

# BUILDING FURTHER

## 創建未來

STRATEGIC PLAN  
策略計劃



救世軍港澳軍區 THE SALVATION ARMY HONG KONG AND MACAU COMMAND

# 2020-2025



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# 港澳軍區 願景/使命/價值觀

## HONG KONG AND MACAU COMMAND VISION/ MISSION/ VALUES

### 願景宣言

#### Vision Statement

委身於使靈魂得救的使命，致力於具影響力的卓越事奉，使人能與神建立豐盛的關係（約翰福音10章10節）

To be committed in our mission of soul saving and to excel in impactful ministry that all may come into a full relationship with God (John10:10)

### 使命宣言

#### Mission Statement

- ❖ 傳揚耶穌基督的福音，為基督贏取靈魂
- ❖ 促進和鼓勵靈命發展，讓每個人都能經歷整全生命
- ❖ 無分彼此地服侍受苦的人，愛那不被愛的，親近孤單的人，擁抱受排擠的人
- ❖ To preach the gospel of Jesus Christ in order to win souls for Him
- ❖ To facilitate and encourage spiritual development so that every individual may experience holistic life
- ❖ To serve suffering humanity without discrimination, to love the unloved, to befriend the friendless, and embrace the marginalised

### 價值觀

#### Values

- ❖ 憐憫.....我們主動接觸，關懷別人
- ❖ 尊重.....我們推動維護所有人的尊嚴
- ❖ 卓越.....我們致力做到最好，成為別人仿效的楷模
- ❖ 誠信.....我們誠實可靠，敢於承擔
- ❖ 適切.....我們力求創新，彰顯成效
- ❖ 合作.....我們鼓勵與促進團隊和夥伴合作
- ❖ 頌讚.....我們為邁向新里程和成就獻上感恩
- ❖ **Compassion.** . . . We reach out to others and care for them
- ❖ **Respect.** . . . . . We promote the dignity of all persons
- ❖ **Excellence.** . . . . . We strive to be the best at what we do and a model for others to emulate
- ❖ **Integrity.** . . . . . We are honest, trustworthy, and accountable
- ❖ **Relevance.** . . . . . We are committed to the pursuit of innovation and effectiveness
- ❖ **Co-operation.** . . . We encourage and foster teamwork and partnerships
- ❖ **Celebration.** . . . . We give thanks by marking milestones and successes

# 總指揮的話

## INTRODUCTION FROM THE OFFICER COMMANDING



本人深感榮幸，向你們呈獻救世軍港澳軍區《2020-2025策略計劃》，主題為「同心建造」。

每個機構和公司實在需要訂立策略計劃，以確保整個機構或公司的目標、營運和運作切合其既定使命和身分。

策略計劃具有聖經意義。想一想耶穌的話：「你們哪一個要蓋一座樓，不先坐下來計算費用，看能不能蓋成？」（路加福音14章28節）聖經給予我們訂定策略的原則，未必是如何制定目標的細節，但我們可以在神國的原則之上加以領悟，再應用在我們的使命和事工上。

我們最終要提醒自己，神有完美的預知，是最佳的策劃者。祂提醒我們：「我知道我向你們所懷的意念是賜平安的意念，不是降災禍的意念，要叫你們末後有指望。這是耶和華說的。」（耶利米書29章11節）

我們必須繼續策劃，保持行動的適切性，符合聖靈的指引，深信我們透過這一切能把榮耀和光榮歸予神。

衷心感謝各位部門首長的寶貴建議、深思和專注的禱告，促成這本《策略計劃》。願榮耀歸予神！

基督的僕人



總指揮  
李光秋上校

It gives me great pleasure to present to you our Strategic Plan 2020-2025 of our Salvation Army, Hong Kong and Macau Command. The theme is 'Building Together'.

Indeed, in every organisation and corporation, the need arises for strategic plans to ensure that the whole organisation or corporation goals, operations, and functions are aligned with its developed mission and identity.

Strategic Planning is very Biblical. Consider the words of Jesus, 'Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it' (Luke 14:28). The Bible gives us the principles to determine the strategy. We may not be given the specifics as to how we should approach the goals, however, we can develop our understanding based on the principles of God's Kingdom and its application to our mission and ministry.

