



2002

Annual Report of the Commission Against Corruption of Macao

CONTENTS

CHAPTER I	INTRODUCTION	5
CHAPTER II	CONSTITUTION AND ORGANIZATION STRUCTURE.....	11
	2.1 Constitution	12
	2.2 Functions and Organization Structure	12
CHAPTER III	GENERAL DESCRIPTION WITH STATISTICS	15
	3.1 Number of Complaints Recorded.....	16
	3.2 Number of Cases Commenced	17
	3.3 Progress Analysis of Cases Commenced	20
CHAPTER IV	ANTI-CORRUPTION.....	21
	4.1 Number of Cases Commenced and Concluded.....	22
	4.2 Cases Referred to the Public Prosecutions Office and the Matters Involved	24
	4.3 Assistance in Investigations of Cross-Regional Cases of Corruption	32
	4.4 Cases Adjudicated by the Court	33
	4.5 Work on the “Declaration of Incomes and Properties”	34
CHAPTER V	OMBUDSMAN	35
	5.1 Investigations	36
	5.2 Researches and Examinations	43
CHAPTER VI	REVISION OF THE “SUNSHINE LAW”	65
CHAPTER VII	COMMUNITY RELATIONS	69
	7.1 10 Years of Safeguarding Honesty and Transparency in Macao	70
	7.2 Seminars on Fostering Clean Administration	76
	7.3 Promotion and Education	82
	7.4 Plan for the Establishment of Branch Office	94
	7.5 Ties with Local Associations	94
	7.6 External Contacts and Exchanges	95
CHAPTER VIII	ADMINISTRATION	99
	8.1 Budget	100
	8.2 Personnel	106
	8.3 Facilities	109

INDEX OF TABLES

Table 1	Number of complaints recorded over the past eleven years (1992-2002)	16
Table 2	Complaints recorded over the past three years (2000-2002), by source of origin	17
Table 3	Handling methods of complaints recorded in 2002	17
Table 4	Comparison of the natures of the cases commenced over the past seven years (1996-2002)	18
Table 5	Number of cases commenced in 2002, by source of origin	19
Table 6	Comparison of the number of cases commenced in the past eleven years (1992-2002), by source of origin	19
Table 7	Progress analysis of cases in 2002	20
Table 8	Total number of cases concluded in 2002	20
Table 9	Number of criminal cases commenced in 2002, by source of origin	22
Table 10	Progress analysis of criminal cases in 2002	23
Table 11	Classification of criminal cases concluded in 2002	23
Table 12	Crimes involved in cases referred to the Public Prosecutions Office	25
Table 13	Cases adjudicated by the Court in 2002	33
Table 14	Classification of cases of administrative complaints in 2002	37
Table 15	Progress analysis of administrative complaints in 2002	38
Table 16	Statistics on seminars held in 2000/2001/2002	77
Table 17	Statistics on seminars on basic training programmes for public servants in 2002	78
Table 18	Statistics on seminars for public services departments in 2002	80
Table 19	Statistics on seminars for students, associations and members of institutions in 2002	81
Table 20	Financial incomes in 2002	102
Table 21	Income components in 2002	102
Table 22	Expenditure components in 2002	104
Table 23	Comparison between the budgeted and actual expenditures in 2002	104
Table 24	Financial expenditures in 2002	105
Table 25	Comparison of the numbers of staff from 1999 to 2002	106



CHAPTER I
INTRODUCTION

CHAPTER I INTRODUCTION

Having served Macao for ten years, and with the vigorous support of the government and of various circles of the Macao community, the anti-corruption institution has been growing from strength to strength, making contributions to cleaning up the social environment and has thus laid a solid foundation for further improvement.

In 2002, the Commission Against Corruption (CCAC) recorded a total of 1,116 complaints, a decrease of 11.78% over the previous year. There were 131 cases commenced for investigation, this number being about the same as that of 2001. Out of the 131 cases, 87.8% were criminal cases. Most of the administrative complaints were handled by more efficient methods, such as referral or unofficial intervention, which helped citizens to solve problems as quickly as possible, and which explains why the number of cases handled increased while the number of cases commenced were relatively fewer than the former.

There were a total of 24 cases referred to the Public Prosecutions Office in 2002, a fall of 40% over the previous year, though still a bit higher than that of 2000. And the number of suspects in 2002 topped all previous records.

The number of cases accumulated from the past has continued to diminish, with a backlog of only 84 cases left in 2002, a decrease of 38.2% over 2001, though obviously there is still room for improvement.

The CCAC also assisted in investigating cross-regional cases of corruption. In 2002, there were 28 such cases, a rise of 12% over the previous year. As international cooperation is becoming more and more important within all anti-corruption departments in all countries nowadays, the CCAC paid more attention

to the development of this area of work.

Of all the complaints recorded, 917 did not meet the criteria for being commenced for investigation. The CCAC appeals to the public to provide detailed information and clues and leave their contact information so that cases of corruption and administrative malpractices can be tracked down and thoroughly investigated and criminals be brought to justice and punished in accordance with the law.

In 2002, the CCAC handled a total of 249 cases of administrative complaints, including 192 commenced for investigation in the year and a backlog of reported cases from the past. The CCAC has made recommendations to related departments to stop up loopholes and strengthen preventive measures. In 2002 alone, the CCAC made 19 such suggestions or recommendations referring to 13 cases, almost all being accepted or met with positive responses.

The year 2002 is significant in that CCAC has also carried out two specific research and examination projects on the legal system, one being the “System of Recruitment of Non-Permanent and Temporary Staff for the Public Service” and the other the “Legal System for Directors and Senior Officers of Management of Public Institutions”. Drawing on collective wisdom, the CCAC sent questionnaires to 50 departments or institutions as legal persons, consulted international conventions and relevant literature of other countries and regions and have now completed the research and examination projects. In research on the operations of the public service, the CCAC has, in cooperation with the Legal Affairs Bureau, completed work of inspection on the operations of the Registries and Public Notaries Departments. In cooperation with the Health Bureau, the CCAC followed up the proposals on the improvement of drugs and pharmacies

management, which had been completed earlier. The CCAC also made suggestions on the amendments of the "Sunshine Law".

In celebration of the 10th years of Safeguarding Honesty and Transparency in Macao, in 2002, the CCAC held a seminar on "Promoting Integrity in the Civil Service", which brought together delegates from the mainland China, Taiwan, as well as Hong Kong and Macao. The CCAC has published the proceedings of the seminar and a commemorative publication entitled "10 Years of Safeguarding Honesty and Transparency in Macao". The Post Office and the Telecommunication Company of Macao Ltd.(CTM) issued commemorative stamps and phone cards respectively to spread the message.

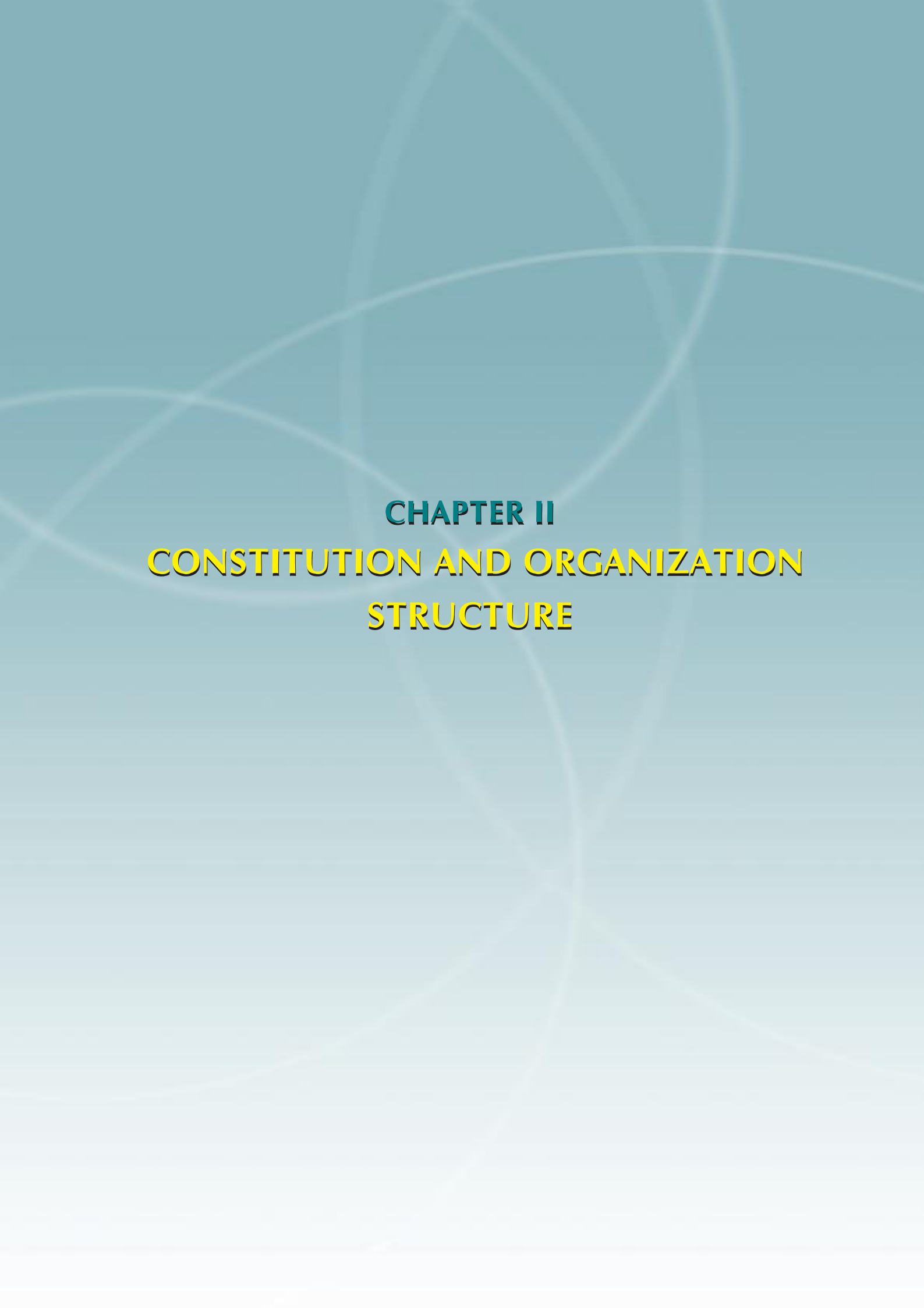
The CCAC pays great value on promotional and educational activities and do their best to improve community relationship through visits and exchanges with local associations to listen to public opinions and suggestions. The CCAC keeps on organizing seminars for public servants, students and other citizens and publishes supplementary textbooks for primary school students.

As required by law, public servants have to declare their incomes and properties once every five years. In 2003, public servants will have to renew their declaration. The CCAC has made preparations for publicity and improved approaches in order to enhance efficiency in handling the declaration works.

In order to get full support from the public, the CCAC gives particular emphasis on public supervision and preventive measures. The CCAC is planning to set up its first branch office in 2003, which will help to promote closer contacts with district communities and citizens, to spread the message of clean administration in addition to providing channels for consultation, lodging complaints and reporting crimes.

Annual Report of the CCAC 2002

Looking ahead to the year 2003, the CCAC notes, amidst the promising signs of economic recovery and better and better prospects of the Macao Special Administrative Region, the vital importance of remaining highly vigilant at all times. By constantly consolidating the foundations and meticulously planning for the future, the CCAC will continue to make firm and steady progress in its work.



CHAPTER II
CONSTITUTION AND ORGANIZATION
STRUCTURE

CHAPTER II CONSTITUTION AND ORGANIZATION STRUCTURE

2.1 Constitution

Following the founding on 20 December 1999 of the Macao Special Administrative Region (Macao SAR), and in accordance with Article 59 of the Basic Law of the Macao SAR, the CCAC was established, functioning independently with the Commissioner being accountable to the Chief Executive.

The Commissioner of the CCAC is nominated by the Chief Executive and appointed by the Central People's Government of the People's Republic of China (RPC).

The CCAC is not a constituent part of the administrative system. It is an independent public institution responsible for the prevention of and crackdown on corruption and for the handling of administrative complaints in accordance with the law.

