. In this issue of Annual Review, we invite one of the docents, Adih Wong, to share her story with us.

Adih Wong has been working as a docent at the HKMM since 2014 when she retired from the shipping industry. Over a career spanning three decades, she worked for a number of shipping companies specialising in shipbroking, sales and purchase (S&P), ship management and port agency. During that time, she worked mostly within the marketing and operations departments and witnessed the ups and downs of shipping in Hong Kong and the rapid growth of the sector in mainland China.

“From my experience in shipping, I think the HKMM, of course, showcases different ships, but the more important message behind it is that ships are connected to so many things, even the items we use in our daily lives,” she said.

Initially, she participated as a volunteer for the Hong Kong Seamen’s Union in 2014 at the Hong Kong Maritime Week activities at the museum. She found the museum extremely interesting and applied to be a docent.

“HKMM is a good platform for me to communicate with the public and students and tell them the stories of shipping,” she said and believes it is good use of her time.

She was required to attend a gallery ‘road show’ conducted by the museum’s education team and to study the museum’s exhibits before taking an exam and carrying out a dummy tour for the museum’s staff.

Training and support by museum professionals continued, with special curatorial tours of new exhibitions provided for volunteers. This year, curatorial notes were made available online to volunteers, via a simple hyperlink. In 2021, Wong enhanced her skills further, by attending the short course *Maritime History and Museology*, organised by the museum.

“From my experience as a docent, I learnt that in a museum setting, it is not just about delivery but more importantly, it’s about interaction,” she said and recalled a specific example relating to the oil painting, *The Opium Ships at Lintin, China, 1824* by William John Huggins.

A foreign visitor had written down numerous complimentary remarks about this painting in the museum’s guest book which intrigued Wong because she had never paid any special attention to this particular exhibit. She tracked down the painting with some other volunteers and noticed that while the main subject was a British square-rigged merchant ship, there was a broader heritage story associated with the painting.

It depicted the area in the Pearl River Delta, close to what is now the Hong Kong-Zhuhai-Macau Bridge. On closer inspection, there were smaller Chinese vessels nearby, engaged in smuggling opium to bypass custom charges. The visitor admired this painting because it encapsulated this part of history which led to the Opium War, when opium arrived at Guangzhou illegally, via this part of the Pearl River Delta.

“If not for this visitor’s special interest, we may not have discovered this interesting historical evidence of local maritime history,” said Wong. The docents now try to include this painting in their guided museum tours as much as possible.

It has been the continuous learning and development over the course of seven years which Wong has found so satisfying as her skills and knowledge have increased.

“I am honoured that I learnt so much from being a volunteer at HKMM – my friends always ask me to talk about history, and I say ‘I will tell you stories, if you come to the museum.’”

黃詠翔 — 教學相長

香港海事博物館屢創佳績，成功吸引本地社群和海外訪客，背後一直有賴愈來愈多的義工、夥伴和支持者鼎力襄助，去年亦不例外。在這些熱心人士當中，撥冗接受導賞員培訓的大不乏人，他們把學得的知識慷慨分享，向蒞臨博物館參觀的團體、學生及海內外訪客娓娓道來。本館衷心感謝24名導賞員的支持。在此年報，我們邀來其中一位導賞員黃詠翔，與大家分享她的故事。

從事船運30載的黃詠翔（Adih），2014年退休後一直在香港海事博物館擔任導賞員。她曾效力多家專營船舶經紀、買賣、管理及港務代理的公司，主要負責市場推廣及營運工作，見證著香港航運業的興衰，以及內地同業一日千里的發展。

她表示：「從我在業內的經驗看來，香港海事博物館的藏品固然豐富，但背後所帶出的訊息更為重要——船隻與我們生活上許多事物均息息相關。」

起初，她以義工身分參與香港海員工會2014年於博物館舉辦的「香港海運週」，過程中對博物館萌生濃厚興趣，於是申請擔任導賞員。

Adih認為導賞工作讓她的生活更充實：「博物館提供了一個理想的平台，讓我跟普羅大眾及學生交流，分享船運業的點滴。」

正式加入導賞員行列前，她必須參與由博物館教育組帶領的「路演」，了解館內各件展品，再通過考核，並完成一趟以博物館職員為模擬對象的導賞演練。

館內的專業人員會向義工提供後續培訓和支援，並詳細講授新展覽的策展內容。今年，義工只需透過超連結，即可於網上查閱展覽筆記。Adih亦於年內參與了博物館舉辦的「海事歷史文化與博物館學」短期課程，進一步增進技能。

Adih說：「導賞工作令我明白到博物館促進的不單是知識的傳遞，更重要是與人的交流。」她憶述了一次與一幅油畫相關的經歷：一名外國訪客在博物館留言冊上贈言，對哈金斯（William John Huggins）的畫作《The Opium Ships at Lintin, China, 1824》（伶仃島的鴉片船，1824年）推崇備至，令以往從未特別留意這展品的Adih大感好奇。她跟幾位義工細看畫作，發現畫家描繪的雖是一艘英國商船，但背後藏著一關更宏大的歷史故事。

油畫於珠江三角洲一帶取景，接近今天港珠澳大橋的位置；細看之下，會發現大船一旁有多艘中國小船在走私鴉片，逃避關稅。那位訪客讚揚畫作呈現出歷史的其中一個面貌，捕捉到鴉片經珠江三角洲非法流入廣州的實況，而這正正是鴉片戰爭的導火線。

Adih稱：「若非這位訪客觀察入微，我們或許無法發掘出這段與本地航運史相關的有趣史料。」現時，她會於導賞期間盡量介紹這幅畫作。

七年的導賞員生涯對Adih來說是一個豐收的體驗，她在過程中不斷學習和進步，知識和技能均有所提升。

「我有幸能在博物館擔任義工，使我獲益良多，朋友經常央求我分享歷史故事，我總會答：『要聽故事的話，請來博物館參觀。』」



Immersive display of the animated Pacifying the South China Sea scroll (1810)

《靖海全圖》(1810)
沉浸式大型動畫展示

Curatorial 策展工作

Overview

2020 was a challenging year for Hong Kong and the rest of the world which required the curatorial & collections department to review how best to practice social distancing while presenting local maritime heritage, Hong Kong harbour and global shipping stories to the public, in an engaging and informative way. The department introduced various new methods to better connect with audiences, such as upgrading the permanent galleries with interactive elements, launching online exhibitions, and securing new research grants for exhibitions and projects.

During the year, the department focused on upgrading two multi-interactive displays in the permanent Sea Bandits Gallery, on C Deck. One device provides an immersive experience via the animation of the Pacifying South China Sea scroll, the other activates a digital screen for visitors to look at the details of the same 18-metre scroll. To enhance the storyline in the Sea Bandits Gallery, more selected paintings, including recent donations, have been put on display. These paintings tell the story of piracy in the Pearl River Delta, particularly within what are now Hong Kong waters. Also, recent acquisitions related to the China trade are presented in the new section called Rise and Fall of the Canton System on C Deck. This reveals the history of an active trading system within what is now called the Greater Bay Area, including Canton (Guangzhou), Macau and Hong Kong.