Ultimately, we remind ourselves that God has perfect foresight and is the best strategist. He reminds us, "For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future." (Jeremiah 29:11).

We must continue plan and stay relevant in all we do, be in tune with the Spirit, and trust that in all this we bring honour and glory to God.

Our grateful thanks to our Department Heads for their invaluable input, extended deliberations and focused prayer that made this compilation possible. To God be the Glory!

Yours in His service

Lieut-Colonel Bob Lee  
Officer Commanding

# 部隊及青年事工

## CORPS AND YOUTH MINISTRIES

### 關鍵要素

1. 我們會與教育服務部兩所新校——幼稚園及小學各一間——合作，開拓兩個新部隊，並會委任軍官及同工負責。
2. 我們會透過不同的軍官入職方式、候補員培訓及承傳計劃，檢視、確認及發展全面的策略，以加強軍官及牧養同工的招募。
3. 我們會制定倡議，在本軍服務中提供實習機會、探訪和體驗式培訓，提高救世軍人對整全事工的參與。
4. 我們會力求發展和加強軍官和救世軍人的能力，給予他們神學及其他研究和培訓的支援，以推廣和推動整全事工。
5. 我們會加強和促進靈命堅固，在日常生活中活出基督的樣式，並透過與軍官、軍兵和青年人就他們關心的靈性、社會和道德議題設門徒訓練和定期討論平台，從而讓他們對本軍建立強烈的投入感和歸屬感。



### KEY ELEMENTS

1. We will develop two new corps in collaboration with our Educational Services in two new schools, a Kindergarten and a Primary School, with the identification and appointment of officers and ministry staff in these new premises.
2. We will review, identify and develop a comprehensive strategy to increase officer and pastoral staff workers recruitment through various officer entry modes, training of candidates and succession planning.
3. We will develop initiatives to increase the commitment of Salvationists in Holistic Ministries by providing opportunities for internship, exploration visits and experiential training in our Army services.
4. We will seek to develop and strengthen the competencies of officers and Salvationists by supporting them in theological studies and other studies and training that promote and facilitate Holistic Ministries.
5. We will enhance and empower spiritual strengthening and living out Christlikeness in daily lives through active discipleship and regular discussion platforms with officers, soldiers and youth on spiritual, social and moral issues that concerns them, thus developing a strong sense of affiliation and ownership in the Army.



6. We will enhance, develop and foster opportunities to strengthen our youth's identity and ownership of the Army's Mission through a holistic ministry award scheme where youths will be able to participate in various experiential training and mission trips to promote service, mission and integrated learning.
7. We will review and develop resources for Junior Soldiers and Corps Cadets that are relevant and nurturing to their spiritual growth.
8. We will develop, encourage and provide suitable platforms for youth communication and sharing.
9. We will develop and create awareness in our youth of the importance of companionship in their families through Family Ministries oriented programmes and activities for the youth.
10. We will develop and implement an awareness for candidate's recruitment for officership through available digital media, communication and fellowship retreats.

6. 我們會加強、建立和締造機會，透過整全事工獎勵計劃，讓本軍青年人參與各項推廣本軍服務、使命和綜合學習的體驗式培訓和短宣，從而加強他們對本軍使命的身份認同和歸屬感。
7. 我們會檢視和發展適合青年兵和進取員使用的資源，促進他們的屬靈增長。
8. 我們會制定、鼓勵和提供合適的平台，供青年人溝通和分享。
9. 我們會透過本軍以家庭事工為本的青年項目和活動，為本軍青年人建立和增強家庭陪伴的重要性的意識。
10. 我們會透過可用的數碼媒體、通訊和團契退修，建立和實施對招募候補員成為軍官的意識。



# 婦女事工

## WOMEN'S MINISTRIES



### 關鍵要素

1. 我們會致力建構框架，邀請本軍的婦女參與我們所有的外展活動，讓她們都認識到自己的價值。
2. 我們會發展、重新想像和聚焦本軍婦女事工，透過創新項目，並配合全球婦女事工的倡議，成為切合今日女性所需的婦女事工。
3. 我們會透過項目和活動，吸引35歲以下的年輕女性，力求接觸她們。
4. 我們會力求接觸專業女性，透過新穎的項目，為她們在其專業範疇和家庭生活方面提供支援，讓她們對於職業女性所面對的挑戰提高意識，並透過適切的支援小組與活動提供支援。

