



香港仔坊會
AKA

十年
1 Decade

4/2020 — 3/2030

規劃藍圖

10-year Development Blueprint

社^{COMMUNITY}會

Development · Moving Forward

— 發展 · 向前

香港由昔日的小漁港變成今日的國際大都會，與香港社會及經濟在過去50年的火速發展有關。科技日新月異，市民生活豐裕，加上香港古今兼備、中西交融的特色，為香港建立良好的基石；惟在繁華都市背後，香港仍面對不少民生及社會問題，需要社會不同持份者合力解決，共同攜手建構未來的香港。

Hong Kong's transformation from a small fishing port to today's cosmopolitan city is attributable to its rapid social and economic development over the past 50 years. The rapid advances in technology, the abundance of people's livelihoods, and the unique blend of East and West have established a good foundation for the city. Yet behind the hustle and bustle, Hong Kong still faces many livelihood and social problems which require the concerted efforts of different stakeholders in the community to solve, coming together to build a bright future for Hong Kong.

坊^{AKA}會

Care · Connection

— 關懷 · 連繫

香港仔坊會自1950年成立以來，一直秉承「守望相助、休戚相關、患難相扶、移風易俗」四大信條，為南區居民提供服務。其轄下香港仔坊會社會服務則成立於1976年，以「倡互助共襄鄰里、育英才服務社會」為服務宗旨，並以「用心關懷·以心連繫」作為口號，與香港及南區共同成長。

Since its establishment in 1950, the Aberdeen Kai-fong Welfare Association has been providing services to residents of the Southern District under the four major principles of "Give Mutual Help, Share Joys and Sorrow, Show Support at Difficult Times, Make Changes in Customs and Traditions". The Aberdeen Kai-fong Welfare Association Social Service was established in 1976 with the motto of "Promote Mutual Concern among Neighbours; Nurture Talents to Serve the Community".

With the slogan of "Caring Hearts Connected", it has witnessed the development of Hong Kong and the Southern District.

SOUTHERN 南^{DISTRICT}區

Blessed Land · Illustrious People

— 地靈 · 人傑

南區是一塊福地，是漁民子弟集居地；當年亦有大量民眾遷至南區，安居樂業。居民過着守望相助的生活，彼此建立了一份深厚的感情，儘管南區不是最富裕繁榮的社區，卻充滿了濃厚的人情味。

The Southern District is a blessed land populated by the descendants of fishermen. In former years, a large number of people have also moved to the Southern District to live and work contentedly. Although it may not be the most affluent and prosperous of communities, it has a strong sense of humanity and life.

十年

Decade

4/2020 — 3/2030

規劃藍圖

10-year Development Blueprint

公 PUBLIC VALUE 共價值 — Participation · Support 參與 · 支持

面對瞬息萬變的社會，社區內的人、事、物亦不斷改變，坊會在南區屹立70載，亦不斷配合社會及社區的轉變，**公共價值**可以說是一個共通語言，將社會、南區及坊會連繫起來。

公共價值並不是簡單從個人、群體或書本中找到。**公共價值**描述為公眾或社區認為有價值的東西的集體看法，尤其是在使用公共資金和權力方面。**公共價值**是一個過程，需要通過與不同持份者互動來定義，並就重新定義去取得共識。公共行政人員需要理解**公共價值**之構成要素，以便他們可以着手通過營運來實現公共價值，並對績效負責。

In the face of the ever-changing society, AKA has kept pace with the changes for 70 years. **Public value** can be viewed as a common language that connects society, the Southern District and AKA.

Public value is not simply found in individuals, groups, or publications. **Public value** is described as a collective view of what the public or community considers valuable, especially in the use of public funds and power. **Public value** is a process that requires interaction with various stakeholders to define, and through redefining them to reach consensus. Public administrators need to understand the components of public value so that they can operate to achieve it and be held accountable for their performance.

「公共價值」、「合法性及支持」與「營運過程」是一個循環 “Public Value”, “Legitimacy & Support” and “Production Process” are a cycle

取得「合法性及支持」是支撐着「營運過程」，而營運所產出的果效構成「**公共價值**」，而大眾認同的「**公共價值**」自然獲得「合法性及支持」。

Obtaining “Legitimacy & Support” in turn supports the “Production Process”, and the results of production constitute “**Public Value**”. The “**Public Value**” recognised by the public naturally gain “Legitimacy and Support”.