概覽

2020年，香港及全球面對不一樣的時刻。正值大時代轉變，本館與時並進，思考如何在疫情的限制下向觀眾娓娓道來博物館精彩的海事文化遺產、港口故事與全球海運貿易。策展及藏品部嘗試以不同方式更好地與公眾聯繫，包括更新常設展館、加添互動元素、增設網上展覽，以及善用研究資金作展覽及研究計劃。

於本年度，策展及藏品部在C層的海盜專題常設展館加添了兩個多媒體的互動設備，包括將18米長的《靖海全圖》進行動畫版展示，以及更新電子互動設備。與此同時，我們亦為常設展廳增添館藏，包括一系列的繪畫，以說明海盜在珠三角地區的故事，尤其是香港在當中的重要角色。另外，得力於近年獲贈的藏品，本館亦更新了同層的《一口通商：輝煌與轉折》展區，以介紹活躍於珠三角的通商系統，即今天所指「大灣區」的概念。

Special Exhibitions

專題展覽



Involuntary Pairs: Man-made Lost in Nature

This exhibition featured natural history and ocean pollution, while at the same time exploring visual and conceptual perceptions of waste and more specifically, marine pollution. Involuntary Pairs was a collection of items of marine plastic pollution, individually picked up from Asian beaches by German land-artist, Liina Klaus, since 2013. Each man-made object was matched with an item found in nature to form an Involuntary Pair. The paired objects looked alike, yet one originated from nature, the other from human manufacturing. The exhibition turned man-made and natural waste into reflective works of art and led audiences to see the problem of plastic pollution in the ocean from a different perspective. Biological specimens were jointly identified by botanists at Kadoorie Farm & Botanic Garden; by scientists at the Swire Institute of Marine Science and Division of Ecology & Biodiversity, The University of Hong Kong and Academia Sinica, Taiwan. The process resulted in a fusion of scientific data and art to create a powerful visual language.

「不是天生一對」當人造物件丟失於大自然

此展覽以自然歷史與海洋污染為主題，以喚起大眾對塑膠危機的關注。展品中的海洋塑膠污染物每件都由德國籍藝術家及環保推動者Liina Klaus自2013年起在亞洲的海灘上逐件拾起，每件人造物品跟另一件天然品組成不是天生的一對。兩件外貌幾乎一致，一件從自然悠然而生，另一件則因人類遺棄而殞。展覽中的生物標本是由嘉道理農場暨植物園的植物學家，及來自太古海洋科學研究所、香港大學生態學及生物多樣性研究學部、台灣中央研究院的科學家共同識別。是次展覽透過結合科學與藝術，展示了強烈的視覺語言，發人深省。



The STEAM of steam: A technician fixing stuff today creates the science and complex technology of tomorrow

The exhibition was a part of a larger scale project which was featured in Hong Kong SciFest 2021 organised by the Hong Kong Science Museum. By displaying the collection of Hong Kong Maritime Museum and the Swire Hong Kong Archive Services, the exhibition showcased the history of marine steam propulsion and the close relationship with science, technology, engineering, arts and maths (STEAM) education.

In addition to the gallery exhibition, an online exhibition, public seminars, and a ship model-making event for primary school students were delivered. A live demonstration of Clearbot, a marine rubbish collecting robot was organised, to showcase a STEAM educational approach through science, technology, engineering, art and mathematics.

從steam找STEAM

此展覽是一個大型教育計劃的一部份，並是香港科學館舉辦的香港科學節2021活動之一。展覽展出的藏品來自香港海事博物館和太古集團的香港歷史檔案服務，當中探討了海洋蒸汽推進的歷史，以及其與STEAM教育的密切關係。

除了此展覽，本館亦舉辦了小型網上展覽、公眾講座、小學生垃圾收集船模型製作，以及人工智能機械人Clearbot現場示範收集海洋垃圾及相關研討會。這些活動體現了STEAM教學理念當中在科學、技術、工程、藝術和數學上的多元交匯。

Model of the 'Comet' on wooden base
Silver
Early 20th century

「Comet」號模型
銀
二十世紀初

香港海事博物館藏

HKMM2006.0142.0001



Sailor-made: Manifestations of Nautical Fashion in Hong Kong Culture

The image of the sailor has been widely used to suggest discipline, bravery, loyalty, order and obedience, but also notions of free-spiritedness, flexibility, mobility and independence. This exhibition demonstrated how sailor's uniform styles have been adopted, appropriated and reflected in the fashions of mainstream society. From the dress code of the British royal family in the 19th century to major fashion brands like Chanel in the early 20th century, and school uniforms in East Asia, the exhibition explores how the dress of mariners has influenced daily lives. Opened in March 2021, in association with the School of Humanities of the University of Hong Kong, this exhibition and its distinctive neon sign (see cover image) have been a popular attraction for visitors. This was also the fruition of a museum-university partnership, with undergraduate interns' participation in presenting the exhibition.

水手物語：航海時尚風潮

一直以來，水手是紀律、勇敢、忠心的象徵，同時也帶著瀟灑、靈活及獨立的意味。透過一系列的歷史圖像、制服和服裝，《水手物語：航海時尚風潮》展示航海服飾如何成為全球主流時尚及流行文化——由十九世紀的英國皇家海軍制服到現今著名的時裝潮流品牌，航海主題歷久不衰。與此同時，1920年代起，航海時尚風潮亦影響著東亞學校服飾、甚至香港及其他地區的流行文化和娛樂產業。水手風格仍為許多時裝設計師的靈感來源。是次展覽由本館主辦，香港大學人文學院協作，並讓大學實習學生參與策展過程。展覽在開幕以來大受歡迎，當中搶眼的霓虹燈（見封面圖片）更是觀眾的拍照熱點。



New Online Exhibitions and Resources on Google Arts & Culture

The global pandemic increased the need for us to curate online exhibitions in a proactive way to engage audiences and allow them to enjoy our exhibitions anytime. This year, six new online exhibitions were put on Google Arts & Culture, including *East Meets West*, *Footprint of Hong Kong Harbour: Trade, Shipping and Lighthouses*, *American Traders in China*, *The Silver Age* and *The World of Maps and Charts*. The growing usage of our online resources also reflects a new demand for digital content.

Return! Another look at The Dragon and the Eagle and The Silver Age

Return! was another museum initiative in response to the challenges imposed by the pandemic. It offered the audiences a safe and enjoyable experience both in the museum and online. *Return!* presented two newly interpreted exhibitions, *The Dragon and the Eagle* and *The Silver Age*, to provide the audiences with an in-depth understanding of the stories behind global maritime trade. In both the physical and digital exhibitions, visitors could immerse themselves in the fascinating tales of trade complemented by music, artefacts, animation and multimedia.

線上新展覽及資源於Google藝術與文化平台發放

在全球疫情下，我們積極策劃和啟動線上展覽以回應時代，讓世界各地的觀眾能隨時隨地享受我們的展覽。今年我們開發了六個全新的線上展覽，在Google藝術與文化平台分享。展覽包括《東西匯流》、《香港海港：貿易、船運及燈塔》、《龍與鷹——美國商人在中國》、《白銀時代》和《紙納乾坤》。網上展覽瀏覽量激增，可見新時代對數碼內容的需求。

歸來！《花旗飄洋》、《白銀時代》互動新詮釋

《歸來！》展覽是本館在疫情挑戰下的另一嘗試。展覽以「虛、實」方式，實體展出精美藏品的同時，線上展覽亦廣及世界各地。觀眾得以細看兩個嶄新詮釋的本館展覽《花旗飄洋：1784至1900年遠洋來華的美國商人》與《白銀時代：中國外銷銀器的來歷與貿易》，了解全球貿易關係的精彩故事。透過多媒體的演繹，觀眾浸淫於展廳大屏幕中，伴隨音樂，觀賞展品，虛實相配，隨著一個個動人的貿易故事推進，享受全新互動式體驗。

View the online exhibitions
瀏覽網上展覽





Acquisitions and Donations

Thanks to the generous support of our donors, several important acquisitions were made possible in 2020-2021. The museum received significant donations from the museum's Emeritus Chairman, Mr. Anthony Hardy, which consisted of a set of six paintings showing the maritime trade of different port cities in Amoy (Xiamen) and Hong Kong. Recently purchased from the Kelton Collection, the paintings reveal the active international maritime trade along China's coast during the 19th century. Mr. Hardy also donated an ancient jade blade, which shows the development of Chinese civilisation, its connections along the Yellow River and the material culture in Southern China during the Tang dynasty. The museum has also acquired 11 small ship models to complement the current model collection.