2.2 Functions and Organization Structure

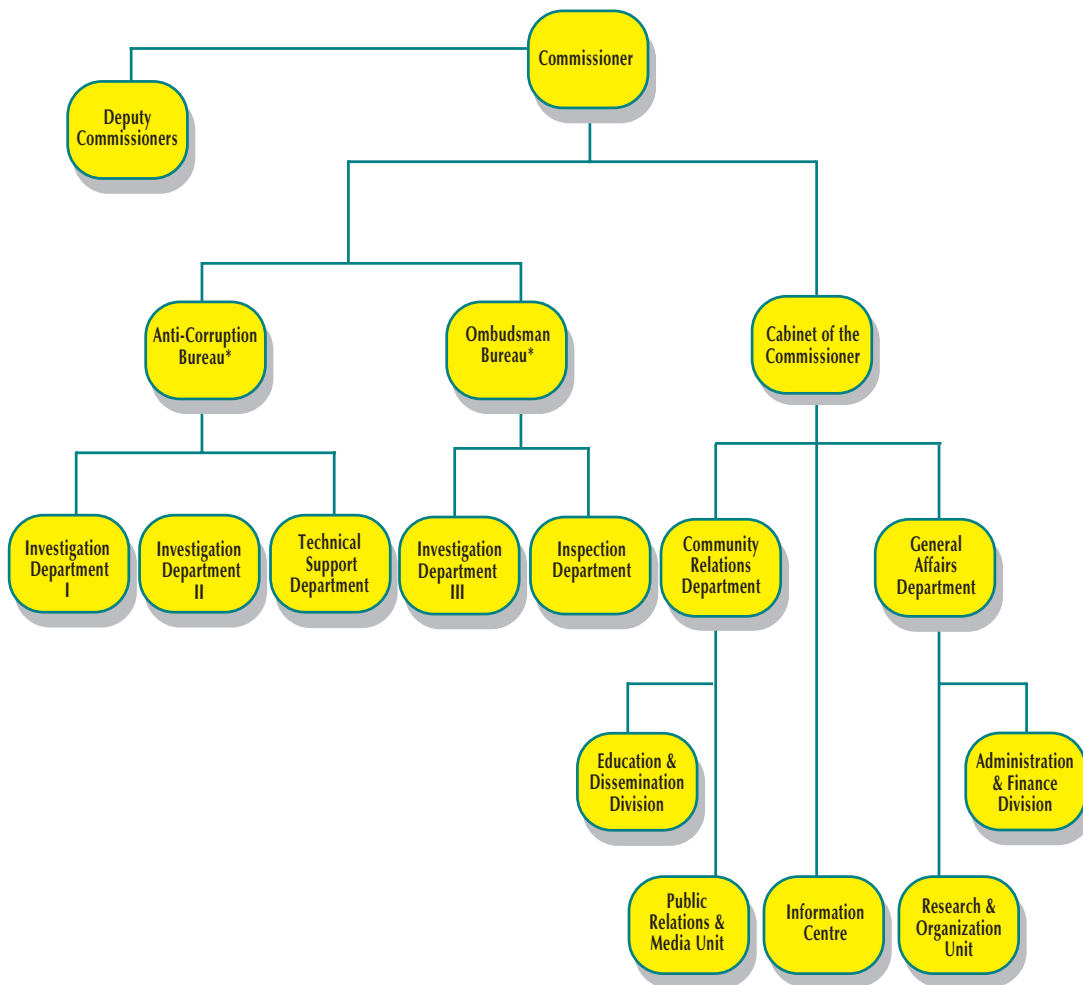
In August 2000, the Legislative Assembly of the Macao SAR approved the Organizational Law of the CCAC (Law no. 10/2000), vesting the CCAC with more powers, including detention, searches, seizures and use of weapons. Investigators are also granted the status of criminal police, reflecting the determination of the Macao SAR government to stamp out corruption and exercise clean administration.

According to the Organizational Law, the main functions of the CCAC are:


- Taking actions to prevent acts of corruption or fraud;
- Carrying out investigations and inquiries into acts of corruption or fraud committed by public servants;
- Carrying out investigations and inquiries into acts of corruption or fraud relating to electoral registration and elections;
- Protecting the rights, freedom and legitimate interests of individuals and safeguarding the justice, legality and efficiency of public administration.

The Administrative Regulation of the CCAC, i.e., "The Organization and Operation of the CCAC" (no. 31/2000) promulgated on 21 August 2000 provides the CCAC with an improved organization structure and increased manpower. The CCAC consists of the Cabinet of the Commissioner, the Anti-Corruption Bureau, and the Ombudsman Bureau, with functional, administrative and financial autonomy. The two investigation departments of the Anti-Corruption Bureau are responsible for the investigation of acts of corruption and fraud within the powers of the CCAC while the Technical Support Department provides support for combating corruption and accepts complaints and reports of corruption. The Ombudsman Bureau, consisting of Investigation Department III and the Inspection Department, is responsible for taking complaints, rectifying illegal or unfair administrative acts and conducting studies on the improvement of administrative processes and operations of public departments. The Cabinet of the Commissioner consists of the General Affairs Department, Community Relations Department and the Information Centre. These are respectively responsible for the management of finance and personnel, promotion and education, and for the use of information and communication facilities to improve the overall operations of the CCAC. Following is a diagram showing the organization structure of the CCAC.

The Organization Structure of the CCAC



*The deputy commissioner is inherently designated as the director of the bureau.



CHAPTER III
GENERAL DESCRIPTION WITH
STATISTICS

CHAPTER III GENERAL DESCRIPTION WITH STATISTICS

3.1 Number of Complaints Recorded

Following the establishment of the CCAC of the Macao SAR, there were sharp increases in the number of complaints recorded in 2000 and 2001. However, the number dropped from 1,265 in 2001 to 1,116 in 2002, marking a decrease of 12%. It is the first fall recorded in the three years since the establishment of the CCAC, indicating obvious restraints on corruption, improved services provided by government departments and enhanced awareness of a corruption-free society.

Table 1
Number of complaints recorded over the past eleven years (1992-2002)

1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
167	179	232	202	266	293	416	393	978	1,265	1,116

Judging by the sources of complaints, the great majority of complaints in 2002 were lodged by citizens, similar to the situation in 2001. What is more encouraging in 2002 is that the number of complainants signed or willing to provide personal data has increased while on the other hand the number of those chosen to remain anonymous decreased. Nevertheless, those remaining anonymous still constitute the majority as shown in the following table.

Table 2
Complaints recorded over the past three years (2000-2002), by source of origin

Sources of complaints recorded		2000		2001		2002	
Citizens	Anonymous or requesting anonymity	542	55.4%	813	64.3%	708	63.4%
	Signed or willing to provide personal data	392	40.1%	401	31.7%	370	33.2%
Referred / reported / requested by public entities		39	4.0%	32	2.5%	28	2.5%
Referred / reported by media		2	0.2%	6	0.5%	2	0.2%
Initiated by the CCAC		3	0.3%	13	1.0%	8	0.7%
Total		978		1,265		1,116	

3.2 Number of Cases Commenced

Similar to the situation of 2001, the number of cases commenced in 2002 is 131, accounting for 11.7% of the total recorded.

Table 3
Handling methods of complaints recorded in 2002

Handling methods	Number	Percentage
Cases commenced	131	11.7%
Complaints with inadequate information for investigation	917	82.2%
Complaints referred to other departments	59	5.3%
Complaints handled by unofficial intervention	9	0.8%
Total	1,116	100.0%

The majority of the cases commenced and handled were of criminal offences, accounting for 87.8% of the total. The main reason for the relatively lower percentage of the cases of administrative illegality commenced and handled by the CCAC is that most of the cases were solved more quickly and efficiently, with the consent of the complainants, by more effective methods of referral or unofficial intervention. A total of 68 such cases were effectively handled throughout the year. In addition, the CCAC has also strengthened the efficiency of consultation. As a matter of fact, many complaints, especially cases of administrative complaints, are solved satisfactorily through consultations with the CCAC staff, who provide detailed analysis and answers. There have been 314 administrative complaints successfully settled in this way.

Table 4
Comparison of the natures of cases commenced over the past seven years (1996-2002)

	1996		1997		1998		1999		2000		2001		2002	
Criminal offences	105	39.5%	119	40.6%	160	38.5%	110	28.0%	83	61.5%	112	83.6%	115	87.8%
Administrative complaints	161	60.5%	174	59.4%	256	61.5%	283	72.0%	52	38.5%	22	16.4%	16	12.2%
Total	266		293		416		393		135		134		131	

More than 80% of the 131 cases commenced in 2002 are complaints lodged or reported by citizens, most of them still preferring to remain anonymous, especially when involved in criminal cases. However, the gap between those remaining anonymous and those providing personal details is narrower, the difference being 28% for 2001 and only 14.5% for 2002. This change shows that the anti-corruption awareness of the citizens has been enhanced, the number of citizens daring to report corruption cases increased, citizens' role in supervision boosted and corruption is becoming more and more a high-risk act.

Table 5
Number of cases commenced in 2002, by source of origin

Sources of complaints recorded		Criminal offences	Administrative complaints	Total	Percentage
Citizens	Anonymous or requesting anonymity	61	4	65	49.6%
	Signed or willing to provide personal data	35	11	46	35.1%
Referred / reported / requested by public entities		17	0	17	13.0%
Referred / reported by media		1	0	1	0.8%
Initiated by the CCAC		1	1	2	1.5%
Total		115	16	131	100.0%

The CCAC adopts a more stringent criterion for commencing inquiries and investigations than its predecessor, the High Commission Against Corruption and Administrative Illegality, so that resources can be more effectively allocated and used. The following table indicates that there has been a remarkable fall in the number of cases commenced.

Table 6
Comparison of the numbers of cases commenced in the past eleven years (1992-2002), by source of origin

Sources of complaints recorded		1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Citizens	Anonymous or requesting anonymity	43	60	40	77	83	92	95	165	47	70	65
	Signed or willing to provide personal data	78	102	139	91	148	158	285	209	55	32	46
Referred / reported / requested by public entities		2	1	22	17	12	22	11	11	30	20	17
Referred / reported by media		29	3	6	4	13	3	4	1	0	0	1
Initiated by the CCAC		15	13	25	13	10	18	21	7	3	12	2
Total		167	179	232	202	266	293	416	393	135	134	131

3.3 Progress Analysis of Cases Commenced

For cases officially commenced for investigations, the CCAC handled a total of 272 such cases in 2002, with 188 of them concluded, accounting for 69.1%. The number of cases left to be handled in 2003 has dropped significantly from the backlog of 136 cases by the end of 2001 to that of 84 cases at the close of 2002, a drop of 38.2%. The backlog of work is continuing to be cleared.

Table 7
Progress analysis of cases in 2002

Sources of cases	Criminal offences	Administrative complaints	Total
Cases brought forward from 2001	78	58	136
Cases commenced in 2002	115	16	131
Cases re-opened in 2002	1	1	2
Internally referred cases	3	0	3
Total	197	75	272

Table 8
Total number of cases concluded in 2002

Sources of cases	Criminal offences	Administrative complaints	Total
Cases filed	102	51	153
Cases incorporated with other files / cases	3	0	3
Cases referred to the Public Prosecutions Office	24	0	24
Cases re-opened and filed	4	1	5
Internally referred cases	0	3	3
Total number of cases concluded	133	55	188
Outstanding cases to be handled in 2003	64	20	84



CHAPTER IV
ANTI-CORRUPTION

CHAPTER IV ANTI-CORRUPTION

4.1 Number of Cases Commenced and Concluded

In 2002, the CCAC recorded a total of 1,116 complaints, 10% less than the 1,265 complaints recorded in 2001. There were 115 criminal offences cases commenced in 2002, indicating a slight increase over the 112 such cases in 2001. The fact that the number of complaints recorded dropped while the number of cases commenced increased and hence the percentage of cases successfully commenced for investigation goes up indicates that the complaints lodged by the public tend to be more well-founded, with sufficient evidence and clues facilitating in-depth investigations. This can be further interpreted as a sign that citizens are more ready to come out courageously and report criminal acts that happen around them. As a result, the number of complaints more truly reflects the realities of the society.

Table 9
Number of criminal cases commenced in 2002, by source of origin

Sources of complaints recorded		Criminal offences cases	Percentage
Citizens	Anonymous or requesting anonymity	61	53.0%
	Signed or willing to provide personal data	35	30.4%
Referred / reported / requested by public entities		17	14.8%
Referred / reported by media		1	0.9%
Initiated by the CCAC		1	0.9%
Total		115	

As shown above, of the 115 cases relating to criminal offences, 96 cases, accounting for 83.4% of the total were reported or substantiated with information by citizens. This presents an increase of more than 10% over 2001, when the number of cases reported by citizens accounted for 73.2%. This is an indication that more and more citizens are willing to cooperate with the CCAC in combating corruption. Of the citizens reporting crimes, 61 cases accounting for 53% remain anonymous or request anonymity. This figure is 5% lower than that of 2001, indicating that despite their faith and confidence in the CCAC, they still have certain worries.

