

## 香港紅十字會青年參與政策

### Hong Kong Red Cross Youth Engagement Policy

#### 背景 Background

紅十字會與紅新月會國際聯合會（下文簡稱聯合會）竭力推動青年參與，強調青年在建立更強大的國家紅會的重要位置。近年來，作為國際運動一部分的香港紅十字會亦承諾以不同策略鼓勵更多的青年參與。

根據香港紅十字會 2017-2022 五年發展策略計劃，期望帶動社會為人道行動和發聲，尤其要讓青年參與其中，成為未來發展的重要力量。

青年參與政策於 2018 年 12 月生效，並將於 2022 年進行檢視。

Youth participation has been advocated by the International Federation of Red Cross and Red Crescent Societies (IFRC) which emphasizes an invaluable position of young people in building stronger National Societies. As an indispensable part of the International Movement, Hong Kong Red Cross (HKRC) is committed to adopting a range of strategies for increased youth participation.

HKRC Five-year Strategic Plan 2017-2022 entails leading and mobilizing of the actions and voices for humanity in the community, with the participation of the young generation which is the potent force for our bright future.

The Youth Engagement Policy becomes effective from December 2018 and will be reviewed in 2022.

## 目的 Purpose

回應聯合會的青年參與策略與香港紅十字會的五年發展策略計劃，本政策的目的是：

1. 建立和青年共事的標準，讓青年學習及帶領，務求吸引更多的年輕人參與人道工作。
2. 賦予權力，讓青年成為轉變的推動者，並令紅十字會成為更具備包容青年聲音的環境。
3. 鼓勵和支持年輕人構想和行動，以回應香港紅十字會不同方面的發展，包括服務、策略與行動。
4. 為青年建立參與本會的發展路徑，藉此強化機構領導的延續性
5. 建立年輕的機構形象

Echoing with the Youth Engagement Strategy of IFRC and the strategic direction of HKRC, the purposes of this Policy are to:

1. Set the standard in working with and for young people and engage more young people in the humanitarian journey, by learning and leading;
2. Empower youth as agents of change and enable the environment for more inclusion to voices of youth;
3. Articulate an approach that encourages young people to voice out ideas and initiate actions in response to the HKRC development, ranging from service, strategy and action.
4. Establish development path for youth in HKRC, to foster leadership continuation
5. Establish young image of HKRC

## 定義 Definition

本會將「青年」和「年輕人」定義為 12 至 35 歲的人<sup>[1]</sup>。

「青年」是擁有不同背景、專門知識、技能和需要的群體，需要配合適當發展，才能實現有意義的參與。

「青年參與」一詞是指以青年主導的行動與青年發展。它代表青年積極和有意義的參與，並將他們的聲音納入人道工作的管治，管理，項目和服務之中。

The terms of “youth” and “young people” in HKRC cover people in the age range of 12 to 35 years old. [1]

“Youth” is a heterogeneous group with diverse backgrounds, expertise, skill sets, and needs, which requires appropriate human development approaches for meaningful engagement.

The term “youth engagement” refers to youth-led action and youth development. It speaks to an active and meaningful participation of youth and inclusion of their voice in the humanitarian work across governance, management, programs and service delivery.

## 重視青年的多重角色 Valuing the multiple roles of young people

我們重視香港社會及紅十字運動中的青年，他們擁有 3 個互相關連和流動的參與途徑及角色，如下：

### 青年作為領袖

1. 任何青年人(包括會員、義工和職員)，不論具備什麼能力、或參與時間的長短，自主擔任推動轉變的角色，以促進社區對應危難事故，可視為青年領袖。
2. 直接和正面地推動和實踐人道使命，推動改變機構文化的媒介
3. 透過跨代對話和合作，以傳承知識作為目的，作為機構智慧的保存者和傳送者。

### 青年作為志願者

1. 任何青年只要不是因為期望得到個人利益，付出時間為社區作出更大貢獻，就是青年志願者。
2. 人道服務及相關發展的關鍵策動者。
3. 推動預防和減輕人類痛苦、促進和維護人類的尊嚴與和平的貢獻者。