十年規劃藍圖

10-year Development Blueprint

適逢香港仔坊會在2020年成立70周年，這是一個好時機回顧過去，展望未來。在2019年，坊會透過互動及集體參與，與政府部門、業界、地區領袖、坊會理事會、職員及會員等不同持份者共同商議坊會未來十年的公共價值。經過幾個月的討論、修正、再討論的集體參與過程，不同持份者對坊會的公共價值取得共識，成為

The 70th anniversary of Aberdeen Kai-fong Welfare Association in 2020 is a good time to reflect and look forward. In 2019, through interaction and collective participation, AKA embarked on discussions regarding its public value for the next 10 years with different stakeholders, including government departments, industries and local leaders, as well as AKA's Board of Directors, staff and members. After months of discussion, revision and collective participation, a consensus was reached, which became AKA's

集體公共價值

Collective Public Value

根據坊會的公共價值，我們再與不同持份者確立合法性及支持界面的手法及營運過程的策略、重點及資源投放；最後訂出獲社區不同持份者**認同及支持**的「十年規劃藍圖」

Based on AKA's public value, we then established with different stakeholders the legitimacy and support of the interface; and the strategy, focus and resources of AKA's operation. Finally, a "10-Year Development Blueprint" was developed, which was **recognised and supported** by different stakeholders in the community.



成為卓越的綜合服務機構，共創可持續發展的社會。
Be an integrated service organisation striving for excellence and developing a sustainable society.



倡互助 共襄鄰里；
Promote Mutual Concern among Neighbours;
育英才 服務社會；
Nurture Talents to Serve the Community;
展身心 同享健康。
Enhance Well-being to Promote Health for All.

VMB

3I 策略 Strategies

主動 開拓創新服務回應社區需要
Initiation To initiate innovative services for community needs

互動 促進各年齡層的聯繫
Interaction To encourage interaction among different age groups

科動 運用創科提升服務成效
Innovation To apply innovation and technology for service effectiveness

服務支柱 Service Pillars

S 社會服務
social service

E 教育服務
education service

H 健康服務
health service

持 續 照 顧
Continuum of Care

持 續 學 習
Continuum of Learning

持 續 安 康
Continuum of Well-being



資源投放 Enabling Platform

一般行政 General Administration
財務 Finance
人力資源 Human Resources
產務 Estate Management
資訊科技 Information Technology
社會創新 Social Innovation

公共價值
Public Value

願景
Vision

使命
Mission

信念
Belief

策略
Strategies

服務支柱
Service Pillars

過程
Production Process

資源投放
Enabling Platform

十年規劃藍圖
10-year Development Blueprint

共創
Co-creation

聯繫
Connection

合法性
及支持
Legitimacy & Support

關懷 Care
樂助 Helpfulness
信念 Belief
方便 Accessibility
可靠 Reliability
共享 Mutuality

3C 手法
Approaches

拓闊 Coverage
拓展多方持份者的參與
To broaden the scope of stakeholders

聯繫 Connection
積極與不同持份者保持緊密聯繫
To keep close connection with different stakeholders

共創 Co-creation
推動社區人士共同策劃服務
To engage community members in service planning

願景、使命、信念

Vision, Mission, Belief

願景VISION

成為卓越的**綜合**服務機構，共創可**持續**發展的社會。
Be an **integrated** service organisation striving for excellence and developing a **sustainable** society.

成為一個提供社會服務的卓越機構，並以綜合服務的手法，與各持份者共同創造及發展，旨為社會帶來可持續的影響。

To become an excellent provider of social services with an integrated service approach, to create and develop in collaboration with stakeholders, with the aim of making a sustainable impact on society.

使命MISSION

倡互助 共襄鄰里； Promote Mutual Concern among **Neighbours**;

育英才 服務社會； Nurture Talents to Serve the **Community**;

展身心 同享健康。 Enhance Well-being to Promote **Health for All**.

提倡鄰里守望相助之精神；培育不同年齡層人士發揮所長，貢獻社會；推動身心平衡，發展健康生活模式。

Promoting the spirit of mutual concern among neighbours; Nurturing talent in different age groups to serve the community;

Promoting physical and mental balance and developing a healthy lifestyle.

信念BELIEF

本機構謹以關懷、樂助之專業精神為社會大眾提供方便及可靠之福利服務，達致共享。

With the professional spirit of care and helpfulness, we provide accessible and reliable welfare services to the public so as to meet the goal of mutuality.