### KEY ELEMENTS

1. We will work towards a framework where every woman associated with the Army knows that they are valued by inviting them to join in all our outreach events.
2. We will develop, reimagine and refocus our Women's Ministries to be relevant for today's women through innovative programmes and in collaboration with the Global Women's Ministries initiatives.
3. We will seek to reach out to younger women below 35 years, through programmes and activities that are of interest to them.
4. We will seek to reach out to professional women by supporting them in their ministry and family life through innovative programmes that will increase the awareness of their challenges as career women and reaching out and supporting them through relevant support groups and activities.





# 軍官人事

## OFFICER PERSONNEL



### KEY ELEMENTS

#### 關鍵要素

1. 我們會透過探討不同的軍官招募模式，達致制定出一套針對招募和挽留軍官的全面性策略。
  2. 我們會制定和重整軍官培訓計劃，包括相關的課程和系統，使其切合時代和學員的需要。
  3. 我們會透過祈禱週和代禱者，以及為靈命導師提供足夠培訓，並提供各項可用資源，達致增強和鞏固本軍的屬靈生命發展。
  4. 我們會透過向華人群體傳遞最新和適切的培訓課程、材料及資源，並設立一個具功能性的圖書館系統，以及具互動性的文物展覽，達致強化由救世軍領袖培訓中心所提供的培訓計劃。
1. We will develop a comprehensive strategy that address both the recruitment and retention of officers by exploring various modes and recruitment to officership.
  2. We will develop and restructure the officer training programme including its curriculum and system making it relevant to today's needs and the needs of the cadets.
  3. We will enhance and strengthen our Spiritual Life Development through the emphasis of the prayer week and intercessors, adequate training for spiritual life directors and the provision of various resources for use.
  4. We will develop and strengthen the training programmes provided by the Salvation Army Leader Training Centre by delivering updated and relevant training courses, materials and resources for Chinese communities, and setting up a functioning library system, and interactive archive display.

# 人力資源

## HUMAN RESOURCES

### 關鍵要素

1. 我們會透過員工參與和發展機會，建立正面和參與度高的工作環境與文化，以吸引、保留和培育人才。
2. 我們會通過辨識富潛質的管理人員，為他們制定個人發展計劃，並提供適當的培訓，以制定高級管理層的全面承傳計劃。
3. 我們會透過員工培訓、指導和支援，加強管理層和主管的技能發展和能力提升。
4. 我們會探討員工彈性上班時間和其他聘用模式的可行性，並制定相關倡議。
5. 我們會致力於落實實施電子請假系統，並加強人力資源管理系統。
6. 我們會檢視和加強人力資源政策、程序和系統，包括退休年齡、僱員手冊和招聘渠道，確保它們保持適切、與時並進並行之有效。