In addition, the museum has received important donations from organisations and individuals in the local community. Standard Club Asia has donated two ship models, previously owned by Salvatug in Manila. Family members of the late Captain Muk Tin Fui (1927-2020) have donated items from his personal collection, including a seaman's discharge book, uniform, nautical equipment, suitcases, handwritten English and Cantonese study books, and a cookbook with special recipes for ship's crews. The materials illustrate the professional lives of seamen and their important role in the Hong Kong maritime industry. Also, a set of personal memoirs, documents, videos, and a shell collection by Mr. Li Chi Pan (1934-2016) were kindly donated by his family. The Lantau Boat Club has also donated a rowing boat to the museum which is now displayed in the Long Gallery.

購藏和捐贈

端賴各方的慷慨支持，本館得以在2020-21年獲贈及新購重要藏品。本館榮譽主席何安達先生捐贈了一組6件的畫作，描繪19世紀末中國港口城市包括廈門及香港，並反映中國沿海當時的國際商貿活動往來。同時，何先生亦惠贈了一件商代玉戈，此中原禮器有助引證早期的中原文化形成、河流與沿海的故事。博物館亦添購了11件小型的船模型，以補充藏品船型號的種類。

在民間捐贈方面，Standard Club Asia惠贈兩件由馬尼拉 Salvatug 擁有的 Tiburon 和 Admiral vessels 的船模。穆殿魁船長 (1927-2020年) 家人把其作為海員的重要遺物贈予本館，如海員辭職證書、船長制服、航海儀器、皮箱、穆船長在船上學習英文及廣東話的記事本，以及船員特別膳食的營養食譜。這些物件是二十世紀香港海員生活的立體記錄。另外，李之攀先生 (1934-2016年) 的家人亦捐贈了一批私人記錄、相片、錄像及一套精美的中國北方貝殼，為李先生的畢生收藏，豐富了本館的涉海類館藏。同時，大嶼山船會亦惠贈了划船一艘，現已陳列在本館的長展廊。

The Captain Muk Tin Fui collection
穆殿魁船長個人藏品

The Maritime Silk Road Museum
of Guangdong
廣東海上絲綢之路博物館



Local and Regional Engagements

The museum forges partnerships with museums and institutions, both locally and internationally, in order to facilitate cultural exchange and research opportunities.

The museum has built a partnership with the Maritime Silk Road Museum in Yangjiang (China) since the *East Meets West* exhibition in 2017, which featured some of the Nanhai No.1 Shipwreck exhibits. This year, the museum's first travelling exhibition *The Silver Age: Origins and Trades of Chinese Export Silver* was sent as a graphic exhibition to the Maritime Silk Road Museum. This exhibition attracted 24,000 visitors in mainland China.

The HKMM is collaborating with the Hong Kong Palace Museum on one of their first permanent exhibitions. *Hong Kong History of Collecting Chinese Arts* is scheduled to open in 2022, and will feature some of the HKMM China trade collections within a section dedicated to Hong Kong private museums.

In July 2020, the museum worked with Asia Society Hong Kong (ASHK) Center and *Orientations* magazine on a lecture from the *At Home With ASHK: Museum Webinar Series* entitled *Museum Emergency! What Lies Ahead for our Cultural Organizations?* Dr. Libby Chan discussed the future of public and private museums during the global health crisis, together with the Curator of Seattle Art Museum. The webinar received 1,000 views online.

Since 2019, the HKMM has been collaborating with the Marine Department to transfer the historic

foghorns from the Waglan Island lighthouse compound. The foghorns complement the museum's existing permanent display of the Waglan lighthouse, one of the earliest pre-war lighthouses.

Continuing the long-term collaboration with the Hong Kong Marine Police, the museum is in discussion regarding an ambitious new project to conserve a Dai Fei, one of the distinctive high-speed motorboats used by smugglers in the 1980 and 1990s.

本地及亞洲區合作

本館與以下多間博物館及機構合作，以促進本地、區域性和國際間的文化交流，並提供互相研習的機會。

自2017年，本館與中國陽江的海上絲綢博物館合作《東西匯流》展覽，曾展出南海一號的沉船材料。今年，本館將首個巡迴展《白銀時代：中國外銷銀器的來歷與貿易》以圖片展覽的方式送到海上絲綢博物館展出，共24,000國內觀眾入場欣賞。另外，我們亦與香港故宮博物院作館際交流，參與其正在籌劃並將於2022年開幕的其中一個常設展館「香港中國藝術品收藏史」，借出本館的外銷藝術品在當中展出。

同時，本館於2020年7月與亞洲文化協會及Orientations雜誌舉行「安在家中：博物館Webinar系列」，就題目「博物館緊急情況！疫情下的文化機構何去何從？」與美國西亞圖博物館館長一同探討在全球健康危機下，公營及私人博物館的各種應對。當日有超過1,000名觀眾於線上參與講座。

另外自2019年起，本館與海事處合作，就著在橫瀾燈塔自上1893年開始使用的霧角，探討如何把其與正在本館展出的原裝橫瀾燈塔結合，以更準確地還原其原貌。

與此同時，本館繼續與擁有悠久海事歷史的香港水警合作，討論有關90年代港人共同記憶的「大飛」之保育及展示。



International Outreach

The museum has been building an extensive international network with counterpart organisations around the world.

In early 2021, the National Museum of Korea collaborated with the museum to produce an interactive animation by using a set of 18th century China trade paintings from the HKMM collection. This rare series of 34 watercolour paintings in our collection is currently on display in their newly opened Permanent Gallery of World Ceramics.

The museum is also working on a MoU with the Gwangju National Museum of Korea, a branch of the National Museum of Korea, to facilitate exchanges on exhibitions, research and collections.

To prepare for the *Maritime Crossroads: Millennia of Global Trade in Hong Kong* exhibition in 2021, the museum held discussions with several prestigious international institutions such as Lisbon's Museu do Oriente and the Metropolitan Museum of Art in New York, for digital loans and collaboration. The museum is also developing the 2022 special exhibition, *Hong Kong's Maritime Miracle: The Story of Our City Since 1945*, to celebrate 25 years of the HKSAR.



View the animation of the China trade paintings
欣賞十八世紀瓷器貿易畫的動畫版

國際的合作與聯繫

本館致力與來自全球的機構及博物館聯繫，以建立一個豐富的國際網絡。

在2021年初，韓國國立中央博物館與本館合作，將我們收藏的一組十八世紀瓷器貿易畫動畫化，並於其新開幕的世界陶瓷常設展廳中展示。這組一套34幅的清代製水彩連環圖是十八世紀景德鎮製瓷工序的難得紀錄，詳細描繪了陶匠分工、官窰及外銷瓷器的製運，以及廣州夷商的活動。

本館亦同時與國立光州博物館（韓國國立中央博物館副館）積極商討簽署合作備忘錄，以推動更多在展覽、研究及收藏上的交流。

就著2021年專題展覽《帆樑匯港：世貿千年》的電子藏品及合作事宜，本館與里斯本的東方博物館和紐約大都會博物館作交流。另外，本館亦正籌備2022年專題展覽《香江泛洋奇蹟：1945年以來我們的港口故事》，以慶祝香港特別行政區成立25周年。

Crossing the Poyang Lake (detail)
Gouache on paper
Late 18th century

過灘（局部）
粉彩紙本
十八世紀晚期

Gift of Mrs. Susan Chen Hardy
陳淑貞女士捐贈

HKMM2012.0101.0028

Research, Publication, Lectures and Conferences

研究、出版、專業講座及研討會

Dr. Libby Chan, Chief Curator of the museum, presented a paper at an international symposium called *Maritime Silk Routes during the Tang and Song Dynasties*, organised by the Shanghai Museum, on 18-19 November 2020. This participation facilitated the preparation for the museum's planned Belitung shipwreck exhibition in 2023.

With support from the Maritime and Aviation Training Fund (MATF), Transport and Housing Bureau, HKSAR, research was possible for the special exhibition *Maritime Crossroads: Millennia of Global Trade in Hong Kong*. Support was also granted from the Lord Wilson Heritage Trust to conduct the local heritage and oral history project, *The Story of Peng Chau: Activating Local Records*.

