# Best Managed Organizations Award - Large Organizations (NGOs)
# Hong Kong Red Cross

## Report from the Board of Examiners

The Hong Kong Red Cross (HKRC), a member of the International Red Cross and Red Crescent Movement, is a leading humanitarian organization in Hong Kong. With a mission to protect human life, care for the health of the vulnerable, and respect human dignity, HKRC operates across a wide spectrum of services including emergency relief, health education, blood donation, and special education. Despite the complexity of its service portfolio, HKRC has demonstrated resilience and adaptability in navigating sectoral challenges, including evolving community needs, digital transformation, and public trust in the NGO sector.

A key strength of HKRC lies in its robust leadership and governance framework. The organization articulates a clear Vision, Mission, and Values (VMV) aligned with its international counterpart, while maintaining local relevance through a structured governance model. The 25-member Board and its Governance Nomination and Development Committee ensure strategic oversight, succession planning, and leadership development. Senior leaders actively engage with stakeholders through digital platforms, site visits, and retreats, reinforcing transparency and accountability. The organization's credibility is further affirmed by its top ranking in the 2024 Public Recognition Survey and consistent unqualified audit results.

Operational excellence is evident in HKRC's data-driven and innovation-oriented approach. Serving over six million people annually, the organization integrates strategic planning with performance monitoring through its five-year Corporate Strategic Plan (CSP). The organization is putting Emergency Response and Crisis Relief as additional key operation focuses. It leverages over 70 IT systems and business analytics to support programme evaluation, risk management, and volunteer engagement. The internal innovation fund "RedSolution" and pilot use of AI tools like Copilot reflect a forward-looking mindset.

## 評審委員會報告

香港紅十字會(HKRC)作為國際紅十字與紅新月運動的一員，是香港具領導地位的人道機構。其使命是保障人命安全、關懷弱勢社群健康，以及尊重人類尊嚴。香港紅十字會的服務範疇廣泛，包括緊急救援、健康教育、輸血服務及特殊教育。儘管服務組合龐大而複雜，紅十字會仍展現出高度的韌性和適應力，成功應對社會需求不斷變化、數碼轉型，以及非政府組織在公眾信任方面的挑戰。

香港紅十字會的一大優勢在於其穩健的領導與管治架構。機構清晰闡釋願景、使命及核心價值(VMV)，既與國際總會保持一致，又能兼顧本地相關性，透過有系統的管治模式落實。董事會由25名成員組成，並設有「提名及發展委員會」，以確保策略監督、接班人安排及領導力培育。高層領導亦積極透過數碼平台、實地探訪及內部研討等方式與持份者互動，加強透明度與問責性。該會在 2024 年「公眾認受度調查」中排名首位，並持續獲得無保留審計報告，進一步印證其公信力。

在營運表現方面，香港紅十字會展現出數據導向及創新思維。該會每年服務超過六百萬人，並透過五年期《企業策略計劃》(CSP)，將策略規劃與績效監察緊密結合。機構運用逾 70 個資訊系統及商業分析工具，以支援計劃評估、風險管理及義工參與。「RedSolution」內部創新基金，以及試行使用如 Copilot 等人工智能工具，均反映其具前瞻性的思維模式。

# 最佳管理機構獎—大型機構(非牟利機構)
# 香港紅十字會

HKRC's workforce strategy balances flexibility and structure. With 410 full-time staff and a volunteer base nearing 100,000, the organization ensures alignment through centralized HRM, role-specific training, and digital recognition. The Volunteer Management System (VMS) enables lifecycle engagement and service matching, enhancing impact and reducing outsourcing. Staff engagement is supported through structured communication, grievance mechanisms, and professional development.

Customer and stakeholder engagement is another hallmark of HKRC's success. Its multi-channel outreach—ranging from social media to corporate partnerships—has earned it top rankings in emergency response satisfaction and fundraising performance. The 2024 materiality assessment and 2023 partner survey demonstrate a commitment to listening and co-creation. However, opportunities remain in strengthening complaint handling, donor lifecycle strategies, and impact evaluation frameworks.

Financially, HKRC maintains a balanced and prudent approach, with surpluses in recent years and a diversified funding structure. Strategic alignment of financial performance with operational goals and enhanced transparency in fund allocation could further strengthen stakeholder confidence.

In conclusion, the Hong Kong Red Cross exemplifies a well-managed organization with systematic, integrated approaches across leadership, operations, workforce, and stakeholder engagement. Its practices are responsive to the Baldrige Criteria and demonstrate a commitment to continuous improvement, innovation, and societal contribution.

在工作團隊策略上，紅十字會兼顧靈活與規範。目前機構有410名全職員工，以及接近10萬名義工。透過集中化的人力資源管理、針對崗位的培訓及數碼化表揚機制，確保團隊協調一致。「義工管理系統」(VMS)讓機構能在義工全生命周期中提供參與與服務配對，不但提升效益，也減少外判需求。員工參與度則透過有系統的溝通渠道、申訴機制，以及專業發展機會來加強。

在顧客及持份者互動方面，紅十字會同樣表現突出。其多渠道推廣—由社交媒體至企業夥伴關係—為其贏得緊急應變滿意度及籌款表現的高排名。2024年的「重要議題評估」以及 2023 年的「夥伴調查」均顯示該會致力於聆聽和共創。然而，仍有進一步改善空間，例如加強投訴處理、完善捐款者生命周期管理策略，以及建立更全面的成效評估框架。

財務方面，紅十字會一向保持穩健與審慎，近年錄得盈餘，並具備多元化的資金來源。若能進一步將財務表現與營運目標更緊密銜接，並加強資金分配的透明度，將可進一步提升持份者信心。

總結而言，香港紅十字會是一個管理完善的組織，能在領導、營運、員工及持份者互動等範疇展現出系統性及整合性的做法。其管理實踐符合「鮑德里奇評審準則」(Baldrige Criteria)，並充分展現持續改進、創新，以及對社會貢獻的承擔。