In the area of criminal offences, there are a total of 197 cases handled in 2002, including 115 cases commenced in the year, a backlog of 78 cases from 2001, one re-opened case and 3 referral cases from the Ombudsman Bureau after being handled. A total of 133 criminal cases were concluded in 2002.

Table 10
Progress analysis of criminal cases in 2002

Cases brought forward from 2001	78
Cases commenced in 2002	115
Cases re-opened in 2002	1
Referral cases from the Ombudsman Bureau after being handled	3
Total number of cases to be handled	197

Table 11
Classification of criminal cases concluded in 2002

Cases filed	102
Cases incorporated with other files / cases	3
Cases referred to the Public Prosecutions Office	24
Cases re-opened and filed	4
Total number of cases concluded	133

4.2 Cases Referred to the Public Prosecutions Office and the Matters Involved

In 2002, the CCAC had a total of 24 cases referred to the Public Prosecutions Office, with 61 illegal acts being involved in them. Individual cases differed from those of the past in the degree of complexity and scope involved. For example, the CCAC received a seemingly insignificant complaint against a corruption act involving only MOP150. The complainant intended to drop the case and stop any contact with the CCAC after the initial report. However, with the repeated persuasion and encouragement of the CCAC investigating staff, the complainant became willing to provide details and evidence. The investigators, after analyzing the background of the suspect and the methods adopted in the criminal act, began to trace the case in the direction of organized crime. After about six months' investigation and collection of evidence from outside Macao, the CCAC discovered that it was a case involving more than 600 persons, as many as 400 of them being listed as suspects with sufficient documented evidence running over ten thousand pages. This is a case involving the largest number of people in recent years, thus rendering 2002 a record year in the number of people involved in corruption cases.

Table 12
Crimes involved in cases referred to the Public Prosecutions Office

Forgery of document	17
Fraud and deception	12
Falsification of testimonial	4
Acceptance of bribe for illegal act	3
Fabrication of technical notation	3
Abuse of authority	3
Dereliction of duty or malpractice	3
Bribery	2
Counterfeit and forgery by public servant	2
Forgery of document with special value	2
Use of falsified testimonial	2
Acceptance of bribe for regulated act	1
Deception and fraud relating to insurance / obtaining food	1
Provision of false testimonial	1
Illegal employment of labour	1
Transgression of power or duty	1
Use of forbidden weapon	1
Organized crime	1
Triad	1
Total	61

Following is a summary of some of the excerpts of the cases solved by the CCAC in 2002 and referred to the Public Prosecutions Office in chronological order:

January: In collaboration with the staff of the Economic Services Bureau, the CCAC tracked down an illegal refueling station, which was located in Taipa and suspected to have been operated by a public servant of the Civic and Municipal Affairs Bureau. This public servant had been absent from work for nearly two years. Instead, he engaged himself in his own private dealings by falsifying his work attendance records. Seven men and one woman were involved in the case, and the daily profit of the illegal refueling station ranged from about MOP7,000 to MOP12,000.

February: The CCAC exposed a case in which a public servant took bribes while several persons used MOP8,000 to MOP10,000 to buy forged Philippine driving licences in order to apply for driving licences later in Macao. A public servant from the Traffic and Transport Department of the Civic and Municipal Affairs Bureau was suspected of demanding fees 3 to 4 times higher than normal application fees from holders of foreign driving licences applying for Macao driving licences, claiming that he could help them through the application process and that physical check-ups could be exempted. The applicants were given health certificates issued by a certain doctor, who was suspected of forgery.

March: The CCAC detected two cases of suspected unjustified absenteeism and forgery of documents. In the first case, three employees of the Civic and Municipal Affairs Bureau were suspected of being absent from work over the past two years but engaged in private dealings while still on the public payroll.

The sum involved was estimated to be in excess of MOP100,000. It was also believed that there had been arrangements for somebody else to check in/out on their behalf and they were suspected of falsifying attendance records. In the second instance, two doctors of the Health Bureau were suspected of making false certificates and a nurse was suspected of using false certificates for absence from work.

April: The CCAC discovered that the directors and chief of the former Macao Municipal Council were suspected of procuring goods and awarding construction and/or service contracts anomalously during their terms of office. Investigation findings indicated that somebody did not comply with the law in withdrawing from the awards of contracts involving personal interests. It was also found that some of the awards were not made according to the normal procedures, in which the officer-in-charge failed in performing his duties in approving the contracts. In addition, the alleged contracting company fell short of part of the bidding requirements. The suspects were 2 directors and 1 chief from the former Macao Municipal Council who were working for the Civic and Municipal Affairs Bureau in the time when the case was exposed. The case involved 7 procurement of goods, awards of construction and service contracts that totalled around MOP8 million.

April: The CCAC detected a case of organized corruption and premeditated crime of fraud with the use of forged trading invoices. From January 1996 to March 2002, certain public servants from the Post Office, when procuring everyday office goods, conspired with the suppliers in raising the prices and forging invoices, thus gaining illegal benefits. The case involved 2 businessmen, 6 current staff of the Post Office and 1 retired public servant. The benefits gained by

the public servants involved ranged from several hundreds Patacas to over 100,000 Patacas.

May: In a raid on the a custodial ward of the Hospital Centre S. Janeiro, the CCAC found some goods that were suspected to be restricted in prison, including mobile phone, DVD player, MD player and number of VCDs. In addition, batons and handcuffs belonging to the on-duty warders were found inside the wardrobe of the custodial ward. It was suspected that somebody breached his duty and abused his power. The case involved 7 persons, including 6 current prison warders and 1 retired policeman.

July: The CCAC detected 3 cases, the first one being illegal practice of medicine with counterfeited certificates of medical qualification, the second one being use of forged passport for residency in Macao, and the third one being abuse

RAEM

Comissariado interrompe "férias" de recluso

BENDITA PRISÃO

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Seis guardas prisionais e outros tantos agentes policiais estão sob investigação do CCAC. Por "apaparearem" um detido, alegado "paião", internado no S. Janeiro

A MADRAGADA de ontem, lá está quando uma equipa de investigadores do Comissariado Centro e Direção (CCAC) interrompeu Hospital Centro de S. Janeiro. A operação surpresa, desarmada por uma denúncia e, sabe o POSTO PRAL, com o apoio das autoridades de gentileza de Colares, resultou em efeitos desejados e horas depois seis guardas prisionais e um agente do PSP na reforma estão encaminhados para o Ministério Público.

A história – que "tudo é nem vai ter a última do género", como assegura uma fonte confidencial do meio – é simples de contar. Enquanto os dois guardas prisionais encarregados da vigilância do detido, de baixa segurança instituição de-

Contabilizações proibidas desarmadas em operação bem sucedida

confabulavam com a "presa", sem adivinação para o futuro.

of power by a public servant. In the first case, the suspect allegedly spent more than RMB10,000 to buy several certificates of medical qualification and transcripts from a certain medical college in the mainland. He then had them certified by the relevant authority in Macao, and obtained the license for practicing medical in Macao. In the second instance, the suspect was believed to have submitted to the Public Security Police a forged document from the Guinea-Bissau government for application of residency in Macao. As to the third case, the suspect was a market inspector from the Civil and Municipal Affairs Bureau, who allegedly asked for, in recent years, provision of free food from hawkers of poultry stalls, meat stalls and vegetables stalls in the S. Domingos Municipal Market.

August: The CCAC uncovered a corruption and document forgery case in which it was suspected that over 600 persons have exchanged Macao driving licences with forged Philippine driving licences. The amount involved totalled around MOP2.3 million. 417 persons were listed as suspects, in which 6 were suspected to be masterminds of the case, this included a public servant working in the Civic and Municipal Affairs Bureau (CMAB). The modus operandi involved a batch of intermediaries touting Philippine driving licences to those who wanted a short cut or did not fulfil the driving test requirements. MOP1,000 to MOP20,000 were sought for each driving licence. The intermediaries, through the CMAB public servant, arranged all the procedures for the change of Philippine driving licences to Macao driving licences.



RAEM

CCAC dismantla gang de falsificadores de cartas de condução

400 GOLPES

ELEMENTOS do Concelho contra a Corrupção, depois de vários meses de investigações, em 15 de maio, desmantelou um grupo de cerca de 400 falsificadores das cartas de condução de Macau.

O gang ligava-se ao CCAC, mais de 400 cartas de condução falsificadas, que eram, posteriormente, transferidas para o veículo de Macau, Lufthansa.

Os documentos falsificados estão a ser vendidos por preços relativamente baixos, entre os 2000 e os 25.000 patacas.

De acordo com informações prestadas pelo organismo de combate à corrupção, foram investigados 10 indivíduos, entre os quais um funcionário da entidade pública (PNCM) que emite as cartas de condução, os peritos "veredictores", e 411 residentes que ilegalmente terão adquirido as cartas de condução falsificadas. "Número elevado, o esquema terá sido iniciado, segundo dados do CCAC, 2 milhões de anos atrás."

Durante a investigação, foram se descobriu, por meio de pesquisas por sete meses, os elementos do CCAC observaram e analisaram alguns milhares de suspeitos, número que ficou reduzido aos 417 acima referidos.

Entre os suspeitos apresentados, constam-se indivíduos relacionados com eventos de corrupção e atividades políticas.

No que se refere ao período "temporário", verificou-se pela ausência de condições para a emissão de cartas de condução por parte dos notários e a alteração da carta para um simples documento de correção.

MEIO DE OBTENÇÃO DAS CARTAS



MEIO DE OBTENÇÃO DAS CARTAS

1. EMPRESA QUE SE ENCARREGA DA EMISSÃO DAS CARTAS DE CONDUIÇÃO

2. PÚBLICO NOTÁRIO

3. EMPRESA QUE SE ENCARREGA DA EMISSÃO DAS CARTAS DE CONDUIÇÃO

4. PÚBLICO NOTÁRIO

5. EMPRESA QUE SE ENCARREGA DA EMISSÃO DAS CARTAS DE CONDUIÇÃO

6. PÚBLICO NOTÁRIO

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12. PÚBLICO NOTÁRIO

13. EMPRESA QUE SE ENCARREGA DA EMISSÃO DAS CARTAS DE CONDUIÇÃO

14. PÚBLICO NOTÁRIO

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LAVAGEM DE DINHEIRO

Desde o ano passado, 12 casos de branqueamento de capitais foram de competência das autoridades, sendo participados à Polícia Judiciária.

Um dos casos que Filipe Pires, administrador da Autoridade Monetária, considera mais interessante, refere-se ao caso de um indivíduo que, em 2001, adquiriu um veículo com o valor de 10 milhões de patacas, na mesma altura em que se deslocou aos Estados Unidos, e se apresentou, como o comprador e dono natural do RAEM.

CTM REDUZ TARIFAS

A CTM anunciou uma redução das tarifas do serviço de telefonar móvel. O novo padrão estará em vigor à meia-noite de ontem.

September: The CCAC revealed a case in which a public servant working for the First Office of the Public Notary was suspected of buying petrol with the refuelling coupons issued by the Public Notary, refuelling both the cars for office use and his own private car. The public servant was also believed to have defrauded petrol with different methods, including counting his own refuelling expenses into the government refuelling bills, overstating the refuelling expenses of cars for office use and seeking cash refund from the oil station, using government refuelling coupons for the purchase of various petrol products for private use.

October: The CCAC exposed a case of fraud involving insurance claims. The suspect first reported a car accident, then contacted the pre-arranged traffic police to handle the accident, thus fabricating a traffic accident report. Meanwhile, the person-in-charge of a garage provided false car repair quotation. There were 3 current traffic police involved in the case, who were suspected of conspiracy to defraud insurance claims from 3 insurance companies. The amount involved totalled over MOP400,000, while there were 19 suspects involved.



December: The CCAC uncovered a case of document forgery and use of forged document by public servants. The suspects allegedly got sick leave certificates from doctors without having medical consultation, and used these certificates as evidence for their absence from work. Doctors from the Health Bureau, public servants from the Lands, Public Works and Transport Bureau, and from the Public Security Police were involved in the case.

4.3 Assistance in Investigations of Cross-Regional Cases of Corruption

Regarding investigative work, there was an increase in the number of cross-regional cases of corruption in 2002, side by side with the increase of cases requiring the assistance of law enforcement departments outside of Macao. This situation indicates that crimes of corruption are getting internationalized and the activities of the offenders extend beyond the scope of Macao, thus making international cooperation an important subject of study for the anti-corruption organizations in all regions of the world today. A total of 28 such cases were handled in 2002, a slight increase as compared to 25 cases in 2001, with 17 of them concluded and 11 still under investigation.