燦妍

Care

關懷

我們以摯誠及親切的態度，主動地接觸及了解服務對象的需要。
We take the initiative to get in touch with people we serve with sincere and friendly attitude to find out their needs.

Helpfulness

樂助

我們抱着以人為本的精神樂意地幫助他人，並有效地回應服務對象的需要。
We willingly help others with client-oriented spirit and effectively respond to the needs of our target clients.

Accessibility

方便

我們提供綜合及廣泛的服務，讓社會人士易於取得所需的適切服務。
We provide integrated and varied services to the public so that they can get help easily.

Reliability

可靠

我們發揮專業精神，提供質量俱佳的服務。
We bring our professional spirit into full play and provide services excellent both in quality and quantity.

Mutuality

共享

我們以真摯及開放的態度與其他團體或個人持續緊密合作共同發展，齊享成果。
We constantly and closely work with other institutions on individuals in collaboration so as to collectively develop and enjoy the fruit in common.

3C 手法

Approaches



3I 策略

Strategies

I 主動
Initiation

開拓創新服務回應社區需要

To initiate innovative services for community needs

I 互動
Interaction

促進各年齡層的聯繫

To encourage interaction among different age groups

I 科動
Innovation

運用創科提升服務成效

To apply innovation and technology for service effectiveness

第一支柱乃透過社會服務為坊眾提供持續照顧，按着3I策略—**主動、互動、科動**三大方向推展三大發展重點：

The First Pillar provides continuous care to the community through social services, promoting 3 development focuses according to the 3 directions of **Initiation, Interaction and Innovation** under the 3I Strategies.

安老院舍 (RCHes)
Residential Care Homes for the Elderly

特殊學習需要服務
Special Educational Needs Services

拓展社會網絡
Expanding Community Network

I 主動 開拓創新服務回應社區需要 To initiate innovative services for community needs

在安老服務中，新發展的安老院舍將設立資助及自資安老院舍宿位，期望除了基本的安老院舍服務外，能夠為長者提供更高端的安老院舍服務選擇。於特殊學習需要服務的發展上，將以家庭及社區手法支援特殊學習需要服務，並為各種特殊學習需要的服務使用者提供訓練及服務。而在社區發展服務方面，將透過連結社區不同持份者及居民互相關懷，建立鄰里守望相助精神。 In Elderly Services, subsidised and self-financed RCHes places will be provided in the newly developed RCHes, hoping to provide higher-end residential care options for the elderly in addition to basic RCHes services. For Special Educational Needs Services, a family and community approach will be adopted, and training and services will be provided to those with special educational needs. In the area of Community Development, we will establish a spirit of mutual care and support in the neighbourhood by linking up different stakeholders and residents in the community.

I 互動 促進各年齡層的聯繫 To encourage interaction among different age groups

安老服務中所興建的安老院舍，擬引入代際共融設計，藉此推動不同年齡層的家庭成員與其長者院友之間的互動。至於特殊學習需要服務則會以發展代際義工服務為本，將「代際共融」精神化作對社區的實際支援，推動銀青共融，關心社區。在社區發展服務方面則希望能建立代際社區支援網絡，在10年間於鄰里層面連繫不同年齡層的坊眾，彼此互相支援。 Intergenerational inclusive design will be introduced in the RCHes to promote interaction between family members of different age groups and their elders living in elderly home. The Special Educational Needs Services will be based on the development of intergenerational volunteer services, translating the spirit of “intergenerational inclusion” into practical support for the community. In terms of Community Development Services, we hope to establish an intergenerational community support network to connect people of different age groups at the neighbourhood level in the coming decade.

I 科動 運用創科提升服務成效 To apply innovation and technology for service effectiveness

新興建的安老院舍將發展為安老智能院舍，並引入高端科技及大數據，以保持及改善長者身心健康，達致居家及社區安老。展望未來10年，新媒體技術的應用如：教育機器人、虛擬實境等將逐漸盛行以至普及，因此就特殊學習需要服務的推展，擬引入新媒體介入方法及學習媒體，並設立多媒體高端遊樂及學習設施，令服務更為高效。於社區發展服務上，計劃以社區新媒體平台於鄰里層面建立社區網絡，發展電子社區聯網，藉此加強社會網絡的發展。 The new RCHes will be developed into smart homes for the elderly high-end technology and big data will be introduced to maintain and improve the physical and mental health of the elderly, so that elderly can live safely at home and in the community. In the coming decade, the use of new media technologies such as robotics and virtual reality will gradually become more common and popular. Therefore, we plan to introduce new media interventions for the development of Special Educational Needs Services, and set up multimedia high-end play and learning facilities to make the services more efficient. In terms of Community Development Services, we plan to build community networks at the neighbourhood level through a new community media platform and develop a Community Cyber Connection to enhance the development of social networks.