The museum has also worked closely with local universities on research and exhibition projects. The HKMM partnered with the School of Humanities, the University of Hong Kong, on the exhibition *Sailor-Made: Manifestations of Nautical Fashion in Hong Kong Culture*. The museum also continued its collaboration with the Department of Geography, the University of Hong Kong, on GIS applications for future research projects.

本館的首席館長陳麗碧博士在2020年11月18日至19日參與了由上海博物館舉辦的「唐宋時期的海上絲綢之路國際學術研討會」並發表文章，有助本館策展2023年的黑石號沉船展覽。

在展覽研究計劃方面，本館喜獲香港政府運輸及房屋局的「海運及空運人才培訓基金」支持，籌備《帆樑匯港：世貿千年》展覽。同時，我們亦獲得衛奕信動聯文物信託基金支持「坪洲志·活地方志」，一項有關本地遺產及口述歷史研究計劃。

本館亦在今年與香港大學文學院合作，推出了《水手物語：航海時尚風潮》展覽，及與香港大學地理系推行GIS研究計劃。

Maritime Silk Routes during
the Tang and Song Dynasties,
symposium by Shanghai Museum

由上海博物館舉辦的「唐宋時期的海上絲綢之路國際學術研討會」

Conservation

修復



With the assistance of the Conservation Office, Leisure and Cultural Services Department, five fragile lacquer Warring States figurines from two lacquer boat models have been preserved in their laboratory and ready for display in the museum.

The museum has also collaborated with the Antiquities and Monuments Office on an Underwater Archaeology project to preserve two 1830s cannonades which were discovered and recovered from waters near Sai Kung. The cannonades were professionally conserved in-house and are presented in the special exhibition and will be permanently displayed at the museum.

獲康文署文物修復辦事處的協助，本館今年把五件屬於戰國時期兩首船模上的漆器人模型成功修復，以供日後展出之用。另外，我們多年來與古物古蹟辦事處合作，協助在西貢水域中發掘出兩支約1830年的英式大炮並進行修復。大炮將在本館作永久展示，與公眾分享本館在水下考古領域參與的成果。



Read the Mingpao Weekly feature to learn more about our conservation effort (available only in Chinese)
閱讀明周文化的報導，了解本館的修復工作

Warring States lacquer figurine sitting on a boat
戰國漆器船上人俑

Anonymous Loan
佚名借展

HKMM2016.11a.0001-2

The curatorial & collections department introduced various innovative and interactive approaches and travelling exhibitions to reconnect with audiences under the impact of COVID-19.

在疫情下，策展及藏品部以創意互動的手法與巡迴展覽，更密切地與公眾再連結。



Education For All

教學及參與

Online Learning Platform

The museum has been offering multimedia and interactive online exhibitions on Google Arts & Culture, covering topics such as Chinese maritime heritage, worldwide maritime cultures, marine science and technology. Under the impact of COVID-19, these exhibitions provided an effective platform for students and audiences worldwide to learn and connect.

The museum also introduced a virtual tour of the exhibition galleries by collaborating with Vocational Training Council. The 360-degree interactive online video allows audiences to enjoy the museum and its collections remotely.

線上學習平台

本館持續在Google藝術與文化平台上推出多媒體及互動線上展覽，涵蓋了中國海洋遺產、海洋文化與香港故事、海洋科技與科學等主題。在疫情下，這些展覽更加彰顯了其作為學習平台的作用，讓來自世界各地的學生及觀眾更有效地與本館聯繫，並吸取知識。

本館亦與職業訓練局合作推出360度全景互動影片。觀眾可以使用智能手機和電腦參觀虛擬之旅，穿梭館內並欣賞各種展品。

View Museum Virtual Tour
觀看博物館360度全景虛擬之旅





Partnerships with Universities

The HKMM recognises the common ground it shares with universities in terms of educational values and objectives. Therefore, the museum has established solid collaboration with a number of universities to offer educational programmes, leveraging their wealth of resources in teaching and research.

In collaboration with the Lighthouse Heritage Research Connections (LHRC), the City University of Hong Kong, the museum has been engaging in an ongoing joint research project focusing on lighthouses since 2018. Part of the project outcomes were presented in a special exhibition and video documentary to mark International Museum Day 2020. The programme was co-organised with the Hong Kong Society for the Blind to promote inclusivity and diversity.

大學合作夥伴

香港海事博物館了解到博物館和大學都有著共同的教育價值觀和目標，因此與各大學合作提供教育活動，以促進本地、區內和國際層面的文化交流和研究機會。

本館自2018年起與香港城市大學「燈塔古蹟保育研習實踐」項目合作，共同發展一個以燈塔為重點的研究計劃。此計劃強調燈塔遺產的保存和欣賞，並鼓勵學生開發與社區相關的活動。在2020國際博物館日，本館和香港城市大學呈獻了有關項目的專題展覽及紀錄片放映。活動亦與香港盲人輔導會合辦，以提倡多元共融。



Short Course: Maritime History and Museology

This was a first-of-its-kind museum education programme on maritime history and museology open to the public. The programme was led by museum professionals, advisors, university professors, historians and experts from a wide range of leading institutions, including Dr. Joseph Ting, Mr. Chau Hing Wah (Hong Kong Museum of History), Dr. Bill Jeffery (University of Guam), and Mr. Wong How Man (China Exploration & Research Society). A total of 46 students were engaged in lectures, discussions and a field trip to Mount Davis.

海事歷史文化與博物館學短期課程

本館首次為公眾舉辦以「海洋歷史和博物館學」為題的教育課程，並邀請了來自高等學府及機構的博物館專家、顧問、大學講師和歷史學家任教，當中包括丁新豹博士、鄧興華先生（香港歷史博物館）、Bill Jeffery博士（關島大學）、黃效文先生（中國探險學會）。課程帶領共46位學員參與講座，進行討論並到摩星嶺考察海事古蹟。

Gifted Education Fund Programme: Maritime History and Curating

The Gifted Education Section of the Education Bureau (EDB) partnered with the HKMM to offer the Gifted Education Fund Programme on Maritime History and Curating.

Organised by a group of museum experts, university professors, EDB curriculum development officers, and former secondary school principals, students are equipped with the knowledge and skills for research, curating and installing exhibitions. Launched in the first half of 2021, the learning outcomes will be showcased in an exhibition and a competition by the end of 2021.

資優教育基金課程：海事歷史與策展

教育局資優教育組與香港海事博物館合作，推出以海洋歷史與策展為主題之教育基金計劃，為資優學生提供校外高級學習課程。

課程團隊由博物館專家、本地和國際大學教授、教育局課程發展人員和前中學校長所組成。透過講座和實踐機會，學生在課程中學習關於研究、策展和佈展的知識和技能。課程在2021年初推出，當中的學習成果將在2021年尾以展覽形式呈現，並以比賽選出最優秀的設計。

Marketing

市場推廣

The impact of the pandemic meant it was more important than ever to strengthen the museum's digital presence and engagement with online communities.

The new museum website was launched in February 2021 after a concentrated effort by the marketing team to enhance its functionality across devices, and to improve virtual access to the museum's offerings.

Going hand in hand with the website revamp, was an increased and more strategic use of social media. Video content on the museum's collection was created to engage audiences while the museum was closed due to pandemic restrictions. A social media campaign called *An Object a Week* was launched in April 2020. Mr. K.L. Tam led the audience on a virtual gallery walk, featuring four highlighted objects from the Canton Trade and Opium War.

The museum also made use of the Google Arts & Culture platform to offer a virtual viewing experience. The museum's LinkedIn page was launched to promote content for corporate bodies and institutions.

For the Friends of HKMM, a visit to the Kadoorie Farm and Botanic Garden and the opening reception of the special exhibition *Involuntary Pairs: Man-made Lost in Nature* were organised, providing valuable opportunities for the museum to stay in touch with friends and stakeholders despite the challenges posed by COVID-19.