A press meeting illustrating details of the case of corruption and document forgery, in which forged Philippine driving licences were used to apply for Macao driving licences.

4.4 Cases Adjudicated by the Court

Table 13
Cases adjudicated by the Court in 2002

Date of adjudication	Name of defendant / suspect	Status of defendant / suspect	Sentence
5 March 2002	Chan X Fai	Prisoner	Extortion: 3 years and 9 months imprisonment
	Kam X Ieng	Taking extorted money for Chan X Fai	Not guilty
8 March 2002	Cheong X Kong	Taking extorted money for Hoi X Seng	Increase penalty for extortion: 1 year and 6 months imprisonment
	Hoi X Seng	Prisoner (at large)	Increase penalty for extortion: 5 years and 3 months imprisonment
	Hong X Iek	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Wong X Wai	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Wong X	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Wong X	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Lam X	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Cheong X Hong	Prisoner	Increase penalty for extortion: 4 years and 9 months imprisonment
	Lei X Man	Warder of the Macao Prison	Not guilty of power abuse
19 April 2002	Ng X Hou	Cameraman of the Government Tourist Office	Fraud involving big sums: 1 year and 9 months imprisonment, suspended for 2 years
23 April 2002	Ng X Lan	Citizen	Fraud: 1 year imprisonment, suspended for 2 years; return of MOP30,000 with interest within 6 months
22 July 2002	Cheok X Pou	Policeman of the Public Security Police	Wounding: 7 months imprisonment, suspended for 2 years; compensation of MOP17,000 to be paid to Wong X Lam
	Wong X Lam	Citizen	Runaway after causing a traffic accident: 2 months imprisonment, suspended for 1 year; driving licence suspended for 1 month; compensation of MOP 2,000 to be paid to Cheok X Pou
08 November 2002	Iun X X	Driver of the Legislative Assembly	Not guilty because of insufficient evidence
13 December 2002	Pang X	Policeman of the Public Security Police	Not guilty because of insufficient evidence
13 December 2002	Rogério X de X	Section Chief of the Hospital Centre S. Januario	Abuse of public trust: 1 year and 3 months imprisonment, suspended for 2 years; compensation of MOP20,000 to be paid to the Macao SAR Government within 3 months

4.5 Work on the “Declaration of Incomes and Properties”

As regulated by the existing law, public servants are required to declare their incomes and properties, together with their spouses or those with whom they live as spouses, when they join the civil service or when there is a change of position or when they leave the civil service. At the same time, the law also stipulates that if the above circumstances do not occur to them, they only need to update their declaration by completing the forms every five years. Public servants are scheduled to renew their declaration in 2003 and the CCAC have started reviewing and making preparations in 2002, such as launching a series of promotion activities and measures to streamline the process and maximize efficiency. It is estimated that in 2003, around 11,000 public servants need to submit their updated or renewed declaration on their incomes and properties. In 2002, the CCAC received a total of 2,639 declaration submitted by public servants. Of these, 422 were submitted by those leaving the civil service, 710 by those joining and 1,507 by those who need to update their declaration owing to change of positions.



Reception of public servant submitting “Declaration of Incomes and Properties” (Mimic photo)



CHAPTER V
OMBUDSMAN

CHAPTER V OMBUDSMAN

The Ombudsman Bureau continued to carry out its various tasks in 2002 in accordance with its policy. Namely, as the government administration watchdog, it supervises the Macao SAR Government to make sure that everything is executed in accordance with the law and that citizens are treated legitimately, fairly and impartially in their contacts and dealings with the government departments. The Bureau helps to promote transparency and improve operation procedures in various government departments and public entities and provide suggestions and recommendations for revision, amendments or new regulations to improve existing laws.

Following is a presentation of the Ombudsman Bureau's work in the areas of investigations and of researches and examinations.

5.1 Investigations

5.1.1 Interventions

Handling cases of administrative illegality, faults or malpractice has always been an important task for the Ombudsman Bureau, whether they are complaints reported by the public or cases initiated by the CCAC. The principle that the CCAC sticks to is to observe stringent criteria in commencing investigations, make timely interventions, use resources appropriately, and to handle the cases with justice. In 2002, the CCAC started investigations into 192 cases (including the complaints lodged by citizens and those initiated by the CCAC). In addition to the backlog of 79 cases brought forward from 2001 (including 58 commenced cases and 21 cases not yet commenced by then), and after excluding the 22 cases re-processed or forwarded to the Inspection Department, the CCAC handled a total of 249 cases in the year, the number

being 53 more than that of 2001.

The number of administrative complains that the Ombudsman Bureau intervened in and the areas involved are given below.

Table 14
Classification of cases of administrative complaints in 2002

Relating to public servants (conduct, avoidance of conflicts of interests, rights & interests, recruitment and use of personnel)	63
Illegal construction & projects	28
Procedural flaws or irregularities	27
Illegal or unlicensed operations	9
Relating to the management of economic housing	9
Relating to procurement or acquisition procedures	8
Relating to the handling of complaints	7
Flawed or improper execution of the law	6
Medical incidents	6
Others	25
Matters outside of the competence or capacity of the CCAC (e.g., cases concerning the private sector or litigation matters)	4
Total	192

Of the 249 cases handled in 2002, 182 were filed, with results specified as follows:

- With the interventions of the CCAC, there were 56 cases in which mistakes were corrected and problems solved in accordance with the law, of which 34 were settled by way of unofficial interventions or communication with the related departments or by way of referrals and follow-ups. The remaining 22 cases were handled through intervention by issuing official recommendations/suggestions, of which 9 recommendations/suggestions were issued in 2001 and the handling process officially completed in 2002, 13 recommendations/suggestions were issued in 2002.

- 84 cases were filed due to no evidence of illegality was found.
- 9 cases were filed because they were not in the capacity of the CCAC.
- 15 cases were filed because there was no need for the CCAC to continue to intervene.
- 18 cases were filed due to insufficient information for follow up.

Table 15
Progress analysis of administrative complaints in 2002

Cases filed	CCAC interventions	Un-official intervention / referral	34
		Official recommendations / suggestions	22
	No evidence of illegality found		84
	Not in the capacity of the CCAC		9
	Unnecessary for the CCAC to continue to intervene		15
	Insufficient information for follow up		18
	Total		182
Cases to be followed up in 2003	Officially commenced for handling		20
	Not yet necessary to commence officially		47
	Total		67
Total number of cases handled for the whole year		249	

The 34 settled cases in which the CCAC intervened but found it unnecessary to issue official recommendations or suggestions involved departments/offices of the following:

Secretary for Administration and Justice	9
Secretary for Economy and Finance	5
Secretary for Security	7
Secretary for Social Affairs and Culture	6
Secretary for Transport and Public Works	7

A backlog of 67 cases is yet to be followed up in 2003. 20 of them have officially been commenced for investigation and the remaining 47 of them have not been commenced according to the stringent criteria for commencing investigations.

All the backlog of cases commenced before Macao's return to China has been concluded and filed with the exception of 14 cases involving illegal construction projects. The 11 cases that were accepted for investigation in 2001 but handling process had not been completed by the end of 2002 were also cases involving illegal construction projects. This situation, echoing the ranking of complaints in this category (second item in Table 14), shows the public were most dissatisfied with the sluggish and laggard style of work of the administrative authorities in dealing with the issue of illegal construction projects. However, the authorities concerned do not have the required provisions to meet public demands, thus resulting in many of the cases remaining unsolved for many years. Therefore, since its establishment, the CCAC has been contacting and communicating with the departments concerned, knowing the complex nature of the problem and

the imperfection of the existing laws, and given them recommendations and suggestions. In addition to taking initiatives in carrying out studies for the improvement of the existing legal system, there should be more publicity activities and cooperation with associations and organizations to boost the law-abiding awareness of the citizens, and to monitor construction management companies to carry out their supervision duty. In this way, new cases of construction illegality can be minimized through preventive measures. Meanwhile, efforts should be made to increase the transparency of the processing of complaints against construction illegality, clear explanations must be made to the public on how the problems can best be settled in accordance with the criteria of priority, or whether the construction is in progress or whether they are legitimate. Furthermore, to avoid misunderstanding, the public must also be informed of the classification of the construction projects in dispute. On the whole, the above suggestions and recommendations have been accepted by the authorities concerned, and are being implemented gradually.

Regarding the 13 cases of official intervention in 2002, all the 11 recommendations and 8 suggestions issued were accepted with only one exception, where the recommendation was only partially accepted. As to the 8 suggestions concerning the improvement of operation and the revision of regulations, most involved the medium-term or long-term plans and objectives of several departments or institutions, and these suggestions were aimed at providing constructive ideas to improve the relevant mechanism or regulations. Therefore, the CCAC has never received any negative response and will continue to pay attention to their implementations.

In carrying out its ombudsman functions, the CCAC is committed to ensuring that the administration abides by law, protecting the legitimate rights and interests of citizens in their dealings with administrative authorities, promoting the improvement of the legal system and of departmental operations, as well as plugging loopholes that may cause corruption by way of cooperation and partnership.

The CCAC exercises its duties of handling administrative complaints on the basis of facts and does its best to solve problems quickly on the basis of common consensus. Only when tackling cases involving problems of great complexity does the CCAC issue official recommendations or suggestions so that the departments or authorities concerned find it easier to understand the causes of administrative illegality or malpractice or make corresponding rules and regulations. For this reason, the number of the recommendations and suggestions issued, big or small, does not reflect the whole picture of the work done by the Ombudsman Bureau, which should be viewed in the total number of cases handled in connection with an analysis of the ways in which they are handled.

5.1.2 Help and consultation

Past experiences in tackling cases of complaints showed that many citizens or public servants had a limited understanding of their own legitimate rights and interests, and of administrative operations and procedures. As a result they could not judge correctly whether their rights had been encroached upon or how they could address their problems through legal means. Actually, many such cases could have been avoided and misunderstanding cleared up with proper explanations or clarification. There are also complaints that could be addressed with easier and more effective means, such as instructions give to the citizens on how to obtain or protect their own rights and interests directly from the competent organs. Therefore, the CCAC, sticking to the principle of helping the public in a down-to-earth way, does its best to strengthen its consultation services, making the best use of direct communication opportunities like face-to-face interviews or phone conversation, to explain the situation objectively and clear up misunderstandings stemming from inadequate knowledge so that complainants can make correct decisions as to whether to proceed with their complaints; or the CCAC helps them explore whether there are other easier and more convenient

alternatives available. In the past year, the CCAC handled a total of 314 appeals for help and/or consultation, which means 173 cases more than the number in 2001, amounting to an increase of 122.7%.

Following is a classification of the matters involved in the 314 appeals for help and/or consultation:

Civil service regime	78
Legislation & regulations	67
Public works	29
Civic & municipal affairs	26
Traffic & transport	19
Labour affairs	10
Licences	9
Social welfare	7
Public security	7
Medical service	6
Economic & social housing	6
Education	4
Others	19
The CCAC's work	6
Outside of the CCAC's competence (Private sector or lawsuits)	21

5.1.3 Internal Working Guidelines

The CCAC has formulated a set of internal working guidelines for its staff so that they have certain criteria to abide by when handling appeals of helps and/or consultation, reports of complaints, in carrying out preliminary investigations, in analyzing and summarizing cases, and in drafting reports. These guidelines, giving instructions on the processing of complaints, the use of investigation measures, on the commencement and conclusion of cases, and on the time limits of some working procedures, help the CCAC staff work systematically and in accordance with standardized criteria.

5.2 Researches and Examinations

The work of researches and examinations is of twofold: research on the systems and research on the operations of the public service, as detailed below.

5.2.1 Research on the systems

The CCAC completed two specific researches and studies on the legal system, namely the “Recruitment System for Non-Permanent and Temporary Staff for the Public Service” and the “Legal System Applicable to Directors and Senior Officers of Management of Public Institutions”. Meanwhile, the CCAC carried out complementary researches on the improvement of the regulations governing the obligations for the staff working in the public administration to serve impartially and selflessly. Revisions were made on the draft of the administrative regulation governing the criteria of offering and receiving of benefits, making it more congruous with the provisions of the existing “Legal System of the Public Service”, “Code of Administrative Procedure” and “Penal Code”, and complementing the over-generalization and abstraction of the existing system. The revised draft of

the administrative regulation has already been submitted to the relevant authorities for approval.