第二支柱乃透過教育服務為坊眾提供持續學習的機會，按着3I策略—**主動、互動、科動**三大方向推展三大發展重點：

The Second Pillar provides continual learning opportunities to the community through education services, promoting 3 development focuses according to the 3 directions of **Initiation, Interaction and Innovation** under the 3I Strategies.

興趣休閒課程
Interest and Leisure Courses

職業專才訓練課程
Vocational and Professional Training Courses

再受僱課程
Re-hirement Courses

I 主動 開拓創新服務回應社區需要 To initiate innovative services for community needs

為確保單位所開辦之興趣休閒課程具備一定之水平及方便管理，坊會將統一各單位相關課程之發展、管理及評估工作，俾更有系統地建立多元化興趣休閒課程予不同年齡人士。於職業專才訓練課程上，坊會將配合資歷架構發展方向，致力與本地、海外大專院校或培訓機構合作，開辦網上及/或認可課程，俾提供有系統之職業課程進修階梯。為協助50歲以上的中高齡人士重投職場或開展人生「第二事業」，坊會在10年間將加強為退休人士提供進修途徑，協助他們可於退休後再受僱，為重投職場作好裝備。 In order to ensure the standard of the Interest and Leisure Courses offered by different service units and to facilitate their management, AKA will standardise the development, management and evaluation of the relevant courses in each service unit, so as to establish more diversified Interest and Leisure Courses for people of different ages systematically. In terms of Vocational and Professional Training Courses, we will cooperate with local and overseas universities or training institutions to offer online and/or accredited courses in line with the development direction of the Qualifications Framework, so as to provide a systematic ladder of vocational and professional training. In order to assist the middle-aged and elderly people aged 50 or above to re-enter the workplace or to start their “Second Career”, AKA will strengthen the provision of further education pathways for retirees in the coming decade, so that they can be well-equipped for re-entering the workplace.

I 互動 促進各年齡層的聯繫 To encourage interaction among different age groups

坊會將增辦更多適合各年齡人士一同參與之興趣休閒課程，促進不同年齡層之互動，增加彼此之認識及凹凸互補效應。在職業專才訓練課程之發展上，坊會在未來10年會安排相關職業課程之專才導師與不同年齡層的學員作經驗分享，讓學員對相關職業之文化、前景等方面有更多的認識。為配合50歲以上的中高齡人士退休後想重投職場，坊會在10年間開辦再受僱課程時，會着力推動年輕從業員與50歲以上人士互相分享行業最新科技、知識及技能，讓他們為再受僱作好準備。 AKA will organise more Interest and Leisure Courses for people of all ages to promote intergenerational interaction, mutual understanding and cooperation. In terms of development of Vocational and Professional Training Courses, in the next decade, we will arrange professional instructors of relevant Vocational and Professional Training Courses to share their experience with trainees of different age groups so that they can have a better understanding on the culture and prospects of the respective occupations. In order to cater for the needs of the middle-aged and elderly people who wish to re-enter the workplace after retirement, AKA will, during the 10-year period, promote the latest technology, knowledge and skills of the industry between young practitioners and people aged 50 or above, so as to prepare them for re-hirement.

I 科動 運用創科提升服務成效 To apply innovation and technology for service effectiveness

隨着科技發展帶來之便利，學習不再局限於時間及地點，坊會在未來會着力應用高科技設備，加強課程管理及開發網上學習平台，讓學員能隨時隨地參與興趣休閒課程、職業專才訓練課程及再受僱課程。 With the convenience brought by development technology, learning is no longer constrained by time and place. In the future, AKA will focus on the use of high-tech equipment, strengthen course management and develop an online learning platform, so that students can participate in Interest and Leisure Courses, Vocational and Professional Training Courses and Re-hirement Courses anytime and anywhere.

第三支柱乃透過健康服務向坊眾推廣持續安康，按着3I策略—**主動、互動、科動**三大方向推展三大發展重點：

The Third Pillar promotes continual well-being to the community through health services, promoting 3 development focuses according to the 3 directions of **Initiation, Interaction and Innovation** under the 3I Strategies.