### 青年作為受惠者

1. 透過參與本會服務、受惠及被賦權的青少年及在職青年，以及受影響群體的成員，就是受惠者。
2. 受惠者不是被動地接受援助。相反地，他們同時可以參與相關項目及服務的規劃、設計、執行及檢討。
3. 本會為每個年齡組別的青年受惠者提供機會，推動他們的個人及專業發展，以使他們能夠實現回饋社區的期望。

We value youth in Hong Kong community and Red Cross movement, 3 interconnecting and fluid pathways of engagement are recognized as below:

### Youth as Leaders

1. Young people, including members, volunteers, and staff members, taking a lead as agents of change in different capacities and duration are considered young leaders, who foster community resilience.
2. The vehicle for transforming institutional cultures that directly and positively impacts operational capacity to deliver the humanitarian mission
3. Keeper and transmitter of institutional memory for the purpose of transfer of knowledge through intergenerational dialogues.

### Youth as Volunteers

1. Young people who dedicate their time to contribute to their communities and are not motivated in any manner by desire for gain, are considered young volunteers.
2. Key drivers in humanitarian actions and development.
3. Contributors to prevent and alleviate human suffering and promote and protect human dignity and peace.

### Youth as Beneficiaries

1. Young beneficiaries refer to adolescents and young adults, as well as the members of the affected community, participate in, benefit from, and/or are empowered by HKRC programs and services.
2. They are not passive receivers of aid. On the contrary, young beneficiaries are involved in the planning, design, delivery, and review of HKRC programs and services affecting them.
3. HKRC supports young beneficiaries of each age category with opportunities to advance their personal and professional development, so they can achieve their aspirations and give back to their communities.

## 參與階梯 Levels of engagement

參與階梯是一個根據青年自身的能力和經驗，以促進青年持續參與及發展，青年可以規劃自己在人道工作的發展路徑和作出不同嘗試。各級階梯顯示如下：

### 參與

青年積極和有意義地參與不同層次的人道志願服務和活動，從中努力追尋正面的轉變及多元化的有意義經驗。

### 組織

會方和青年透過共同決策或實踐由青年發起的協作項目，一起參與短期合作的籌組工作或建立更長期的伙伴關係。青年可以在組織過程中發揮不同的才能和發展潛力。

### 領導

青年共同協作不同服務計劃，項目和活動，旨在滿足由青年所發現的社區內的人道需要；以展現青年的領導才能。

### 策略規劃

青年以直接參與諮詢架構中的位置或青年智囊團的方式，決定和規劃本會的發展方向和策略。會方有可能需要建立收集青年的聲音和意見之機制。

In order to facilitate youth engagement and development, levels of engagement enable youth to design their humanitarian journey according to their capacities and experience. They might make different attempts as illustrated below:

### Participating

Active and meaningful participation in variety of humanitarian works including levels of services and program delivery, is aiming at striving positive changes and different meaningful experiences.

### Organizing

Through shared decision-making and youth-initiated projects, staff members and youth develop short-term collaboration and long-term partnership. Youth can unleash their talent and potential during the organizing process.

### Leading

To show youth leadership, programs, projects, and activities are collaborated with youth to address their identified humanitarian needs of the community.

### Strategizing

In the form of official capacity as well as think tank, youth are able to determine and plan the corporate's direction and strategy. A mechanism may need to be established for collecting youth voices and opinions.

## 參與策略 Engagement strategy

此青年參與策略為會方整體和不同部門提供策略和方向，各行動建議如下：

### 為青年提供教育

1. 教育是指青年能夠得到知識、資源和機會。
2. 會內的青少年和年輕人有機會獲得與健康、安全和充實生活所需的知識和能力。
3. 會方為青年人所提供的教育和培訓機會，都應以紅十字基本原則和人道價值為基礎，在正式、非正規和非正式場合均可提供相關機會。
4. 青年教育的重點在價值教育，令青年未來有更長遠和更有動機的參與。

### 為青年賦予權力

1. 建立於為青年提供教育的基礎下，賦權會促使個人的行為改變。
2. 本會內，賦權使青年獲得更健康和更安全的選擇，及對影響他們自身了解和他人的情況，可作出知情決策。
3. 會內所有與青年有關的活動和計劃都應包含青年賦權的概念原則。
4. 本會信任與托付青年，讓他們有機會參與和影響決策。