Here are the abstracts of the two research and study projects:

I. Research and study on the “Recruitment System for Non-Permanent and Temporary Staff for the Public Service”

The existing law provides regulations for the recruitment of various staff in the public administration, including those hired by means of “contract for staff (non-technical) not included in the personnel allocation of government departments”, “project-based contract”, and the occasionally adopted “individual work contract” and “contract for provision of services”. Nevertheless, the mentioned recruitment or service acquisition methods and their corresponding systems have deficiencies when there is an emergent, non-permanent, temporary or seasonal need for workers. This leads to irregularities in the recruitment of non-permanent or temporary staff in some public organs, and this practice is becoming a trend in some cases. For this reason, the CCAC decided to initiate a specific research and examination project, carrying out a comprehensive study on the “Recruitment System for Non-Permanent and Temporary Staff for the Public Service”.

In order to collect information for analysis, the CCAC carried out a questionnaire survey in 50 departments/public institutions, and held meetings with many departments/public institutions and their respective supervisory entities. References were also taken from the opinions of the relevant departments of the Hong Kong government, and from information like local regulations and international conventions of different regions and countries, such as Hong Kong, Taiwan, Singapore, Portugal, and some international organizations (e.g. the European Union, the Organisation for Economic Co-operation and Development, and the World Bank).

Having analyzed the existing legal system, the information provided by several departments, and a number of contract specimens supplied by some departments/public institutions, the CCAC identified, on a whole, the following problems in the prevailing recruitment of non-permanent or temporary staff:

1. In the aspect of the “organization of departments”

- Irregular recruitment: Due to the limitations of the organizational law or budget, some departments/public institutions may hire staff by informal means like work contract, project-based contract or contract for provision of services;

- Lack of monitoring mechanisms for advance inspection or advance approval.

2. In the aspect of the “recruitment of staff”

- Lack of uniform standards for the recruitment and selection of non-public-service-staff;

- Absence of restrictions to the number of staff hired through irregular recruitment.

3. In the aspect of the “human resources management”

- Lack of system or a set of standards regulating the content of the contracts, such as the salary-scale, welfare and obligations;

- Lack of flexibility in the provisions governing the setting up of contracts as stated in the “General Regulations Governing the Staff of the Public Administration (Hereafter “General Regulations”), which failed to cope with the need of different recruitment methods, such as non-full-time or seasonal recruitment.

4. In the aspect of the “rights and obligations”

- Project-based contract and contract for provision of services, by their natures, are not aimed at recruiting staff who are subjected to the relationship of subordination. Therefore, when these contracts were used “irregularly” to hire staff, there would be a lack of regulations concerning the relevant disciplinary actions, and some principles of the public law are not adopted, like the regulations restricting staff not to “work concurrently for another entity or engaged in activities incompatible with their positions” etc;

- Lack of protection for those hired by irregular recruitment but at the same time bound by the relationship of subordination. For example, there were no arrangements for them to get registered with the Social Security Fund and make monthly contributions, nor were they insured against accidents in the work place.

After a comprehensive analysis and in consideration of the realities of the Macao SAR, the CCAC came up with two workable proposals:

Proposal 1: Extending the scope of application of the provisions governing the recruitment system for non-public-service-staff in the “General Regulations”. These include revising the relevant provisions, extending the scope of application of the contract for staff (non-technical) not included in the personnel allocation of government departments and the contract for staff (technical) not included in the personnel allocation of government department, and increasing the flexibility of the use of these contracts. For instance, when there is a need to recruit non-full-time staff or those with high-tech expertise, these contracts obviously fail to serve the best interests of the authority concerned. Therefore it becomes necessary for the authority to have some freedom in defining the terms of the

contracts, and in the meantime, establishing mechanisms for supervision. For example, approval should be obtained in advance, or reports should be submitted to the relevant organs for record if the salary-scale or welfare of the employee extends a certain range.

Proposal 2: Establishing a specific regulation to govern the work contracts in the public administration. There should be a separate regulation, different from that for the public servants, for the contract-staff subjected to the relationship of subordination. The purpose is to ensure that the authority has the essential freedom to choose or determine the terms of the contracts. At the same time, necessary mechanisms for supervision and of accountability must be established to maintain appropriate control over the exercise of this freedom. Moreover, it is necessary to formulate, in the mentioned specific regulation, provisions that stipulate the obligations as well as the rights of the staff recruited under such contracts.

Whichever plan is to be adopted, the CCAC believes that the following measures are prerequisites for successful implementation:

1. Correct and accurate assessment of the available human resources of the Macao SAR;
2. Careful feasibility study of the privatization of services that are not core, or competitive or concurrent with those provided by the private sector;
3. Establishment of effective and flexible mechanisms for the allocation and deployment of personnel (both public servants and contract-staff);
4. Restructure of the organization structure or allocation of personnel if necessary;

5. Appropriate evaluation of the remuneration of the personnel hired on contract basis;

6. Regulations clearly stipulating the process of recruitment and standards for the selection of contract-staff;

7. Formulation of mechanisms for contract approval where remuneration and welfare exceeds those of the determined levels;

8. Addition of specified terms regarding obligations in the contracts (particularly the obligation of impartiality, dedication and confidentiality) and the terms requiring the personnel not to engage themselves in activities incompatible with their duties and not to work concurrently for another entity;

9. Refinement of the mechanisms of job-appraisal;

10. Introduction of mechanisms for the promotion of personnel according to their performance and the establishment of specific system of incentives;

11. Provision of proper training opportunities for personnel and of arrangement allowing them flexible working hours;

12. Establishment of adequate internal communication mechanism to promote harmony throughout the hierarchy.

II. Research and examination on the “Legal System Applicable to Directors and Senior Officers of Management of Public Institutions”

As public institutions are autonomous authorities, the decisions made by the directors and senior officers of management (including the supervisory committee and board of directors of the public institutions) are more comprehensive than the normal departments, and have direct influence on the interests of the public

institutions themselves and of the citizens. Therefore which legal system the directors and senior officers of management are subjected to becomes a question deserving great attention. The existing regulations governing this area, especially those defining rights and obligations, are rather loose and vague, and the complaints and reports received by the CCAC proved that it is necessary to clearly define the regulations applicable to the above described personnel. Therefore the CCAC decided to carry out a research and examination project in this regard.

After analyzing the information provided by about 50 departments/public institutions, the CCAC found that a significant number of public institutions, including those of higher education, civic and municipal affairs, trade and investment, finance and aviation management, etc., had recruited personnel by way of individual work contract. In other words, these public institutions had adopted a “personnel system of a mixed nature”, which means they recruited personnel by following either the “Legal System of the Public Service” or the “Legal System of Labour Relations”. The former is applicable to personnel already related to the public service before serving the public institutions, and the latter to personnel not related to the public service but recruited in accordance with Article 99 of the Basic Law, and those willing to serve on individual work contract.

The problems arising from the “personnel system of a mixed nature” are:

1. Not all the public institutions clearly stipulate, in their organizational laws or personnel regulations, the forms of appointment of their supervisory committee and board of directors, for example, appointment by regular fixed-term appointment or by contract.

2. There is no uniform system of appointment of the supervisory committee, board of directors, directors and senior officers of management in the public institutions. Some are recruited by means of “regular fixed-term appointment”, while others by “temporary fixed-term appointment”, or “contract of a fixed period”.

On the other hand, in the statutes of the various public institutions, there is no uniform system regulating the redeployment of personnel, either in objects or in forms:

1. Objects of redeployment: Some are restricted to public servants only, while others are applicable to both public servants and those personnel serving the public service.

2. Forms of redeployment: Some are in the form of regular fixed-term appointment, requisition or posting, while others are in the form of transfer or posting, or by means of posting, requisition or temporary fixed-term appointment.

Base on the differences listed above, it is necessary to clearly regulate the mechanisms of staff redeployment and define the appointment system of the supervisory committee and board of directors of the public institutions, particularly the appointment system of personnel of the public administration/management organs.

Moreover, having studied and analyzed the legal system of recruitment of a number of public institutions, the CCAC found that there is a lack of essential standards when these public institutions define the rights, remuneration, welfare and obligations of personnel (especially the obligation of not engaging themselves in activities incompatible with their duties); disciplinary responsibilities, the exercise of the power of disciplinary penalties, compensation system in case of

termination of duties, social security and retirement scheme, and the approval or confirmation procedures of the general regulations for personnel and internal regulations.

Aiming at the above problems concerning the existing “Legal System Governing the Personnel of Public Institutions”, the CCAC came up with suggestions in 3 aspects:

1. The overall aspect

- i. Formulate a specific set of regulations for personnel of the public administration/management organs;
- ii. Approve, by way of a law, the “Legal System Governing the Directors or Delegates Representing the Government, and the Personnel of Public Institutions”;
- iii. Or approve, by independent but coordinated mechanisms, the “Legal System Governing the Directors or Delegates Representing the Government” and the “Legal System Governing the Personnel of Public Institutions”.

2. The specific aspect

The following points concerning the “Legal System Governing the Personnel of Public Institutions” should be specified:

- i. The formation processes of the statutes, organizational operations, personnel regulations, and other internal regulations of the public institutions can be standardised, but they should be subjected to the supervision by the Chief Executive of the Macao SAR or by his authorized representative(s) in the form of approval or confirmation, and these should be published in the Official Gazette of the Macao SAR;

ii. The “Legal System Governing the Personnel of Public Institutions” should state clearly regulations concerning the supervisory committee and board of directors, directors, senior officers of management and other personnel, as well as other general regulations;

iii. The appointment of supervisory committee and board of directors of the public institutions should be distinguished from that of the directors and senior officers of management. The former should be appointed by the Chief Executive or his authorized representative(s), and published, in the form of an order, in the Official Gazette of the Macao SAR, while the latter should be appointed by the relevant administrative or management committee by means of resolutions;

iv. Study the necessity of the continuous application of the system of public law to the supervisory committee and board of directors of the public institutions, (no matter they are related to the public service or not), directors and senior officers of management (those who are included in the personnel allocation of the public organs). This is because it involves the calculation of the number of years in service and the continuation of contribution to the Pension Fund in accordance with the law;

v. Study the feasibility of transferring the personnel of the public organs to the public institutions, as well as the possibility for public servants working in the public institutions, whether in the form of posting or requisition, to choose the system of individual work contract;

vi. Regarding the revision of the “General Regulations Governing the Staff of the Public Administration” and the “General Regulations Governing the Directors and Senior Officers of Management of the Public Administration”, it is necessary to examine the system of regular fixed-term appointment in the broad sense. These include regular fixed-term appointment in the real sense and temporary

fixed-term appointment, so that the regulations are applicable to appointees not related to the public service;

vii. Continue to apply the legal system applicable to labour relations in the private sector to personnel who are not the objects of redeployment mechanisms of the public administration (transfer, posting and requisition) and other personnel of the public institutions recruited in accordance with the Basic Law;

viii. Base on the principle of impartiality and justice, it is necessary to define a series of basic rights, remuneration, welfare, obligations and disciplinary procedures applicable to personnel of various public institutions. The series will either be included in the “General Regulations Governing the Staff of the Public Administration” or in another regulation;

ix. The Chief Executive makes decisions on special cases if the salary and welfare of personnel exceed those of the basic levels, or more directly, it can be specified in the “Legal System Governing the Personnel of Public Institutions” the conditions in which the salary and welfare are allowed to exceed those of the basic levels;

x. The supervisory committee and board of directors, directors and senior officers of management of the public institutions should be compensated in accordance with the corresponding regulations that govern the public organs, if their appointments are not renewed;

xi. In case personnel of public institutions terminate the contract, in addition to the mechanism of notice in advance, there should be compensation like that in the legal system governing the labour relations;

xii. A separate welfare fund, which can play the role of the Social Security Fund, should be established for those personnel not included in the Pension

Fund. However, there should still be provisions regarding the transfer of contribution, the uniform calculation or distribution of pensions;

xiii. Consider the establishment of the “System of Allowing or Not Allowing Concurrent Duties” for all public institutions of similar nature.

3. The follow-up committee

In case the “Legal System Governing the Personnel of Public Institutions” is to be formulated, the setup of a follow-up committee is to be considered. This is because the formulation of this Legal System will necessitate the revision of the law governing the public institutions or the revision of only some statutes and regulations, so that they will be consistent with the said “Legal System”. It should also be considered whether the committee should cease to exist when the works of revision are completed. This follow-up committee may serve as an external organ of supervision outside of the public institutions on condition that it will not conflict with the power of the supervisory entities and of the Commission of Audit.

5.2.2 Research on the operations of the public service

After two years of work, the CCAC has accumulated some experiences in carrying out researches on the operations of the public service. In the process, the trust and support given by the departments cooperating with the CCAC are prerequisites for a smooth implementation of the research, and the understanding and cooperation of the various staff of the departments concerned are key to an effective research. Indeed, only with the support of the directors and senior

officers of management, who lead their staff to work actively and conscientiously, can measures of improvements be implemented, and objectives of the researches attained.