未病先防
Disease Prevention

已病早治
Illness Management

既病防變
Prevention of Deterioration

I 主動 開拓創新服務回應社區需要 To initiate innovative services for community needs

坊會計劃設立專業醫護團隊，成立自資「社區健康促進及治療中心」，提供西醫、中醫、牙醫及物理治療等多元服務，除為有需要的居民提供優質及收費相宜的治療，提高有需要人士「已病早治」及「既病防變」的意識外，亦提供各類健康諮詢及活動，促進個人和社區健康及預防感染的意識，做到「未病先防」的果效。 In addition to providing quality and affordable treatment to needy residents and raising their awareness of “Illness Management” and “Prevention of Deterioration”, AKA also provides variety of health consultations and activities for personal and community health and infection prevention, so as to achieve the goal of “Disease Prevention”.

I 互動 促進各年齡層的聯繫 To encourage interaction among different age groups

承坊會推動跨齡服務的經驗，坊會會以代際手法推行多元服務，促進各年齡人士的身心社靈健康。坊會在10年間關注不同年齡人士的健康狀況，推廣「家庭為本」的健康生活模式，先以家庭為單位協助居民建立及實踐健康生活，再逐步推廣至社區，做到「未病先防」。展望未來10年，坊會將發展代際醫健專才義工，協助體弱人士進行復康運動，務求充分運用各年齡人士的潛能與資源，讓社區有需要人士做到「已病早治」及「既病防變」的果效。 With the experience of promoting intergenerational services, AKA will adopt an intergenerational approach to provide diversified services to promote the physical, mental and social health of people of all ages. In the past 10 years, we have paid attention to the health conditions of people of different ages and promoted a “family-oriented” model of healthy living, starting with the family members to establish healthy lifestyle, and gradually extending to the community to prevent diseases before they occur. Looking ahead to the next decade, we will mobilise people of all ages to develop intergenerational medical and health professional volunteers to assist rehabilitation exercises for the frail, so that those in need in the community can achieve the results of “Illness Management” and “Prevention of Deterioration”.

I 科動 運用創科提升服務成效 To apply innovation and technology for service effectiveness

坊會會運用科技推動及開展醫療及健康服務，其中包括引入嶄新健康科技設備，如健康檢測、運動及復康儀器，以加強坊會轄下健康管理、身體機能鍛鍊等服務的成效。此外，坊會亦會加強與社區夥伴及公私營醫療團體合作，建立電子健康及醫療系統，透過大數據分析，掌握南區居民的健康狀況，從而制定適切服務，配合他們的需要。 AKA will make use of technology to promote and develop medical and health services, including the introduction of new health technology equipment, such as health assessments, exercise and rehabilitation equipment, to enhance the effectiveness of health management and physical fitness services of AKA. In addition, AKA will strengthen cooperation with community partners as well as public and private medical organisations to establish an e-health and medical system. Through big data analytics, AKA will have a better understanding of the determinants of health in Southern District, so as to develop appropriate services to meet their needs.

三大服務支柱

3 Major Service Pillars

S 社會服務
ocial
service

E 教育服務
ducation
service

H 健康服務
ealth
service

Continuum of
持續照顧
Care

Continuum of
持續學習
Learning

Continuum of
持續安康
Well-being

資源投放 Resource Allocation

要達成「十年規劃藍圖」，坊會必須投放相應的資源作支援方能成事。而資源投放可概分為6大範疇 — 一般行政、財務、人力資源、產務、資訊科技及社會創新，以強化社會服務，發展教育服務及開拓健康服務，坊會在這10年間廣召專才，達致專業化、專門化及電子化。

To achieve the goals set in “10-year Development Blueprint”, AKA must invest corresponding resources to support its success. Resources can be divided into 6 major areas - General Administration, Finance, Human Resources, Estate Management, Information Technology and Social Innovation - to strengthen social services, enhance education services and develop health services. During this decade, we will recruit professionals to achieve professionalisation, specialisation and electronicization.