### 為青年營造有利的參與環境

1. 有利的參與環境，能鼓勵青年行動及正面轉變。
2. 會內曾受教育和被賦權的青年可擁有安全可靠的空間、公平的資源和支持，成為積極推行轉變的推動者。
3. 以實證及跨代對話為基礎，在會內的機構文化、程序、架構、政策和規例等不同方面，營造更全面的青年參與。

### 實踐策略及建議行動：附錄 2.1

The engagement strategy proposes directions for HKRC corporate as well as different departments for essential actions for youth engagement, as follows:

#### **Youth Education**

1. Education is about the universal access of individuals to knowledge, resources and opportunities
2. Within HKRC, adolescents and young adults are offered opportunities to acquire the knowledge, competencies needed to lead a healthy, safe and fulfilling life
3. In HKRC, all educational and training opportunities with and for young people are to be underpinned by the Fundamental Principles and humanitarian values and are to be provided in formal, non-formal and informal settings
4. The priority of youth education is value education for future and long-term retention and intention

#### **Youth Empowerment**

1. Empowerment is the behavioral change of individual and it builds on education
2. Within HKRC, the empowerment of adolescents and young adults results in their healthier and safer choices, as well as in well-informed decision-making that impacts themselves and others
3. In HKRC, all activities and programs with and for youth should entail the concept or principle of empowerment
4. HKRC entrusts youth, young people are offered opportunities to participate in and influence the decision making.

#### **Enabling Environments for Youth**

1. Creation of enabling environments is to enable action taking and positive changes possible
2. Within HKRC, educated and empowered adolescents and young adults will have safe and secure spaces, equitable resource and support to become agents of positive change
3. In HKRC, institutional culture, processes, structures, policies, and regulations will be evidenced-based, informed by intergenerational dialogue, and enable youth actions throughout the HKRC

#### **Implementation Strategy and Recommended Actions: Appendix 2.1**

## 資源投入 Resources and input

本會及其管治階層將以提供合適架構、人力及其他方式的資源，鼓勵有意義的青年參與，讓青年與機構共同發展。

本會並將盡力，鼓勵多元化的青年參與，特別在領導位置與代表青年的功能。

### 青年參與政策有機會涉及的資源投入：附錄 2.2

To facilitate meaningful youth engagement, HKRC and its governance will provide support for youth in the means of establishing appropriate structure and offering human and other resources, to support the development of both youth and HKRC.

HKRC is committed to encouraging diverse youth participation especially in leadership and representation.

### Possible Ways of Resources and Input for YE: Appendix 2.2

## 指標和評估 Indicator and evaluation

我們避免追求數字上達標，而希望為青年製造有意義的參與，**預期成果為：**

1. 更加包容青年的聲音
2. 發展年輕人作為轉變推動者及紅十字會的支持者

We avoid pursuing the numerical achievement of indicators but hope to create meaningful participation for young people, **expected outcomes as follows:**

1. More inclusive of youth voices
2. Development of young people as agents of change and supporter of HKRC.

## 量度指標 Measurable Indicators

1. 機構中青年的數目和比例 ( 與總人數相比，包括會員、義工和職員 )
  2. 年齡低於 35 歲的委員會成員或青年代表數目
  3. 青年為機構提供與策略相關的服務時數
  4. 青年在不同參與階梯中參與人數 ( 佔義工總數的比例 )
  5. 向青年提供的培訓或教育機會的數目
  6. 青年在參與後知識和態度的變化 ( 通過不同階段參與後調查作觀察 )
  7. 持份者(包括：管治層和高級管理團隊)對青年參與態度的變化 ( 通過不同階段參與後調查作觀察 )
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1. Number and Percentage of youth in the agency (comparing with the total number of stakeholders : covered members, volunteers and staff)
  2. Number of committee members or youth representatives who are at the age of 35 or below
  3. Number of HKRC Strategy-related service hours provided by young volunteers
  4. Number of youth has been classified into the different levels of engagement ( Percentage; over the total number of the volunteer in HKRC)
  5. Number of training and educational opportunities provided to youth
  6. Changes in knowledge and attitude of youth after engagement (Surveys will be conducted in different periods)
  7. Changes in attitude of stakeholders (including governance and senior management) towards youth engagement (Surveys will be conducted in different periods)