I. Cooperation with the Legal Affairs Bureau and the Health Bureau

This included continuation of the unfinished researches brought forward from last year, follow-ups with the researches completed in 2002, as well as identification and commencement of new research and examination projects. In carrying out its follow-up works, the CCAC contacted the departments concerning for information relating to the implementation and progress of the measures of improvement. For instance, it tried to find out whether there were improvement measures that had not been implemented, or whether better methods were discovered in the process of implementation, or whether new issues had arisen, or whether corresponding adjustments or revisions should be made due to new work development etc. Both parties worked together by seeking truth from facts so as to achieve the objectives of law-abiding administration, increased transparency and enhanced efficiency.

Cooperation with the Legal Affairs Bureau

1. Conclusion of the part of the 2000 research and examination project that was related to the Public Notaries

The CCAC carried out research and examination project on the operational procedures of the Registries and Public Notaries of the Legal Affairs Bureau in 2000. The research and examination for the Registries were completed in the same year, with consensus reached on their improvement measures. The research and

examination for the three Public Notaries was completed at the end of the same year, with consensus reached at the beginning of 2001 on the following measures of improvements:

1.1 The installation and/or provision of facilities and equipment for the reception of the general public, mechanisms for waiting and priority handling, signalling system and information;

1.2 Continuous training of personnel;

1.3 Uniform procedures and standards of the various works of the three Public Notaries (especially the adoption of official language, documents of authentication, duplication of agreements, the language of authentication, the application procedures, production and fees of notarization etc.);

1.4 The arrangement of dates for Public Notary actions;

1.5 Interpretations of the functions of written reports (note of property status check);



The Macao Public Administration Building

1.6 The record and safekeeping of the receipts of cash charged, the settlement of accounts for the fees charged for the various Public Notary actions and their totals, the procedures for internal cashing payment transfers;

1.7 Feasibility study for the establishment of regulations that govern advance payments;

1.8 Simplification of operational procedures through application of computer programmes.

2. Follow-ups and adjustments made to the above research and examination project

The improvement plans implemented by the Registries and Public Notaries with the general coordination by the Legal Affairs Bureau, and the follow-ups by the CCAC are detailed as follows:

2.1 Reception of the general public: facilities, equipment and signalling system (including public suggestion/opinion boxes, drinking water dispensers, staff's working ID cards, instruction and information for the services provided) were improved, and a quota system was adopted;

2.2 Office hours: all the Registries and Public Notaries provide services throughout lunch time and office hours were extended in the afternoon (i.e., lunch breaks and the practice of stop receiving the general public half an hour earlier were cancelled);

2.3 Continuous training of personnel: this included training on the skills of public reception and specific legal training;

2.4 Various promotions of law and popularization of legal knowledge were carried out, so as to cope with the “one-stop” service;

2.5 Working procedures and guidelines were made for the various works/services;

2.6 Procedures for the internal transfers of cash were unified;

2.7 A study was carried out on the handling method of payments in small amount of foreign currencies;

2.8 Civic affairs registration: the procedures for issuing certificates were streamlined, a study was carried out on the amendment of laws in order to simplify the administrative procedures, measures were taken to guarantee confidentiality of the registration information;

2.9 Property and commercial registration: the regulation stipulating the provision, by oral means, of information concerning the registrations and documents archived was implemented; betterment of the search and supervision mechanisms by computer programmes was done; a feasibility study would be carried out on the provision of more information to the citizens concerning property and vehicles registration (by strengthening liaison with the department, e.g. through computer networks), so that rights of the citizens would be further protected;

2.10 Public Notary: the problem of the public rushing about amidst various departments for the payment of stamp tax was solved, a uniform set of working procedures and standards was established, and a computerized quota system for the signing of agreements was adopted.

Cooperation with the Health Bureau

1. Follow-up of the improvement measures implemented by the Department of Pharmaceuticals Affairs and the Division of Pharmacy of the Health Bureau

Major measures are summarized as follows:

1.1 The Department of Pharmaceuticals Affairs

1.1.1 Regarding the exercise of control over the pharmaceutical practices and activities: more stringent control was exercised over the approval of applications; and detailed stipulations of the system of “avoidance (in case conflicts of interests arise)” were stated in the rules and regulations relating to the operations of relevant technical committees;

1.1.2 Works on the registration and renewal of licences for the pharmaceutical practices and activities were improved; and it was being considered that results of inspection should be important prerequisites for the renewal of licences;

1.1.3 Concerning the inspection of pharmaceutical business establishments and of the import and export of pharmaceuticals: a computerized archive was set up; random sampling of objects of inspection by computer was made; regulative procedures, standards and rules of inspection were formulated; the procedural and follow-up mechanisms for the recall of pharmaceuticals was established through the standardization of working processes; penalties and fines were imposed in accordance with the law;

1.1.4 Regarding the approval of pharmacist licences: the internal regulations governing the approval of pharmacist licenses were drafted; and the regulation of obtaining opinions from the respective technical committees was strictly observed;

1.1.5 Data concerning the holding of concurrent posts by and the substitution of the pharmacy technical chiefs was collected for the study of a thorough solution; professional training courses would soon be provided to the staff of the pharmacies;

1.1.6 A comprehensive review of the management mechanisms of the pharmacies staff would be carried out when the relevant regulations were revised;

1.1.7 The “List of Pharmaceutical Products of the Macao SAR” was published and regularly updated on the homepage of the Health Bureau;

1.1.8 Concerning the business establishments of traditional Chinese medicine and the import of proprietary Chinese medicines: it was being considered that when the relevant regulations were revised, the regulations concerning the changes in the running of the business establishments should be included; the approval procedures



Hospital Centre S. Januario

and technical guidelines for advance permit of the proprietary Chinese medicines were improved;

1.1.9 Regarding the commercials of pharmaceuticals: punishments stipulated by laws were strictly observed; it was being considered that further improvement to the relevant rules of punishments should be made when the relevant regulations were revised;

1.1.10 Concerning the control over narcotic drugs and psychotropic drugs: suggestion was made to control private practitioners in using these controlled substances; rules were set to stipulate that all pharmacies participating in the agreement on the supply of drugs have to provide all the pharmaceuticals on the pharmacopoeia, including narcotic drugs and psychotropic drugs;

1.1.11 Regulations concerning the “Content of Notifications” and “Submission of Applications to Incompetent Organs” stipulated in the “Code of Administrative Procedure” were executed rigorously;

1.1.12 Signalling systems for facilities and services were improved; leaflets introducing the services provided and procedure guidelines were published; measures were adopted to secure the confidentiality of information; professional and legal knowledge of the staff were enhanced (especially the knowledge about “Code of Administrative Procedure”);

1.1.13 The management system of the Operation Fund was established;

1.1.14 It was ensured that complete and accurate information concerning the activities of the pharmaceutical profession was shown on the homepage of the Health Bureau.

***1.2 The Division of Pharmacy (The Pharmacy of the Hospital Centre
S. Januario)***

1.2.1 Staff-card reader and electronic security system were installed; refinement of the signalling system for facilities would be soon completed;

1.2.2 Regarding the procurement of pharmaceuticals for use in the hospital: composition of the tender board and of the selection committee were re-organized; minutes were prepared to record details of the selection meetings; a working group was formed to make final decision concerning the amount to be procured; mechanisms were established to update regularly the pharmacopoeia of the hospital; the actual operation of opinion collection was improved; operational regulations were formulated for the pharmacotherapy committee; the practice of including vaccines on the annual tender plan for procurement was brought back; the criteria for direct procurement were formulated and computer programmes for the recording of the related procurement processes were set up; a stipulation would be made in the next annual tender plan for procurement that there would be a flexibility of at least 20%, of either increase or decrease, in the amount to be procured; the operational regulations of the pharmaceuticals selection committee were drafted; a study would be made on the revision of the standards for entry into the drugs suppliers list;

1.2.3 Concerning the payment formalities: two levels of approval mechanisms for the delivery of pharmaceutical products were established; the terms in the letter of notification of fines were clearly stated (such as channels of complaints, date limits and the possibility of judicial appeals);

1.2.4 Collection/reception procedures of pharmaceutical products were improved: mechanisms were established for reporting changes of drugs to the Department of Pharmaceuticals Affairs; working guidelines were formulated on "changing/correcting" the records of the number of pharmaceutical products and inventory; control over the supply and reimbursement of pharmaceutical products

was reinforced; study would be made on the enforcement of inspection at the time of collection/reception of pharmaceutical products;

1.2.5 It was regulated that an annual stock-taking would be carried out;

1.2.6 Approval procedures were refined for the “guideline on the dispensation of pharmaceutical products in the hospital pharmacy and the outpatient departments” and “the application for the exemption of 30-day quantity restriction for the dispensation of pharmaceutical products”; and the relevant charges and application procedures were announced;

1.2.7 Concerning the agreement on the supply of pharmaceutical products: qualified pharmacies could sign agreements directly with the Health Bureau; obligations were stipulated for the agents signing contracts on behalf of the pharmacies; studies would be carried out on the establishment of mechanisms for the dispensation process of pharmaceuticals, service evaluation, supervision, punishment and complaints; a preliminary plan for revision was prepared for the formulation of the list of pharmaceuticals and their prices; an inter-departmental group was formed to study the selection mechanism and grading system introduced for the selection of pharmaceutical products;

1.2.8 Regulative instructions on the handling of prescriptions were issued to the pharmacies participating in the agreement on the supply of pharmaceuticals; inspection on the prescriptions was reinforced (e.g. samples of labels of the pharmaceuticals were required for recognition) and payment procedures were refined; rotation system for the relevant staff was adopted; regulative procedures for the inspection of prescriptions would be formulated;

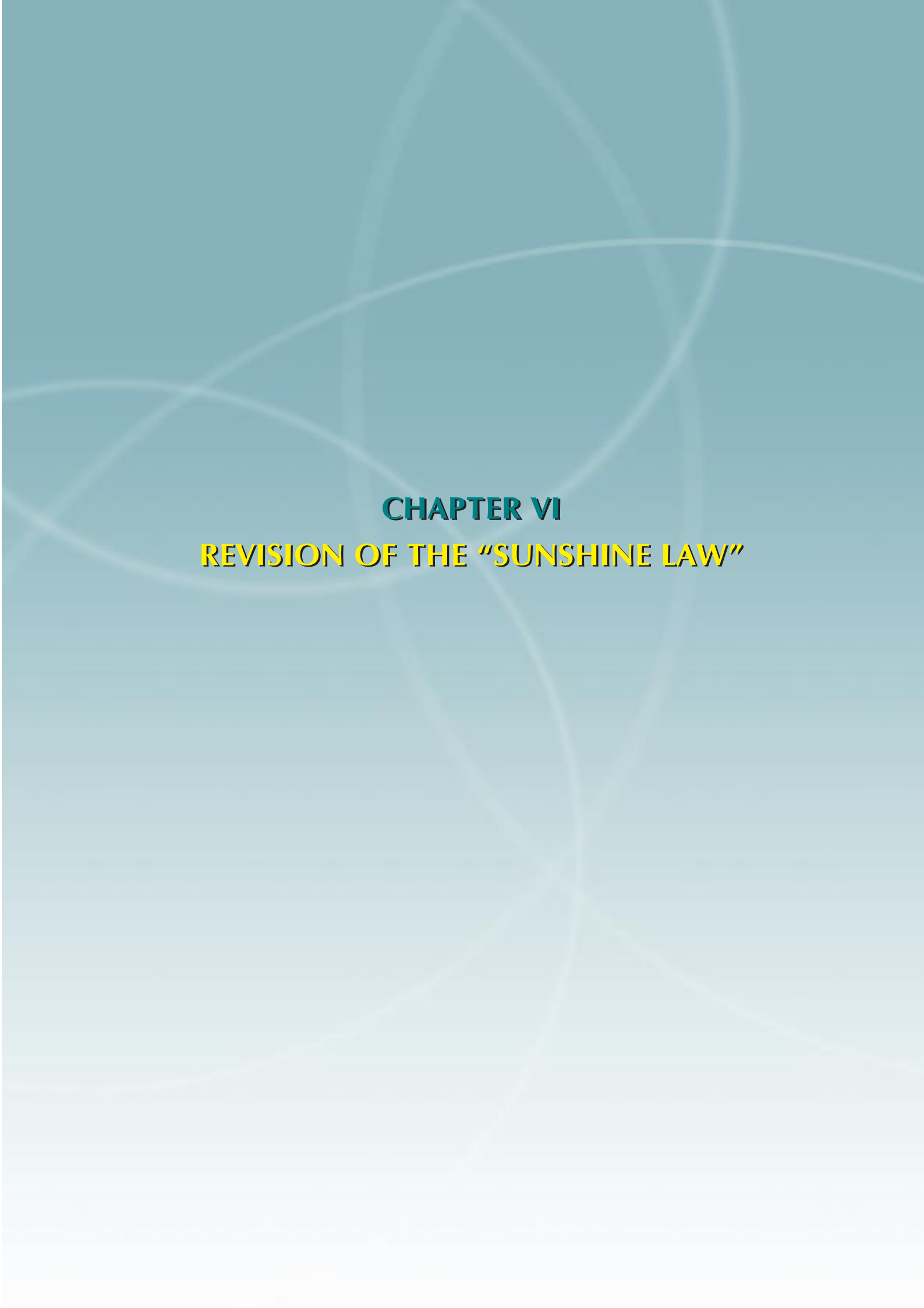
1.2.9 The processes and guidelines regarding the various aspects of work would be reviewed.