在疫情帶來的新常态下，博物館致力提高其網上覆蓋率，並加強與線上的群眾的互動。經過市場部的努力，全新的博物館網站在2021年二月正式啟用。新網站具備適用於不同裝置的功能，讓觀眾更容易在線上獲得博物館的資訊。市場部在這年度亦更具策略性地運用社交媒體，當中推出一系列有關博物館館藏的影片，讓公眾在閉館期間也可了解及欣賞展品。在2020年四月，一個名為「An Object a Week」的社交媒體推廣項目面世，由譚廣濂先生帶領線上導賞，講解館內四件有關廣東商賈及鴉片戰爭的展品。博物館並使用Google Arts & Culture平台，提供虛擬的觀賞體驗。博物館的LinkedIn專頁亦隨後推出，針對企業和機構群體。

本年度的博物館會員活動包括遊覽嘉道理農場暨植物園，以及專題展覽「不是天生一對：當人造物件丟失於大自然」的開幕夜。這些活動是難得的機會，讓博物館在疫情下與好友及持分者聯繫。



View *An Object a Week* video series
觀看「An Object a Week」影片系列

The impact of the pandemic meant it was more important than ever to strengthen the museum's digital presence and engagement with online communities.

在疫情帶來的新常态下，博物館致力提高其網上覆蓋率，並加強與線上的群眾的互動。



Fundraising

籌款

The closure of the museum to the public for almost half of the year required a change of tone for the nature of its fundraising – from event-based to appeal-based. A COVID-19-related appeal received donations of HK\$616,002 from individuals and companies. Generous supporters of the annual fundraising gala converted their sponsorships into donations. Support from the board and trustees allowed the upgrade of the sound acoustics in the Special Exhibitions and Events Gallery.

Public-private partnership has been a cornerstone of the museum's success. In 2020-2021, a marine science programme came to fruition that expanded our public education offerings, with the HKSAR government's seeding fund. This was closely followed by a grant of HK\$15 million from the Swire Group Charitable Trust to build the Swire Marine Discovery Centre in 2022.

The focus for the coming year is *Hong Kong's Maritime Miracle: The Story of Our City Since 1945* – an exhibition that commemorates the 25th anniversary of the HKSAR. With the story spanning decades, generations, communities and industries, it appeals not only to sponsors from the shipping community, but also to the wider sectors who have been contributing to the Hong Kong miracle.

由於本館在本年度有大概一半的時間閉館，本年的籌款性質也跟以往不一樣——由舉辦籌款活動變成直接的捐款呼籲。與疫情有關的個人和公司捐款達616,002港元，而年度籌款晚會的支持者也慷慨地將活動贊助轉為捐款。本館董事會和受託人的捐贈提升了專題展覽及文化活動廳的音響設備。

公私營合作一直是博物館成功的基石。憑著政府提供的起動基金，本館得以在本年度為公眾教育方面增添有關海洋科學的項目。其後太古集團慈善信託基金亦撥款1,500萬港元，支持本館於2022年興建太古海洋探知館。

本館來年的重點是誌慶香港特別行政區成立25周年的展覽——《香江泛洋奇蹟：1945年以來我們的港口故事》。展覽的內容跨越多個年代，涉及當中不同的世代、人物和行業，吸引一起創造「香港奇蹟」的航運界和廣泛業界作為是次項目的贊助商。

Boat yard at Aberdeen, Hong Kong
John Worsley
Oil on canvas
1997

香港仔船排廠
約翰·沃斯利
油彩布本
1997年

香港海事博物館藏
HKMM2017.0011.0001

Contributed Support 2020 to 2021

The following reflects grants and donations of HK\$10,000 or more to the Hong Kong Maritime Museum during the fiscal year from 1 April, 2020 through to 31 March, 2021.

PATRON

The Hon. Carrie Lam Cheng Yuet-ngor, GBM, GBS, JP

PRINCIPAL CONTRIBUTOR

The Government of the Hong Kong SAR

OBJECT GIFTS

Mr. Anthony HARDY
Mr. Alex LEE Wan Fung
Lantau Boat Club
Standard Club Asia
Ms. SIU Suk Lam
Family of the late Mr. LI Chi Pan (1934-2016)

GRANTS AND SPONSORSHIPS

AFCD – Subventions for biodiversity education
Education Bureau – Gifted Education Fund
Home Affairs Bureau – Lord Wilson Heritage Trust
The Swire Group Charitable Trust
Transport and Housing Bureau
– Maritime and Aviation Training Fund

THE STEAM OF STEAM EXHIBITION

Maritime and Aviation Training Fund

DONATION (COVID-19 IMPACT SUPPORT)

Andrew Yee CHEN
Anna and William WAUNG
Anonymous
Anthony HARDY
Chellaram Foundation Ltd.
Christopher BUTTERY
COSCO
David KOO
Fleet Management Ltd.
Frederick TSAO
Harriet and Chee Chen TUNG
Sih Hing Francois CHAO
Holman Fenwick Willan
Island Navigation Corporation International
Johnathan Gavin SIU
Leonard FUNG
Linda Ho MCAFEE
Mark HARDY
Mats BERGLUND
Ocean Network Express (East Asia) Ltd.
Pacific Basin (HK) Shipping Ltd.
Richard HEXT
Simon KWAN
Tai Chong Cheang Steamship Co. (HK) Ltd.
Tamar Ship Management Ltd.
Taylor Maritime (HK) Ltd.
The Caravel Group
TSANG Wing Shun

GENERAL DONATION

Hinrich Foundation

DONATION IN LIEU OF FUNDRAISING GALA

PLATINUM
Hinrich Foundation
Koo Kou Ming Charitable Foundation
Oak Maritime (HK) Ltd.
Tai Chong Cheang Steamship Co. (HK) Ltd.

GOLD

Clarksons Platou Asia Ltd.
Arrow Asia Shipbrokers
Grand Seatrade
John Swire & Sons (HK) Ltd.
Island Navigation Corporation International
Pacific Basin Shipping (HK) Ltd.
Wah Kwong Maritime Transport Ltd.

RAISING AWARENESS OF SEAFARERS

Fidelity HK CSR Committee

RENTAL VENUE UPGRADE: SOUND ABSORPTION PANEL

Alan NG
Anna and William WAUNG
Anthony HARDY
Alan TUNG
Chee Chen TUNG
Chris BUTTERY
Sih Hing Francois CHAO
Jon ZINKE
Koo Kou Ming Charitable Foundation
Richard HEXT
Wai Lun NG
Wellington KOO

CSR PARTNERS

Wah Kwong Maritime Transport Ltd.
Pacific Basin Shipping (HK) Ltd.

IN-KIND SUPPORT

Education Bureau
Hong Kong Shipowners Association
Hong Kong Observation Wheel
The Swire Group Charitable Trust
HKMM Board and Trustees
Ince

MARINE SCIENCE EDUCATION PROGRAMME

(Including Involuntary Pairs: Man-made Lost in Nature Exhibition)
Home Affairs Bureau

SWIRE MARINE DISCOVERY CENTRE

The Swire Group Charitable Trust

Financial Sustainability

財政可持續性

Venue Hire

The impact of the pandemic required the museum to adopt a prudent and flexible approach for venue hire. Confirmed events were sometimes postponed or reformatted into virtual or hybrid experiences. The environment improved in the last quarter when both clients and the museum felt more confident in attending events with appropriate public health and safety measures in place.

With donations from board members and trustees, acoustic improvement works in the Special Exhibitions and Events Gallery were carried out in March 2021. With the Swire Marine Discovery Centre opening in mid-2022, which includes a theatre, temporary exhibition gallery and an education centre, the museum will have a more versatile range of venues available for client events.

Gift Shop

The museum shop has continued to offer a successful retail element to the HKMM, making a contribution to its funding effort. The items on sale remain highly focused on maritime themes, though items reflecting general local history and culture are still very popular too. The shop offers home decorations, handmade classic ship models, Qing Dynasty wood carvings, vintage silver ware, antique china, collectible stamps, coins and bonds, vintage jewellery, 20th century tableware, contemporary artwork as well as a wide selection of overseas and local souvenirs. A book corner can also be found, providing customers a quiet space to browse a wide range of maritime, local history and culture titles including those published by the museum.