## 政策的影響 Impact of the policy

根據香港紅十字會的策略，我們期望本政策的實施會產生以下影響：

### 加強資深領導層和青年的接觸面，強化機構領導的延續性

儘早引入青年參與，讓他們在紅十字會的環境中，裝備足夠的心態及知識，並有充足的時間讓他們與領導層交流合作。更應多些顧及青年觀點，讓機構有更好的承傳。（目的 2/ 量度指標 2）（資深領導層意指管治層和高級管理團隊）

### 加強社區聯繫並回饋社區

通過更強的青年參與，讓本會回應不同的社區需要並連繫社會。青年在朋輩及各類青年人當中，產生明顯而重要的影響力。（目的 3/量度指標 3-4）

### 建立年輕機構形象

透過廣泛的青年參與，向公眾展現香港紅十字會的年輕化形象。青年參與領導工作能啟發創新思維，並向公眾展現機構的多元性和創意。（目的 2/ 量度指標 1-2 和形象調查）

### 啟發創新思維

青年能向香港紅十字會提出新思維及策略為機構啟發創新思維。（目的 2/ 形象調查）

### 促進青年個人發展

透過提供多元化的訓練和學習機會，強化青年的個人能力及加強青年對紅十字運動的投入與貢獻。（目的 3/ 量度指標 5-6）

In line with the HKRC strategy, the impact of the successful implementation of this policy is expected as follows:

### **Strengthening interface between senior leadership and youth and fostering leadership continuation**

Engage youth in early age can equip them with mindset and knowledge under Red Cross context and offer sufficient time to get them prepared to work with senior leadership. Youth perspective should be included for better succession for the agency. (Purpose 2/ Measurable Indicator 2) (Senior leadership means governance and senior management )

### **Enhancing community connection and giving back to the community**

Through increased youth engagement, the agency can ensure youth engage and support their peers in the community, maintaining relevance and responsiveness of HKRC services to the community needs. Youth serves as agents of change among peers and young population. (Purpose 3/ Measurable Indicator 3-4)

### **Establishing young image of HKRC**

With widespread youth engagement, HKRC can establish a young reputation that impresses every member of the public. Empowered youth can contribute stimulating ideas in decision-making, enhancing the respect for diversity and creativity. (Purpose 2/ Measurable Indicator 1-2, & Image Survey)

### **Stimulating innovation**

Empowered youth can present innovative ideas and tactics, stimulating innovation in agency. (Purpose 2/ Image Survey)

### **Facilitating personal development for youth**

Training and educational opportunities are offered to youth for strengthening their personal competence and enhancing their commitment to the International Movement. (Purpose 3/ Measurable Indicator 5-6)

[11](#)IFRC 青年政策將“青年”定義為年齡 5 至 30 歲的人，當中包括「兒童(children)」(5 至 11 歲)、「青少年(adolescents)」(12 至 17 歲)及「年輕人(young adults)」(18 至 30 歲)。香港紅十字會將青年年齡範圍定義為 12 至 35 歲。因為：

1. 配合香港情況和普遍市民對青年的認知，並參考香港教育制度，政策設定最低年齡為 12 歲。
2. 將年齡上限提升至 35 歲的原因為年輕人需要 5 - 10 年來發掘自己內在的自我和追求個人成長。

[1] IFRC youth policy defines “youth” and “young people” cover all people in the age range of 5 to 30 years, which includes children (5-11 years old), adolescents (12 to 17 years old), young adults (18 to 30 years old). HKRC defines the covered age range from 12 to 35 as below, because:

1. In line with the situation in Hong Kong and the public's perception of youth, refer to the Hong Kong education system, the minimum age for the policy is 12 years old.
2. The maximum age is 35 years old as youth education has been extended, young people need 5-10 years to explore their inner self and strive for personal growth.