2. New research and examination projects were initiated in cooperation with the Health Bureau

The CCAC, upon the request of the Health Bureau, carried out research and examination on the staff attendance and records, work arrangement, subsidies for over-time work or work in shifts, internal rules for work and personnel regulations, and mechanisms and procedures for public reception of the Health Bureau. The objective was to ensure law-abiding administration, increase transparency and enhance service quality. On-site visits, which was carried out in four stages, started in the middle of 2002 with the aim at understanding the relevant situation. Visits were made to the Department of Human Resources, Department of Emergency Service and ten specialist out-patient departments of the Hospital Centre S. Januario, four health centres and other affiliated units of the Health Bureau (including the Blood Transfusion Centre, the Centre for Disease Control and Prevention, the Centre for the Prevention and Treatment of Tuberculosis, and the Department of Pharmaceuticals Affairs). Preliminary analysis was completed.

II. Formulation of the “Regulations Governing the Works of Research on the Operations of the Public Service”

In order to establish uniform procedures and standards, the CCAC formulated the “Regulations Governing the Works of Research on the Operations of the Public Service”, setting detailed code of conduct for its staff to observe in their work. The “Regulations” cover mainly the principles of research and examination, its processes, execution of on-the-spot research and examination, personnel regulations, the writing of reports, and follow-up works etc. With the experiences accumulated from work, the “Regulations Governing the Works of Research on the Operations of the Public Service” will be reviewed and amended regularly to meet new demands.



CHAPTER VI
REVISION OF THE “SUNSHINE LAW”

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In view of the fact that Law no. 3/98/M, i.e., “Declaration and Public Monitor of Incomes and Properties”, also known as the “Sunshine Law”, has been in practice for 4 years since its promulgation on 29 June 1998, a review of its implementation was included in the agenda of 2002. For this purpose, the CCAC formed an internal working group to analyze the minutes of the relevant Legislative Assembly meetings during the period of legislation of the “Sunshine Law”, proposals, comments and opinions of the public. The group also proceeded with an in-depth study of the relevant provisions, declaration forms and, with emphasis on rationalizing and clarifying those from which problems and conflicts were caused. At the same time, on the basis of the text essence and spirit of the existing law, revisions were introduced with the aim at facilitating those completing the declaration forms and those organs collecting them and at filling up loopholes. A comparative analysis was also made on the systems of declaration of incomes and properties of other regions and countries, such as Hong Kong, Taiwan, the mainland China, Singapore, the United States, Canada and Portugal. After 18 meetings in over 5 months, the group completed an initial proposal for revisions in early September. Immediately after this, together with representatives of the Court of Final Appeal and of the Office of the Secretary for Administration and Justice, a joint working group was formed, to follow up the work on the basis of the above revisions.

Having met 10 times over a period of more than 3 months, the joint working group reached consensus and concluded the draft for revisions, including recommendations on the revision of the articles of the existing law, recommendations on the revision of the declaration forms, and explanations for the recommendations. Moreover, while the joint working group was working on the

revisions, the internal working group of the CCAC was making corresponding efforts to cooperate by completing the report on the “Summary Analysis on the Systems of Declaration of Incomes and Properties of Various Regions and Countries”. This report provides important references for the preparation and revisions of the “Sunshine Law” as well as for the CCAC in the study and research regarding the fostering of integrity and honesty in the personnel of public functions.



CHAPTER VII
COMMUNITY RELATIONS

CHAPTER VII COMMUNITY RELATIONS

One of the CCAC's key strategies is to establish good community relations and carry out high-quality promotional and educational activities so as to unite and mobilize various forces.

In 2002, the CCAC continued to hold, in a planned way, seminars targeting at different groups of people on corruption-free administration, and a variety of activities aimed at educating people from all walks of life. These included academic symposiums, publication of journals and brochures, creation of a quarterly periodical, and the production of textbooks. The plan for the set up of the branch office was being finalized and scheduled to serve the community in the middle of 2003.

Moreover, the CCAC made continuous efforts to strengthen contacts with other public organs of Macao, and with relevant institutions in the mainland China and overseas, to boost exchanges and share experience, for the common goal of building up clean administration.

7.1 10 Years of Safeguarding Honesty and Transparency in Macao

The year 2002 is the 10th anniversary of the commencement of anti-corruption services. To celebrate this occasion, the CCAC hosted a number of activities on this theme. By looking back on the history of the construction of a clean society, the people of Macao could review the past and look forward to the future. The CCAC organized seminars, compiled seminar proceedings,

published commemorative publication, and issued commemorative stamps and telephone cards.

7.1.1 Seminar on “Promoting Integrity in the Civil Service”

On 13 September 2002, the CCAC hosted a seminar on “Promoting Integrity in the Civil Service” in the Macau Tower Convention and Entertainment Centre. The seminar brought together delegates of relevant institutions, experts and scholars invited from four regions on both sides of the Strait. They included those from the Supreme People’s Procuratorate and Ministry of Supervision of the People’s Republic of China, the Department of Supervision of Guangdong Province, the Zhuhai Peoples’ Procuratorate, the Independent Commission Against Corruption and Ombudsman of Hong Kong, National Taipei University and Fu Jen Catholic University of Taiwan, and the University of Macau. Together, they explored and discussed issues on the promotion and consolidation of clean and just public service as well as the relevant strategies and work.

Participants, numbering over 300, also included directors and chiefs of government departments, officers of the judiciary, public servants of various levels, scholars, representatives of associations and university students majoring in law.



The Chief Executive of the Macao SAR, together with guest representatives from different regions at the opening ceremony of the seminar on “Promoting Integrity in the Civil Service”



A scene of the seminar on “Promoting Integrity in the Civil Service”



Government officials at the seminar

7.1.2 Publication of the proceedings of the seminar

The CCAC published a bilingual version (Chinese and Portuguese) of the seminar proceedings so as to share the fruits of the seminar with more people, thus arousing their attention and motivating them to join hands and strive for clean and honest administration together.

7.1.3 Commemorative Publication

The CCAC published a trilingual (Chinese, Portuguese and English) commemorative publication entitled “10 Years of Safeguarding Honesty and Transparency in Macao”. The publication includes the history of development of clean administration in Macao over the past 10 years, the historical background of each period, summaries of cases detected and concluded, and the development of the works on anti-corruption, ombudsman, promotion and education, and the training of personnel. Comments and views on the construction of corruption-free government from some social personages are also included. The commemorative publication is an account of the anti-corruption endeavours as well as a profile of the social development of the Macao society over the past 10 years or so.



Front-cover of the seminar proceedings on “Promoting Integrity in the Civil Service”



Front-cover of the commemorative publication entitled "10 Years of Safeguarding Honesty and Transparency in Macao"

7.1.4 Issue of commemorative stamps and phone cards

In coordination with the 10th anniversary activities, the Post Office and the Telecommunication Company of Macao Ltd. joined the promotion campaign by issuing respectively commemorative stamps and telephone cards, all bearing the title "10 Years of Safeguarding Honesty and Transparency in Macao".



Commemorative stamps and telephone-cards for
"10 Years of Safeguarding Honesty and Transparency in Macao"

7.2 Seminars on Fostering Clean Administration

The CCAC continued to organize seminars for the public servants, students and the general public of Macao, disseminating the message of honesty and justice and enabling the audience better understanding of the evils of corruption and the importance of an honest and just society to the life of people. At the

same time, seminars and talks provide excellent opportunity for the CCAC to communicate with the public and listen to them.

The CCAC held a total of 185 seminars in 2002 (please see Table 16), an increase of 32% compared with that of 2001. Though there was a fall of 10% in the number of participants, the lectures ran a total of 255.5 hours, also 32% longer than 2001. The fall was mainly due to the decrease in the number of students participating in each seminar. Actually, the number of seminars for students was almost doubled, from 21 in 2001 to 40 in 2002, so that students had more opportunities to ask questions and involve themselves in discussions.

Table 16
Statistics on seminars held in 2000 / 2001 / 2002

Audience categories	Number of seminars			Number of participants			Number of hours		
	2000	2001	2002	2000	2001	2002	2000	2001	2002
Public servants	23	94	132	855	5,209	7,435	54	134	198
School students	10	21	40	886	5,386	3,271	12	20	41
Members of associations	14	19	10	1,678	1,736	493	20	28.5	13
Staff of credit institutions	6	4	2	220	132	55	12	8	2.5
Personnel of private sector		2	1		70	25		3	1
Total	53	140	185	3,639	12,533	11,279	98	193.5	255.5

7.2.1 Educational seminars for public servants

Educational seminars for public servants were held in two forms. Some were part of the basic training programmes for personnel of the public functions while others were talks on special topics organized for certain departments, such as those for public servants engaged in administration and finance, or in public procurements/acquisitions. There were also special seminars catering for English-speaking public servants.



A seminar on promoting honesty and justice for public servants

Details of these seminars are given below:

1) Basic training programme for public servants

Starting from July 2001, the CCAC assisted the Public Administration and Civil Service Bureau in providing courses on the topic of “Honesty and Integrity in the Interests of the Public” for public servants attending the basic training programmes. The first phase of the programme, which was designed for workers and auxiliary staffs, was completed in April 2002, with a total of 4,140 participants. In which 2,580 attended the programme in 2001 and 1,560 in 2002. The second phase of the programme, which was targeted at administrative staffs and professionals and technicians, began in May and ended in November 2002. A total of 270 newly recruited staff and those who needed to retake the course due to absences were arranged to attend this course in February or March 2003.

A total of 4,380 public servants took the course in 2002, as detailed below:

Table 17

Statistics on seminars on basic training programmes for public servants in 2002

Public servants targeted	Number of participants
Workers and auxiliary staffs (January to April)	1,560
Administrative staffs, professionals and technicians (May to October)	2,820
Total	4,380

2) Seminars for public services and institutions

The CCAC arranged seminars for 9 public services and institutions in 2002, with 3,055 participants. Some of them were on special topics. For example, from the researches on the systems and on the operations of public service of the Ombudsman Bureau, the CCAC noticed some complaint hotspots, and administrative procedures and public functions where problems and conflicts of interests easily occurred. If public servants were alerted and could pay more attention to them in performing daily duties, not only would many of such incidents be prevented, but also the credibility and integrity of public functionaries would be enhanced, and the chances of corruption minimized. Therefore the CCAC arranged seminars respectively for the Macao Customs Service, the Civic and Municipal Affairs Bureau, and the Macao Prison, etc., on how to carry out public procurement in accordance with the law and observe the principles of honesty and justice. There were also explanations of the basic principles for them to follow and the operative measures for them to adopt. These seminars helped to enhance the public functionaries' awareness of their public positions so that they would perform their duties by strictly observing the law, and by working fairly and objectively.