Social Enterprise

Café 8 is a highly regarded social enterprise which offers employment opportunities to people with learning disabilities. It is a unique collaboration between The Nesbitt Centre and the Hong Kong Maritime Museum. It is also a well-established and popular venue for locals and visitors to meet and for organisations to stage events. Café 8 employs 26 staff with learning disabilities and each one makes a special contribution to the smooth running of the enterprise.

Whilst 2020-21 was an extremely challenging year for all public venues, the food and beverage sector had a particularly difficult time. The impact meant that daily business was down by approximately 50% and many events had to be cancelled. Despite these unprecedented challenges, Café 8 remained open throughout the pandemic, serving the Hong Kong community.

Sadly, the café's well-respected manager, John McKinven, passed away on 18 July, 2020. The board, management, and staff of the HKMM and Café 8 convey their sincere condolences to John's family.



場地租用

疫情蔓延，場地租賃上我們採取謹慎而靈活的方法，以應對客戶活動的延後或形式上的更改。至本年度第四季，客戶重拾舉辦活動的信心，租賃漸轉活躍，而博物館方面亦推出相應的防疫措施，確保公眾健康。

有賴董事局及受託人的捐助，專題展覽及文化活動廳在2021年三月進行了音響改善工程。2022年中落成的太古海洋探知館包括了一個表演廳、臨時展廳及教育中心，將為博物館帶來新場地，更貼近客人的活動需要。

博物館禮物店

禮物店持續為博物館帶來了零售元素及收入。本店的主題仍以航海為主，但本土歷史及文化亦同是受歡迎的範疇。禮物店的貨品包括家居裝飾、手工製作的經典船模型、清代木雕、古物繼有銀器和出口瓷器、具收藏價值的郵票、錢幣和債券、20世紀初的茶具以及當代藝術品等各款精美紀念品，都是從外國進口及本地製造。店內設有一個細小但舒適的刊物小角落，提供多本與本土歷史、文化及海事相關的作品，包括本館自家出版的刊物。

社會企業

博物館的天台咖啡室Café 8是一家社會企業，為有學習障礙的人士提供就業機會。由思拔中心和博物館合作，Café 8是一個受本地及國際訪客歡迎的熱點，亦是不同機構舉辦活動的選址。Café 8現有26位員工，每一位都是企業營運中不可或缺的。

對各公眾場所，尤其是飲食業而言，2020-21年度是困難的一年。Café 8每天的營業額下跌了50%，而不少活動都因疫情而取消。縱使挑戰是前所未有的，Café 8仍謹守崗位，為香港市民提供一個放鬆的空間。

咖啡室的經理John McKinven在2020年7月18日與世長辭。他是Café 8的重要一員，深受愛戴和敬重。博物館及Café 8全人謹此敬輓，並向John的家屬致以深切慰問。

Governance

管理模式

The HKMM has well-developed operational processes and procedures, including public safety and building management, and policies that govern various aspects of the museum's operations. The safety of staff and patrons is the highest priority and staff training sessions and practice drills are regularly conducted.

Each year, financial statements for the three legal entities that make up and govern the museum are audited by an independent audit firm. Those of Hong Kong Maritime Museum Limited, the museum's operating unit, are also made available publicly on our website and in this report.

The governing organisations that oversee the Hong Kong Maritime Museum are:

HONG KONG MARITIME MUSEUM TRUST

The Hong Kong Maritime Museum Trust, a registered charity and controlled by a board of trustees, is the legal owner of all assets of the museum (except office equipment, fixtures and fittings) and is a policy development body.

HONG KONG MARITIME MUSEUM ENDOWMENT TRUST

The Hong Kong Maritime Museum Endowment Trust is a registered charity that oversees the museum's treasury function, investments and disbursements. The Endowment Trust annually contributes to the museum, funds proportional amounts for major exhibitions and seeks to grow the principal amount through fundraising, donor support and other initiatives.

HONG KONG MARITIME MUSEUM LIMITED

The Hong Kong Maritime Museum Limited is a registered limited company under the Companies Ordinance (Cap 32) and a registered charity under Section 88 of the Inland Revenue Ordinance, for the purpose of managing and operating the museum on a day-to-day basis, including the employment of professional and other staff.

香港海事博物館已建立一套有效的運作模式，包括公眾安全和物業管理，以及監察館內各方面運作的情況。僱員及訪客的安全問題是我們其中一項最關注的事項，亦會定期提供僱員培訓和演習機會。每年本館會聘請獨立會計師為我們旗下三個法人單位審核財政報告。公眾可於本館網頁及年報查閱其中營運單位—香港海事博物館有限公司的財政報告。

監督香港海事博物館營運的單位包括：

香港海事博物館基金會

香港海事博物館基金會是一個註冊的慈善組織，由受人理事會管理，是博物館內所有資產的擁有人（辦公設備和固定裝置除外）及政策發展人。

香港海事博物館信託基金會

香港海事博物館信託基金會是一個註冊的慈善組織，負責監察博物館的財務安排及投資策略。信託基金會每年會撥款予博物館作營運用途，亦會因應不同主要展覽的需要，按比例分配資金。另外，也會透過籌款活動、捐款人的支持，以及其他途徑以增加本金數目。

香港海事博物館有限公司

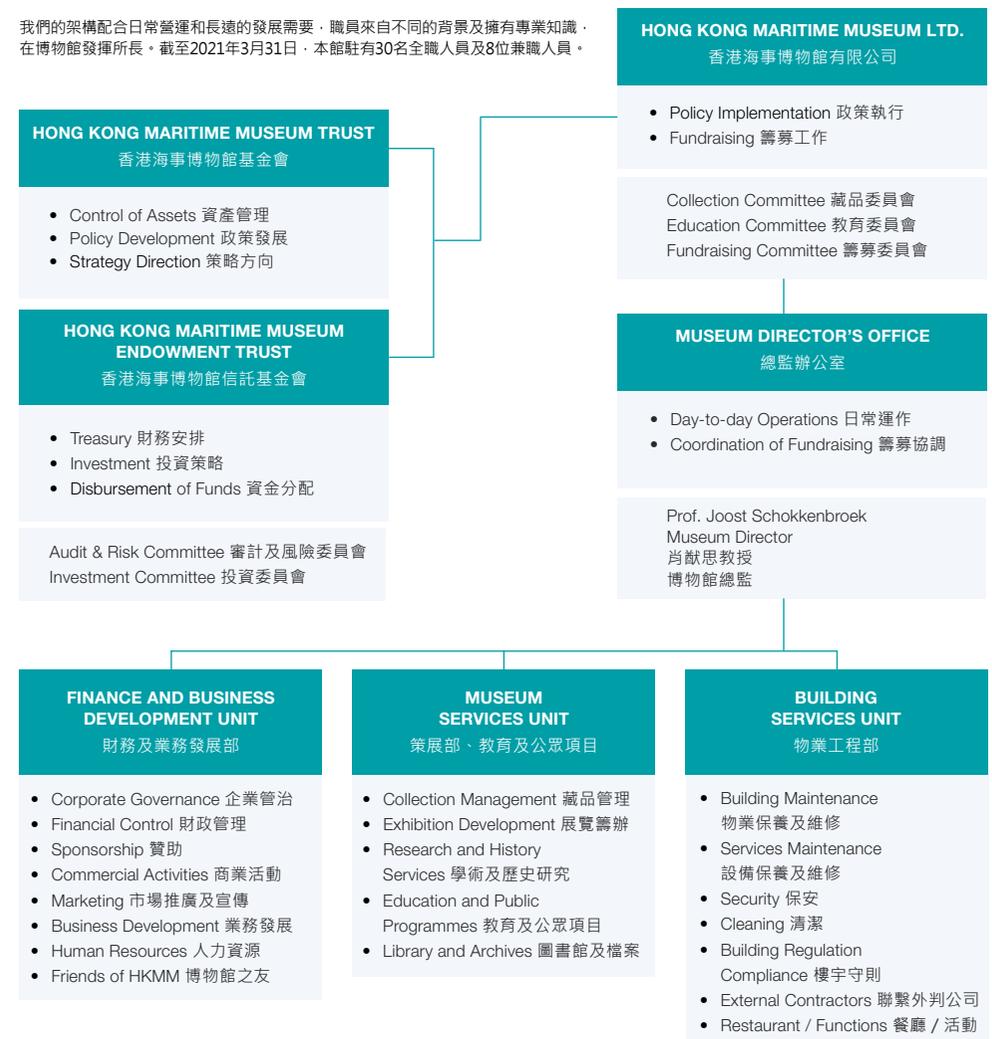
香港海事博物館有限公司是按照公司條例（第32章）註冊的有限公司及註冊慈善團體（按照稅務條例第八十八條），主要負責管理博物館日常的運作，包括聘請專業人士及其他僱員。

Organisation and Staffing

架構與職員

Our organisational structure allows for focused efforts in both day-to-day and long-term endeavours. Staff are drawn from highly diverse backgrounds and bring a range of expertise to their respective roles at the museum. As of 31 March, 2021, the museum employed 30 full-time and eight part-time staff.