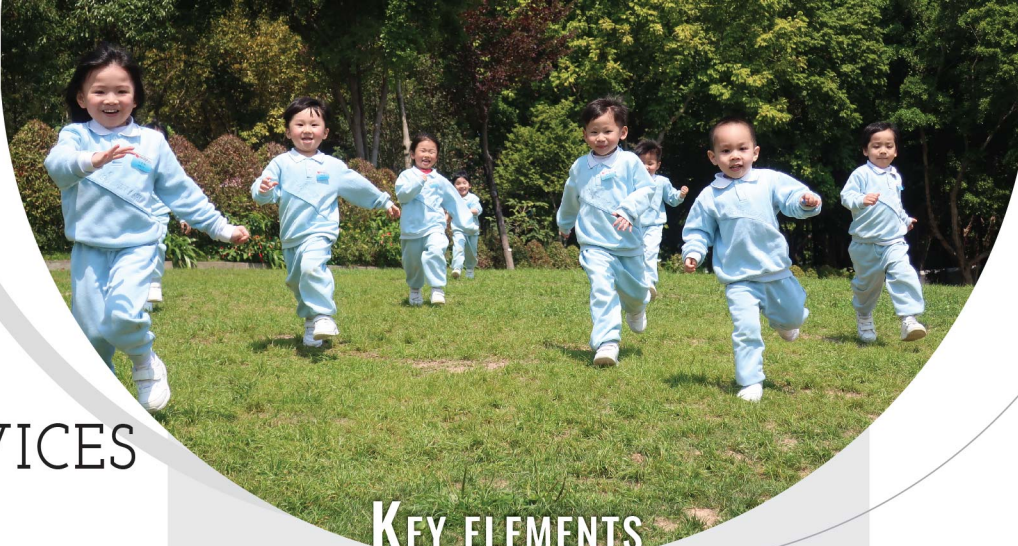


### KEY ELEMENTS

1. We will develop a positive and participative work environment and culture through staff engagement and development to attract, retain and nurture talents.
2. We will develop a comprehensive succession plan for senior management through identification of high potential management staff, create their individual development plans and provide appropriate training.
3. We will enhance the skill development and capacity building for management and supervisors through staff training, mentoring and support.
4. We will explore and develop initiatives towards staff flexi hours and other different employment modes.
5. We will work towards the successful implementation of the E-leave system and HRMS enhancement.
6. We will review, and enhance the HR policies, processes and systems ensuring that they stay relevant, updated and effective including the retirement age, staff handbook, and recruitment channels.

# 教育服務

## EDUCATIONAL SERVICES



### KEY ELEMENTS

#### 關鍵要素

1. 我們會透過創建和強化平台，鞏固同區部隊、社會服務部和教育服務部之間的合作，追求和加強整全和綜合事工。
  2. 在澳門我們會研究和建立一間小學/幼稚園，並透過參與澳門教育暨青年局多項教育活動及其他聯合舉辦的活動，向社區推廣救世軍的服務。
  3. 在大灣區，我們會研究和建立一間小學/幼稚園，為居於大灣區（大陸）的港人子弟而設，特別聚焦於特殊教育需要的支援項目，並透過參與廣東省教育廳多項教育活動及其他聯合舉辦的活動，向當地社區推廣救世軍的服務。
  4. 我們會致力促進與中港澳三地大學的合作，在更多學術（研究）範疇，建立夥伴關係，並為教師和成年人提供不同學科的合辦課程。
  5. 我們會制定和實施承傳計劃和相關的領袖培訓，辨識出各項培訓需要。
  6. 透過與本軍機構傳訊部合作，我們會特別着重在香港和大灣區推廣救世軍教育服務的品牌，以及通過國際救世軍、其他網絡建立的活動、社區各範疇的鞏固關係，促進學生文化和教育交流，以及僱員專業發展。
  7. 我們會建立、加強和實踐學與教的整體質素，通過優質教育基金，以及借助新學校和新幼稚園的開設作為平台，以推廣本軍學校教師之間的專業發展與交流。
1. We will pursue and strengthen holistic and integrated ministry through creating and strengthening platforms for enhanced collaboration among Corps, Social Services Department, and Educational Services Department through our geographic clusters.
  2. We will research and develop a Primary/Preprimary school in Macau to promote the Salvation Army's services to the community, through collaboration with the Education and Youth Affairs Bureau of Macau in more educational events and other jointly organised activities.
  3. We will research and develop a Primary/Preprimary school catering for children of Hong Kong people residing in the Greater Bay Area (Mainland) with focus on special educational needs (SEN) support programmes, to promote the Salvation Army's services in the Greater Bay Area community, through collaboration with the Department of Education of Guangdong Province in more educational events and other jointly organised activities.
  4. We will work towards the further collaboration with Universities in Hong Kong, Macau and the Mainland to develop partnership with more academic (research) areas and offer co-organising programmes of different disciplines for teachers and adult learners.
  5. We will develop and implement succession planning and related leadership training by identifying various training needs.
  6. We will place special emphasis to promote the brand of the Salvation Army Educational Services in Hong Kong and Greater Bay Area by collaborating with our Corporate Communications Department, facilitating cultural and education exchange of students as well as professional development of staff through our international Army, other networking activities and consolidating relationships with different sectors in the community.
  7. We will develop, enhance and deliver our overall Learning & Teaching quality through the Quality Education Fund and make use of the establishment of new school and new preschool to provide platforms for promoting professional development and exchange among teachers in Army's schools.