專業化
Professionalisation



專門化
Specialisation



電子化
Electronicization

一般行政 General Administration

坊會將優化內部運作流程，俾提升行政工作效率。同時，將加強設立問責及內部審計機制，讓管理水平得以提高；此外，亦會繼續大力推動企業管治的文化，俾為機構提供策略性的方向指導，以期有效監察服務表現。

AKA will optimise the internal operation process to enhance administrative efficiency. At the same time, we will establish accountability and internal control mechanisms to improve management standards. We will also continue to promote a culture of corporate governance to provide strategic direction to the organisation with a view to effectively monitor service performance.

財務 Finance

坊會將引入企業資源規劃系統（ERP system）、電子支付系統、支薪系統及大數據預算預警系統。此外，亦會加強內部財務監控，改善財務流程，令整體財務工作能達致有效率及精準的目標。

AKA will introduce an Enterprise Resource Planning (ERP) System, an Electronic Payment System, a Payroll System and a Big Data Budget Alert System. In addition, we will strengthen our internal financial control and improve our financial processes so that our overall financial work can achieve the goal of efficiency and accuracy.

人力資源 Human Resources

坊會將引入更多家庭友善僱傭措施，讓員工在工作與家庭生活之間取得平衡；同時，亦會着力改革人力資源績效制度，俾吸引及挽留人才，以提升競爭優勢。

AKA will introduce more family-friendly employment measures to enable our employees to balance work and family life. At the same time, we will reform our Human Resources Performance System to attract and retain talents to enhance our competitive edge.

產務 Estate Management

坊會將引入射頻識別(RFID)系統，改善物資存取效率及監控。此外，亦會銳意開拓服務據點，以解決地方不足的情況。

Radio Frequency Identification (RFID) system will be introduced to improve the efficiency and control of inventory management. In addition, we will also explore new service points to address the lack of space.

資訊科技 Information Technology

坊會將使用人工智能技術及大數據，俾提升工作效率及業務優勢；同時，亦會加強網絡速度及建立智能工作間，以提升團隊及單位協作。

AKA will make use of artificial intelligence technology and big data to enhance work efficiency and business advantages; at the same time, we will also enhance network speed and establish intelligent workplaces to improve team and unit collaboration.

社會創新 Social Innovation

坊會將會繼續強化企業傳訊工作去推廣機構的創新項目及專業形象，以多媒體及網絡平台讓外界更能掌握坊會。此外，坊會會繼續研發社會創新項目，俾回應社會需要。

AKA will continue to strengthen our corporate communications to promote our innovative projects and professional image, and use multi-media and online platforms to enhance the public's understanding of our services. In addition, we will continue to develop social innovation projects to respond to the needs of community.

Moving Towards the Next 邁向下一個十年



香港仔坊會
一直以香港為家，南區為基地，
乃拓展創新及多元化服務的先驅，在過去70年
努力耕耘，秉承「坊會人」的特質－「目標明確，以人
為本，並遵從企業管治原則；以務實及追求持續改善的態度，
運用社區發展及綜合社會服務模式，為社會人士提供優質社會服
務。」坊會一直積極提供優質服務，使成為卓越的綜合服務機構。在邁
向下一個10年之際，坊會訂定嶄新的願景、使命及信念，與社會大眾共同建
構公共價值，並體現於坊會未來10年服務之發展藍圖。坊會能夠順利確立未來
10年之發展方向，實有賴900多位不同界別人士給予意見，並積極參與訂定公共價
值的討論，使坊會「十年規劃藍圖」獲得認同及支持。

誠然，坊會這份「十年規劃藍圖」是與不同持份者共同擁有及見證下誕生。
因此，坊會在邁向下一個10年，怎能沒有您呢！

3/2030

Based in Southern District, the Aberdeen Kai-fong Welfare Association has been a pioneer in the development of innovative and diversified services in Hong Kong. Over the past 70 years, AKA has worked hard to uphold the characteristics of "Aberdeenians - to have clear goals, being client-oriented, and comply with the principles of corporate governance; adopt community development and integrated social service working mode to provide quality social services for the general public with pragmatic attitude in pursuit of continuous improvement." AKA has been actively providing quality services to make it an outstanding integrated service provider. As we enter the next decade, we have set a new vision, mission and belief to build public value together with the community, which will be reflected in our service development blueprint for the next decade. The establishment of the development direction for the next 10 years was made possible by the input of more than 900 people from different sectors and their active participation in the discussion on the formulation of public value, which led to the recognition and support of this "10-Year Development Blueprint".

This "10-year Development Blueprint" was born under the joint ownership and witness of different stakeholders. Thus, as AKA moves towards the next decade, your involvement is crucial.



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