我們的架構配合日常營運和長遠的發展需要，職員來自不同的背景及擁有專業知識，在博物館發揮所長。截至2021年3月31日，本館駐有30名全職人員及8位兼職人員。



Director, Trustee, Committee and Staff Members

HONG KONG MARITIME MUSEUM TRUST TRUSTEES

- Chee Chen TUNG (Chairman), Chairman, Island Navigation Corporation International Ltd.
- Sih Hing Francois CHAO, Executive Chairman, Wah Kwong Maritime Transport Holdings Ltd.
- Kam Hung Leonard FUNG, Director – Corporate Finance, Group Finance, Hutchison Port Holdings Ltd.
- Wai Lun NG, Partner, PricewaterhouseCoopers
- Sai Cheung Ian SHIU, Former Executive Director, Swire Pacific Ltd.
- Timothy John SMITH, Former Regional Head of Asia, APM Terminals
- Roger Freeman TUPPER, Former Director of Marine, Hong Kong Marine Department
- Jianhui ZHU, President, COSCO (Hong Kong) Group Ltd.
- Yiu Kei CHAN, Honorary Secretary

HONG KONG MARITIME MUSEUM ENDOWMENT TRUST TRUSTEES

- Sai Cheung Ian SHIU (Chairman), Former Executive Director, Swire Pacific Ltd.
- Chee Chen TUNG, Chairman, Island Navigation Corporation International Ltd.
- Andrew Yee CHEN, Chairman, Grand Seatrade Shipping Co. Ltd.
- Chee Kong Kenneth KOO, Group Chairman and CEO, Tai Chong Cheang Steamship Co. (HK) Ltd.
- Sik Ying William WAUNG, Retired High Court Judge
- Prof. Joost SCHOKKENBROEK, Honorary Secretary

HONG KONG MARITIME MUSEUM LTD DIRECTORS

- Richard HEXT (Chairman), Chairman, Vanmar Shipping Ltd.
- Christopher BUTTERY, Chairman, Taylor Maritime Group
- Yiu Kei CHAN, Maritime Arbitrator and Shipping Consultant
- Andrew Yee CHEN, Chairman, Grand Seatrade Shipping Co. Ltd.
- FUNG Kam Wing, Associate Professor, School of Chinese at The University of Hong Kong
- Mark HARDY, Director, Corporate Affairs, Pacific Basin Shipping (HK) Ltd.
- Chee Chow David KOO, Managing Director, Valles Steamship Co. Ltd.
- Chee Kong Kenneth KOO, Group Chairman and CEO, Tai Chong Cheang Steamship Co. (HK) Ltd.
- Wai Lun NG, Partner, PricewaterhouseCoopers
- Laura SWIRE
- Lieh Sing Alan TUNG, Managing Director, Island Navigation Corporation International Ltd.
- Sik Ying William WAUNG, Retired High Court Judge
- Justin ZIEGLER
- Jon ZINKE, Resident Partner, Keesal, Young & Logan

HONORARY ADVISORS

- David BEAVES, Ince
- Nicholas BROOKE, Chairman, Professional Property Services Group
- Sandy CHAN, Managing Director, Hong Kong Shipowners Association
- Fu Kwok David CHENG

CHAIRMAN EMERITUS

- Anthony HARDY

COMMITTEES COLLECTION COMMITTEE

- Betty LO (Chair), Board Director, Ketchum Greater China Ltd.
- Dr. Libby CHAN, Chief Curator, HKMM Ltd.
- Prof. FUNG Kam Wing, Director, HKMM Ltd.
- Anthony HARDY, Chairman Emeritus, HKMM Ltd.
- Richard HEXT, Chairman of the Board of Directors, HKMM Ltd.
- Tim Keung KO, Hong Kong History Historian
- Helen LAM, Assistant Curator, HKMM Ltd.
- Prof. Joost SCHOKKENBROEK, Museum Director, HKMM Ltd.
- Kwong Lim TAM, Chinese Map Collector
- Prof. Joseph TING, Former Chief Curator, Hong Kong History Museum
- Sik Ying William WAUNG, Trustee, HKMM Endowment Trust and Director, HKMM Ltd.
- Yifawn LEE, Publisher, Orientations Magazine

EDUCATION COMMITTEE

- Tina CHAN (Chair), Group Head of Philanthropy, John Swire & Sons (H.K.) Ltd.
- Yun-Chi CHAN, Secretary, Hong Kong Seamen's Union
- Prof. May CHENG, Associate Vice President (Academic Affairs), Registrar and Chair Professor of Teacher Education of The Education University of Hong Kong
- Joe CHEUNG, Marine Science Programme Coordinator, HKMM Ltd.
- Richard HEXT, Chairman of the Board of Directors, HKMM Ltd.
- Alan LAU, Project Development

- Manager, St. James' Settlement, Registered Social Worker, Ruin Expert
- Cora LEE, Head of Education, HKMM Ltd.
- Cho Nga LEUNG, Former Assistant Professor, The Education University of Hong Kong
- Joe LEUNG, Chief Curriculum Development Officer, Native English Teachers Scheme, Education Bureau
- Iris LUK, Manager – Assessment Development, Hong Kong Examinations and Assessment Authority
- Carol PANG, Senior Curriculum Development Officer, Native-speaking English Teacher Section, Education Bureau
- Scott PANICO, Lead Learner, PYP Teacher, Kowloon Junior School
- Prof. Joost SCHOKKENBROEK, Museum Director, HKMM Ltd.
- Sik Ying William WAUNG, Trustee, HKMM Endowment Trust and Director, HKMM Ltd.
- Prof. Gray WILLIAMS, Director, The Swire Institute of Marine Science School of Biological Sciences, The University of Hong Kong
- Ken Kam Ming YU, Managing Director, HEI Schools Australia

AUDIT & RISK COMMITTEE

- Wai Lun NG (Chair), Trustee, HKMM Trust
- Andrew Yee CHEN, Trustee, HKMM Endowment Trust
- Roger TUPPER, Trustee, HKMM Trust
- Sik Ying William WAUNG, Trustee, HKMM Endowment Trust and Director, HKMM Ltd.