# 社會服務

## SOCIAL SERVICES

### 關鍵要素

1. 我們會透過一系列優質社會服務和政策，達至個人、家庭和社區的整全發展，從而辨識、發展和建立自助社區。
2. 我們會透過創新、建立夥伴關係、質素保證、主要服務的檢討和審計，以及影響評估，建立、加強和提升社會服務的效能和效益，並遵守法定要求。
3. 我們會確保長期有效的財務管理和可持續性，透過合規和具回應的實踐，回應使用者自付的政策趨勢。
4. 我們會建立、監察和加強高質素的僱員團隊，並制定全面的承傳計劃，建立僱員的領導和創新能力。
5. 我們會因應政府推出的措施進行重建，並盡用現有土地以擴展服務和新項目，滿足新的社會需求。



### KEY ELEMENTS

1. We will identify, develop and build self-reliant communities through a wide range of quality social services and policies catering for the holistic development of individuals, families and community.
2. We will develop, strengthen and enhance efficiency and effectiveness of social services delivery and in compliance to legislative requirements through innovation, partnership building, quality assurance, review and audit of essential services, and impact assessment.
3. We will ensure long term and effective financial management and sustainability through compliant and responsive practices in response to the policy trend of User-Pay.
4. We will develop, monitor and empower a high-quality staff team and develop comprehensive succession planning by building staff competencies in leadership and innovation.
5. We will ride on the government initiatives to conduct redevelopment and maximize existing land use for service expansion and new programs in meeting new social needs.

# 業務及行政

## BUSINESS AND ADMINISTRATION

### 關鍵要素

1. 我們會透過中級管理層的僱員培訓和發展，為高級管理層制定全面的承傳計劃。
2. 我們會通過加強有效的審計、工作流程、政策和指引，繼續加強良好管治，以確保所有現存的批核過程得到有效管理。
3. 我們會辨識積極的方法，與政府及其他資助機構推動適切的新項目和服務。

### KEY ELEMENTS

1. We will develop a comprehensive succession plan for senior management through staff training and development of middle management.
2. We will continue to strengthen our good governance through an enhanced and effective audit, workflow, policies and guidelines ensuring that all existing approval processes are efficiently managed.
3. We will identify positive ways of collaboration with Government and other Funding Organisations to advocate for new relevant projects and services.



# 機構傳訊

## CORPORATE COMMUNICATIONS

### 關鍵要素

1. 我們會研究、辨識和發展提高公眾對救世軍的認識和認同，透過本軍改變生命的整全事工，讓公眾肯定本軍作為社區重要夥伴的地位。
2. 我們會建立和實施內部傳訊框架，提供內容清晰、資訊豐富和鼓勵參與的通訊。
3. 我們會投資和加強本部門在數碼視覺方面的通訊能力。
4. 我們會建立清晰的機構品牌和視覺識別，透過本軍的品牌使用指引、品牌知名度及提升機構的視覺呈現，加強本軍的視覺印象和心理聯繫。
5. 我們會透過持續培訓和發展計劃，建立一支富於成效、敢於創新的傳訊團隊。



### KEY ELEMENTS

1. We will research, identify and develop increased public awareness and recognition of the Salvation Army as a key partner in the community through our holistic and transformative ministries.
2. We will develop and implement an internal communications framework that provides clear, informative and engaging communications.
3. We will invest and strengthen our digital and visual communications capabilities.
4. We will develop a clear organisational brand and visual identity to enhance our visual impression and psychological associations through our branding guidelines and awareness and enhanced visual corporation presentation.
5. We will build a productive and innovative communications team through our ongoing coaching and development plan.

# 拓展 DEVELOPMENT

## 關鍵要素

1. 我們會研究、檢視和辨識籌款活動週期，加強現有的項目，並制定新的策略。
2. 我們會透過加強和建立與企業和個別夥伴的長期合作關係，提升我們對夥伴關係的培育。
3. 我們會利用全新線上數碼功能及手機捐款方式，研究、辨識和建立捐助者付款平台和市場推廣活動。
4. 我們會建立和拓展各種支援來源，並發掘新資金來源和合作形式。



## KEY ELEMENTS

1. We will research, review and identify our Fundraising Activities Cycle, strengthening on what have been working and developing new strategies.
2. We will enhance our relationship cultivation by strengthening and developing our long-term partnership with corporate and individual partners.
3. We will research, identify and develop donor payment platforms and marketing campaigns using new digital capabilities of online and mobile donation methods.
4. We will develop and diversify the sources of support by exploring new funding sources and forms of partnerships.



# 財務 FINANCE



## 關鍵要素

1. 我們會制定和實施全面、適切的財務運作手冊。
2. 我們會致力籌備首個港澳軍區審計合併帳戶。
3. 我們會制定和實施方法，促進財務數據的處理，在月結時透過本軍業務界面系統Oracle總帳會計，由人手轉為自動上載。
4. 我們會研究、辨識和建立方法，由人手計算替假員工的薪資和強積金，轉為自動系統計算。

## KEY ELEMENTS

1. We will develop and implement a comprehensive and relevant finance operation manual.
2. We will work towards the preparation of the first Hong Kong and Macau Command consolidation audited accounts.
3. We will develop and implement the facilitation of financial data from the business system interface through our Oracle ledger from manual to auto uploading for the month end closing.
4. We will research, identify and develop the facilitation of the payroll and MPF calculation for relief staff calculation from manual to an automated system.



# 資訊科技

## INFORMATION TECHNOLOGY



### 關鍵要素

1. 我們會透過Office 365策略性平台，繼續開發及提供更多機構的應用程式來增強本地及國際間的協作和聯網。
2. 我們會採用和實施雲端運算技術，將總部內的伺服器遷移至雲端。
3. 我們會研究及運用機器人流程自動化(RPA)和人工智能等新科技來提升流程自動化。
4. 我們會透過先進和受監控的防火牆，繼續發展和加強本軍的整體網絡安全。
5. 我們會透過安全的網絡基建和系統提升(包括人力資源管理系統的電子請假功能)，繼續開發全面資訊科技平台以支援所有單位和服務。

### KEY ELEMENTS

1. We will continue to develop and provide more corporate-wide applications through the Office 365 strategic platform for application development as well as local/international collaboration and networking.
2. We will adopt and implement the use of cloud computing with the full migration of on-premises servers to the cloud.
3. We will research, develop and implement Process Automation through the utilisation of new technology in RPA and AI.
4. We will continue to develop and deploy cybersecurity strengthening through enhanced and managed firewalls for all our systems.
5. We will continue to develop a comprehensive system to support all our units and services through secure network infrastructure and programme upgrades including the HRMS E-leave system.

# 物業 PROPERTY

## 關鍵要素

1. 我們會按照建築物調查報告的結果和建議，組織和監察各部隊、中心和學校所有維修和保養工程，並就資金申請程序提供支援。
2. 我們會建立和更新物業政策，提供清晰和全面的指引，供所有使用者參考。
3. 我們會為篩選顧問和承辦商建立和實施全面的準則。
4. 我們會為本軍所有建築物和物業制定規劃檢驗和預防性修葺計劃。
5. 我們會通過特定訓練課程和需要，提高和加強物業人員的技術知識和能力。

## KEY ELEMENTS

1. We will organise and monitor all repair and maintenance works for all corps, centres and schools based on the findings and recommendations of the Building Survey Report and to support in any application process for funding.
2. We will establish and update the Property Policies in order to provide clear and comprehensive guidelines to all users for their reference.
3. We will establish and implement a comprehensive selection criterion for all Consultants and Contractors.
4. We will develop a planned inspection and preventive maintenance programme for all our buildings and premises.
5. We will enhance and reinforce property personnel technical knowledge and capabilities through specific training modules and needs.