FUNDRAISING COMMITTEE

- Angad BANGA, Chief Operating Officer, The Caravel Group Ltd.
- Richard HEXT, Chairman of the Board of Directors, HKMM Ltd.
- Abbie HUI, Head of Development, HKMM Ltd.
- Prof. Joost SCHOKKENBROEK, Museum Director, HKMM Ltd.
- Sai Cheung Ian SHIU, Trustee, HKMM Endowment Trust

INVESTMENT COMMITTEE

- Chee Chen TUNG (Chairman), Chairman, Island Navigation Corporation International Ltd.
- Andrew Yee CHEN, Chairman, Grand Seatrade Shipping Co. Ltd.
- Fu Kwok David CHENG, Honorary Advisor
- Richard HEXT, Chairman of the Board of Directors, HKMM Ltd.
- Chee Kong Kenneth KOO, Group Chairman and CEO, Tai Chong Cheang Steamship Co. (HK)

DIRECTOR'S OFFICE

- Prof. Joost Schokkenbroek*, Museum Director
- Candy WONG*, Office Manager & Assistant to Museum Director
- Willy CHEUNG*, Executive Officer

CURATORIAL & COLLECTIONS

- Dr. Libby CHAN*, Chief Curator
- Helen LAM, Assistant Curator
- Stephen CHAN, Curatorial Assistant

EDUCATION

- Cora LEE*, Head of Education
- Joe CHEUNG, Marine Science Programme Coordinator
- Maggie YIU, Library Assistant
- Miriam CHAN, Programme Administrator

VENUE HIRE

- Denise CHAU*, Event Manager
- Ivy KONG, Event Assistant

MUSEUM DEVELOPMENT

- Abbie HUI*, Head of Development

MARKETING

- Christy LI*, Head of Marketing
- Christine WONG, Marketing Officer
- Kevin WAN, Digital Marketing Assistant
- Ivanna CHAN, Graphic Design Assistant

FINANCE & BUSINESS DEVELOPMENT

- Louisa LEUNG*, Finance Manager
- Timmy Mok, Accounting Officer
- Fion LAW, Accounts Clerk
- Josephine CHOW, Administrative Assistant
- Loretta MUI, Senior Visitor Services Officer
- Stephanie WAT, Shop Manager
- Kendi TONG, Shop Supervisor

BUILDING SERVICES

- Pat YOUNG, Museum Assistant
- Raymond LEE, Museum Assistant
- Po Wai CHUNG, Senior Museum Technician
- Kwok Lok CHAN, Museum Technician
- Chong CHEN, Museum Technician Assistant

*Senior Management Team

KPIs

績效指標

Community Involvement And Experience

社區參與及參觀者體驗



Visitors - All
總參觀人次

2020-21	2019-20
26,671	70,126



Visitors - Students
學生參觀人次

2020-21	2019-20
1,881	7,257



Visitors - Community Groups
社區團體參觀人次

2020-21	2019-20
1,267	4,583



Website User Sessions
網頁瀏覽人次

2020-21	2019-20
41,866	45,257



Social Media Total Reach
社交媒體平台總觸及率

2020-21	2019-20
578,198	559,700

Curatorial, Academic & Special Exhibition Activities

策展、學術及專題展覽活動



Exhibitions
展覽

2020-21	2019-20
4	5



Articles and Presentations
文章出版及演講

2020-21	2019-20
3	9



Acquisitions and Donations
購贈藏品

2020-21	2019-20
139	330



Collection Items on Display
藏品展出

2020-21	2019-20
1,164	1,112



Collection Items Online
藏品在線

2020-21	2019-20
940	864

Marketing and Promotion

市場推廣及宣傳活動



Value of Media Coverage
媒體報導總值

2020-21	2019-20
\$4,688,950	\$1,753,648



Media Coverage
媒體報導

2020-21	2019-20
310	148



Collaborative/Partner Projects
伙伴合作項目

2020-21	2019-20
12	16

Financial Performance

財務報告

INCOME 收入	FY 2020-2021 HKD (000s) 以港幣 (千元)	FY 2019-2020 HKD (000s) 以港幣 (千元)
Admission Fees 入場費	320	964
Rentals and Events 場地出租及活動	962	1,984
Public and Social Enterprise Programme 公眾及社會企業項目	1,253	1,707
Government Grant 政府撥款	7,909	8,000
Endowment Grant 信託基金會撥款	5,077	5,010
Fundraising and Others 募捐及其他收益	2,425	1,503
	17,946	19,168

EXPENDITURE 支出		
Staff, Consultant and Office Expenses 僱員、顧問及營運支出	12,811	12,681
Building, Equipment Maintenance and Insurance 物業、設備保養維修及保險	3,264	3,695
Public and Education Programmes 教育及公眾項目	1,452	1,725
Communications, Marketing and Fundraising 傳訊、市場推廣及籌款活動	361	483
Collections Management 典藏管理	58	584
	17,946	19,168

OTHER 其他		
Relocation, Maintenance Government Grant 政府資助搬遷費、保養費	539	427
Relocation, Expansion, Maintenance Expenses 搬遷及擴張費用、保養費用開支	-539	-427

List of Activities

本年度活動一覽

DATE 日期	ACTIVITY 活動
16-05-2020	2020 International Museum Day Hong Kong - Museum Free Admission Days
17-05-2020	2020香港國際博物館日 - 博物館免費開放日
07-06-2020	International Archives Week 2020: Special Guided Visits 國際檔案週2020專題導賞團
25-06-2020	Day of the Seafarer 2020 HKMM Free Admission Day 國際海員日2020 海事博物館免費開放日

DATE 日期	ACTIVITY 活動
28-07-2020	At Home With ASHK: Museum Webinar Series - Museum Emergency! What Lies Ahead for our Cultural Organizations? with the Asia Society Hong Kong Center and Orientations 與亞洲文化協會及 Orientations 合辦「安在家中：博物館Webinar系列——博物館緊急情況！疫情下的文化機構何去何從？」
06-08-2020	Online Workshop: Global Perspectives on the Representations of the Asian Maritime World: Multi-Disciplinary Approaches on the Study of Chinese Junks and Other Displays at the Maritime Museums 網上工作坊：「亞洲多元視角下涉海類博物館的中國古帆船與其他展示」
26-09-2020	Free Children Admission on 26 September to mark World Maritime Day 2020 世界海事日 2020年9月26日小童免費入場
10-10-2020	Special Tour: Maritime Silk Routes
24-10-2020	海上絲路專題導賞
17-10-2020	The STEAM of steam: A Technician Fixing Stuff Today Creates the Science and Complex Technology of Tomorrow – Public Talk 從steam 找STEAM：今天的工程技術·成就明天的科學 — 公開講座
31-10-2020	Museum Fantasy Tour: Hunting for Treasures - Meeting the Unexpected Characters 奇遇之旅：尋找寶藏 遇見不一樣的人物
	Public Talk: Development of Museum Services in Hong Kong 公開講座：香港博物館服務的發展
07-11-2020	Mega Board Game 'All Aboard!'
15-11-2020	進港了！巨型棋盤遊戲
22-11-2020	Children's Movie Show 兒童電影欣賞
28-11-2020	
29-11-2020	
14-11-2020	The Power of Paper: Public Talk: The Life and Conservation of Paper 紙的力量-公開講座：紙的生命和修復
15-11-2020	Behind the Scenes Tour: Visit to Kadoorie Farm and Botanic Garden 幕後花絮之旅：遊覽嘉道理農場暨植物園
21-11-2020	Family Workshop: Water and Life in the Eyes of Little Artists 親子工作坊：小小藝術家眼中的水和生命
28-11-2020	Workshop: Ocean Papercutting 工作坊：剪海
25-02-2021	Online Talk: The Roots of Hong Kong's Trade and Collections 網上座談會
28-02-2021	Gallery Chat: The Stories of Titanic 展廳漫談：鐵達尼號的故事
14-03-2021	Family Workshop: Pirates and Their Hats 親子工作坊：海盜與他們的帽
	Gallery Chat: The Stories of Titanic (2) 展廳漫談：鐵達尼號的故事 (二)
20-03-2021	Meet our Dutch Scholar and an Eco-Warrior 與來自荷蘭的學者和環保鬥士見面
21-03-2021	Little Artists 2: Water and Life Art Workshop 小小藝術家 (二) 水和生命藝術工作坊
	Special Talk on Small Archives 專題講座：小型歷史檔案館的創立與管理



HONG KONG
maritime
museum
香港海事博物館

Hong Kong Maritime Museum Limited
Central Pier No. 8, Hong Kong

Tel: +852 3713 2500 Fax: +852 2813 8033
www.hkmaritimemuseum.org

Design: Thyme Design Associates
www.thymedesign.hk

Photos: Courtesy of Hong Kong Maritime Museum Limited

This report is printed on environmentally friendly paper
本年報以環保紙印製