# 循環再用計劃

## RECYCLING PROGRAMME



### 關鍵要素

1. 我們會研究、發展和建立10間新家品店，以增加整體收益和財務增長。
2. 我們會為每間家品店研究、辨識和建立一個「獨特」主題。
3. 我們會制定和實施全面的架構重組，以提高部門各項服務的水平。
4. 我們會提高和建立整體品牌形象，為循環再用計劃建立為所有人提供循環回收和友善家品店的形象。
5. 我們會引入數碼平台，促進與顧客的互動和回應，並作推廣宣傳之用。



### KEY ELEMENTS

1. We will research, develop and establish 10 new Family Stores to increase overall revenue and financial growth.
2. We will research, identify and develop a 'unique' theme for each store.
3. We will develop and implement an overall organisation restructuring enhancing our delivery of all our services.
4. We will enhance and develop with our overall brand image as a recycling programme and friendly family store for all.
5. We will engage the use of digital platform for better interaction and response with our customers and to promote advertising.

# 澳門事工

MACAU MINISTRY



## 關鍵要素

1. 我們會投放資源加強兒童和青少年事工，透過指導和裝備具潛質領袖的必備知識和技巧，培育屬靈領袖。
2. 我們會透過事工培訓課程、員工退修及與地區和社區合作的機會，發展和加強整全事工。
3. 我們會發展和提高本軍服務的品牌知名度，讓公眾和政府肯定我們作為非政府組織的地位。
4. 我們會研究、建立和締造機會，為企業發展員工支援服務。
5. 我們會與其他教會和宗教服務中心合作和磋商，建立和提供服務，幫助分隔兩地的家庭。
6. 我們會致力成立澳門顧問委員會。

## KEY ELEMENTS

- 1 We will invest in strengthening the children and youth ministry for spiritual leadership through mentoring and equipping potential leaders with the necessary knowledge and skills for their ministry.
- 2 We will develop and strengthen the holistic ministry through ministry training modules, staff retreats and collaboration with district and community opportunities.
- 3 We will develop and increase the awareness of our brand name for services so that it is a recognisable NGO both to the public and government.
- 4 We will research, develop and foster opportunities for developing employees support service for corporates.
- 5 We will develop and provide, in collaboration and in consultation with other churches and faith-based service Centres to help families separated across the border.
- 6 We will work towards the development of a Macau Advisory Board.

# 中國項目事工

## CHINA PROJECT MINISTRY

### 關鍵要素

1. 我們會加強與內地政府單位、業務主管單位及項目點的直接聯繫，優化溝通程序。同時持續連結與當地社會服務機構，介紹本軍的服務理念與模式，開拓更多的合作機會。
2. 我們會提倡以社區為主、以人為本的服務主軸，去推動社會服務、青少年發展項目與建設社區等項目，適切回應當地服務需要，達至社區的綜合與持續發展。
3. 我們會透過多元化的服務發展，尋求機會加強與救世軍不同部門，如社會服務部、教育服務部等的合作，發展整全服務，精益求精。
4. 我們計劃藉培訓建立及強化同事的能力，透過與我們在香港的社會服務單位積極學習與交流，以更適切瞭解本軍社會服務元素與要求，日後能應用在工作發展上。



### KEY ELEMENTS

1. We will enhance our direct communication and improve communication procedures with government agencies, business management units and project sites in the mainland China. We will also continue to connect with local social services organisations, introduce to them the ideals and models of the Army's services, and explore more cooperation opportunities.
2. We will advocate a major approach of community-based and people-oriented services to promote social services, youth development and community building projects, responding to local service needs in order to achieve community integrated and continual development.
3. We will seek opportunities to enhance collaborations with different departments of The Salvation Army, such as Social Services and Educational Services departments, through development of diversified services to achieve integrated services and strive for excellence.
4. We plan to provide training for building and enhancing our staff's ability through active learning and lively exchanges with our social services units in Hong Kong so that they may better understand the factors and requirements of the Army's social services, which may be applied in their future development work.

# 國際使命宣言

## INTERNATIONAL MISSION STATEMENT

救世軍是一個國際性組織，是基督教普世教會之一。

本軍的信仰是基於聖經，本軍的服務是源於神的愛，本軍的使命是傳揚耶穌基督的福音，並奉祂的名在不分彼此的原則下去滿足有需要的人。

**The Salvation Army**, an international movement, is an evangelical part of the universal Christian Church.

Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.





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 救世軍  
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