Seminar on special topics organized by the CCAC for specific departments

Table 18
Statistics on seminars for public services / departments in 2002

Public services / departments	Number of participants
Public Security Police	2,040
Fire Brigade	94
Customs Service	15
Academy of Public Security Forces	88
Public Security Forces Affairs Bureau	110
Macao Prison	448
Civic and Municipal Affairs Bureau	180
Economic Services Bureau	30
Trade and Investment Promotion Institute	50
Total	3,055

7.2.2 Educational promotions targeted at students, members of associations and of institutions



Teenagers attending seminar on “Consciousness of Integrity” organized by the CCAC

In 2002, in addition to the continuous efforts at fostering the awareness of clean administration in secondary school students, the CCAC started to organize seminars in 5 tertiary education institutions so as to win support from college students. Table 19 provides statistics on seminars for students, members of non-governmental associations, credit institutions, and personnel of business establishments of the private sector:

Table 19
Statistics on seminars for students, associations, and members of institutions in 2002

	Names of establishments (education / associations / institutions)	Number of participants
Students	University of Macau	60
	Institute For Tourism Studies	40
	Millennium College	70
	University of Science and Technology	10
	Macao Polytechnic Institute	33
	City Universtiy of Hong Kong	70
	Education and Youth Affairs Bureau (Bairro do Hipódromo Youth Centre)	20
	Yuet Wah College	380
	Salesian Institute	160
	Ling Nam College	130
	Cham Son College	110
	Technical-Professional College of the General Workers' Union of Macao	200
	Luso-Chinese Technical-Professional College	200
	Sheng Kung Hui Choi Kou School (Macao)	125
	Star of the Sea College	235
	Pui Va Secondary School	70
	Tai Heng School	40
	Diocesan St Joseph College (5)	205
	Diocesan St Joseph College (6)	700
Tong Nam School	413	
	Sub-total	3,271
Members of non-governmental associations	Chinese Chamber of Commerce (Youth Committee)	50
	Association of Clerical Staff	40
	Centre for Senior Citizens, Caritas Macau	33
	Community Centre of Ilha Verde	80
	The "Eagle" Project, Association of Police Agents	250
	Junior Police Call 2002	40
	Sub-total	493
Personnel of credit institutions and of establishments of the private sector	Tai Fung Bank Limited	30
	Bank of America	25
	Air Macau	25
	Sub-total	80
Total		3,844

7.3 Promotion and Education

7.3.1 Publication of supplementary textbook for primary schools

Regarding promotion and education targeted at teenagers, the publication of a supplementary textbook for primary students was on the CCAC's agenda in addition to the seminars described above. This textbook, entitled "Honesty and Integrity", was compiled with the assistance of experienced educators and teachers of Macao. Layout of the textbook was completed. The textbooks are now being printed and are scheduled to publish in February 2003.

There are altogether 6 units in the textbooks to promote honesty and integrity targeting at primary 4 to primary 6 students. Besides the main text, there are also lively historical stories and real cases to match with their classroom activities so that the students can learn the knowledge as well as put it into practice to construct the concept under effective influences.

7.3.2 Contacts and communications with the media

Maintaining close ties and good relations with the media helps the CCAC better hear voices of the society. The media has made important contributions to the construction of a corruption-free administration with its impetus and support to the CCAC.



Meeting with the press and media, "Afternoon Tea Meeting on Clean Administration"

- The annual "Afternoon Tea Meeting on Clean Administration" is an important occasion. The CCAC takes advantage of the Chinese Spring Festival to invite persons-in-charge of the press and media to join the event and listen to their opinions and suggestions, which are of great value and reference for the CCAC in formulating anti-corruption strategies;

- In September, the CCAC Exhibition Hall was opened to the public and the leaders of the CCAC met with frontline journalists in a warm and relaxed tea gathering;

- "Clean Administration Forum": This is a fortnightly column published in all local Chinese newspapers, with articles contributed by the CCAC. It is a manifestation of the many concrete projects of the CCAC in cooperation with the media, and has been in smooth operation for many years;

- Press release: This is roughly divided into three categories, i) cases detected by the CCAC, ii) decisions of the court on cases transferred from the CCAC, and iii) the latest activities of the CCAC. Besides, the CCAC also holds press conference, briefing the media on details of some specific detected cases.

7.3.3 Community activities

1) Slogan-and-Poster Design Competition



Exhibition of the winning entries of the Slogan-and-Poster Design Competition on the theme "Building up a Corruption-Free Society Together"

In mid-May 2002, the CCAC and the Chong Wa Students Association of Macao jointly organized the Slogan-and-Poster Design Competition on the theme of "Building up a Corruption-Free Society Together", aimed at promoting the concept of honesty and encouraging the public to contribute to the building up of a corruption-free society. The competition was divided into two groups, namely the Student Group and the Open Group. Participants might conceive their design on three sub-themes: 1) All citizens abide by law and contribute to a corruption-free society, 2) Clean and law-abiding public servants, and 3) Anti-corruption and ombudsman functions of the CCAC. Warm response was received for the competition, with 331 entries submitted by 137 participants for the slogan design competition, and 167 entries for the two groups of the poster design competition, many of which were of outstanding merits. The awards presentation ceremony and exhibition of winning entries was held on 24 August on the Leal Senado Square.



Winning entries of the poster design competition were made as stickers

2) “Let’s Join Hands to Build up a Corruption-free Society” out-door performances

On 31 August 2002, the CCAC held an out-door show of performances, “Let’s Join Hands to Build up a Corruption-free Society” on the Leal Senado Square, with stall games, model display of the CCAC facilities and exhibition of the winning entries of the Slogan-and-Poster Design Competition. These activities, merging education with entertainment, brought the CCAC closer to the general public

and won their support in a more direct way to the dissemination of the importance of a corruption-free society and of the evils of corruption.

In order to bring the message to various communities, similar activities were held in the Garden next to the Lao Hon Market and in the Garden of Flower City in Taipa respectively on 10 and 24 November. Moreover, the activities held in Taipa attracted the participation of local associations, thus further strengthening the ties with local communities.



Opening ceremony of the out-door performances
“Let’s Join Hands to Build up a Corruption-free Society”

3) The CCAC Exhibition Hall

In September 2002, the CCAC set up a small exhibition hall on the 13th floor of its office building, showing the functions of the CCAC and the results of its work over the past years, trying to promote the concept of honesty in vivid and lively ways. To further enhance the CCAC's work on promotion and education, the CCAC Exhibition Hall is also open to institutions, associations and schools by appointment.



The commissioners of the ICAC of Hong Kong and of the CCAC of Macao together officiated the opening ceremony of the CCAC Exhibition Hall

4) The "CCAC Open Day"

On 22 September 2002, the CCAC organized its first open-day since its establishment, allowing the public to visit the internal departments and facilities, including the reporting rooms, statement taking rooms, identification parade suite, detention wards, and office for declaration of incomes and properties. The open-

day helped citizens to have a better understanding of the CCAC, its sophisticated measures and state-of-the-art facilities for confidentiality so as to encourage them to report cases of corruption. The response from the public was encouraging and the open-day attracted a total of nearly 400 visitors.



The first "Open-day" of the CCAC attracted enthusiastic visitors

5) Quarterly "CCAC Bulletin"

In March 2002, the CCAC founded the quarterly "CCAC Bulletin", which contains the latest developments of the CCAC, cases relating to anti-corruption, cases of administrative complaints, explications of laws and regulations and cases of combating corruption in other regions and countries. This publication enables both the citizens and public servants to have a better understanding of the work of the CCAC. In 2002, four issues of the CCAC Bulletin were published, and distributed to public institutions, organizations, schools and libraries of Macao. They are also available free of charge in some public places, such as bookshops.



Copies of the quarterly "CCAC Bulletin"

6) Short promotion documentary of the CCAC

The documentary, lasting around 18 minutes, was presented in four languages, Cantonese, Mandarin, Portuguese and English to introduce of the works of the CCAC in a detail way and demonstrate the determination of the Macao SAR government to exercise clean administration. The documentary will soon be made into VCDs that are available for distribution to associations and schools to foster the awareness of honesty and integrity.

7) CCAC Volunteers Team

Summarizing the experience of the success story of 2001, the CCAC again, in May 2002, openly recruited a total of 260 volunteers and formed a voluntary team for the promotion of a clean society. The team includes volunteers from all walks of life of the society, such as students, public servants, professionals, teachers, workers, clerks, retirees, and housewives. Quite a few of them were members of the voluntary team formed for the promotion of a corruption-free elections for the first Legislative Assembly Elections of the Macao SAR in 2001. They have helped in many of the CCAC activities and a plan is made for them to meet regularly in the future, thus exchanging ideas and drawing on collective wisdom for better results.



Volunteers participating in CCAC-organized activities and helping in the promotions

8) Diversified promotional approaches

In addition to the articles contributed to the newspaper column “Clean Administration Forum”, contributions to the informative TV programme “Inquiry and Reply”, newspaper advertisements, TV commercials, radio advertisements and bus advertisements, the CCAC presented a special radio programme entitled “Viewing the Fight against Corruption”, with the aim at disseminating the message of integrity. The programme is broadcasted in ten 15-minute episodes, running from August to October 2002, on each Friday morning at 10 o’clock. CCAC staff and TDM (Macao Radio) presenter presided over each episode, together they introduced the works of the CCAC, including its anti-corruption and ombudsman functions, personal interviews, radio drama promoting message of integrity etc. In addition, radio drama adapted from real-life cases and quiz game segment were added to the programme, so as to reinforce its promotional effect.

9) Brochures and leaflets

The CCAC prepared a variety of promotional materials in 2002, including the trilingual (Chinese/Portuguese/English) brochures and leaflets “CCAC of Macao” which introduce the functions and works of the CCAC, and the guidelines for filling in the forms of “Declaration of Incomes and Properties”. These brochures and leaflets were distributed to various departments, public institutions, associations and schools, and are available in some designated locations, such as bookshops and libraries.



Brochures and leaflets prepared and distributed by the CCAC

10) Other community activities

The CCAC was also actively involved in other community activities, including:

- The gathering jointly organized by several government departments in celebration of the International Children's Day, held at the Macao Forums;

- The activities jointly organized by the government and several non-governmental associations such as the General Workers' Union of Macao and the Association of Clerical Staff of Macao in celebration of the International Children's Day;

- The 33rd Caritas Bazaar;

- The Carnival held by the Junior Police Call for the purpose of fighting against crimes and drug-abuse;

- The activities jointly organized by the Social Welfare Institute and a dozen of other government departments and targeted at new immigrants, on the theme of "Whole-hearted Support to New Residents and Build Up a Good and Happy Community for All"; the display board showing the construction of clean administration of the Macao SAR, the functions of the CCAC, the ways to report corruption, and the penalties for bribery; the CCAC personnel giving talks on the spot; stalls providing games, all for the purpose of enabling the new residents receive the message promoting integrity as quickly as possible;

- The 5th Youth Inter-Team Contest on the knowledge of civic education hosted by the Education and Youth Affairs Bureau.

7.4 Plan for the Establishment of Branch Office

The CCAC is actively considering establishing branch office scheduled to be implemented in the middle of 2003. The branch office will help the CCAC form closer ties with the organizations and citizens of respective districts, disseminate CCAC messages, listen to the voice of the public, and get their support. At the same time, the branch office will provide more convenient channels for seeking consultation, lodging complains and for making reports.

7.5 Ties with Local Associations

Earlier in 2002, the CCAC leadership paid visits to a number of non-governmental organizations so as to collect their opinions and suggestions to improve the work of the CCAC. These included the Overseas Chinese Association of Macao, the Association of Mutual Assistance of Hawkers of Macao, the Macao Chinese Education Association, the Catholic Schools Association of Macao, the Macao Chamber of Commerce, the Neighbourhood Association of Taipa, the Women Association of Macao, the Industrial Association of Macao, the Macao Import & Export Association, the Association of Textiles Industry of Macao, the Macao Consigners Association, the Neighbourhood Association of Macao, the General Workers' Union of Macao, and the Residents Association of Coloane.

On 26 September, the CCAC held talks with 4 major associations of public servants, including the Association of Personnel of Public Functions, the Association of Technicians and Professionals of Public Administration, the Association of Chinese Personnel of Public Functions and the Association of Women Civil Servants. The communications and opinions collected are constructive to the work of the CCAC.



The CCAC visiting various associations

7.6 External Contacts and Exchanges

The CCAC continued to strengthen the ties with relevant organizations and departments in the mainland and the Hong Kong SAR. Major activities included:

- January: Participated in the Complaint Management Workshop hosted by the Office of the Ombudsman of Hong Kong;
- March: Participated in the “Transnational Organized Crime Conference - Hong Kong 2002”;
- May: The CCAC delegation attended the 7th Asian Ombudsman Association (AOA) Conference held in Beijing, with the resolution that the next board of directors’ meeting to be held in Macao in 2003;
- May: Visited the ICAC of Hong Kong;

Annual Report of the CCAC 2002

- May: Representatives of the CCAC visited the Police Training School of Hong Kong;

- October: The CCAC delegation participated in the 9th Asia Crime Prevention Foundation (ACPF) World conference on Crime Prevention and Criminal Justice held in Tokyo, Japan;

- October: The Commissioner attended the Board of Directors' Meeting of the International Ombudsman Institute (IOI) held in Tunisia, Africa.



The Commissioner attended the 7th Asian Ombudsman Association Conference held in Beijing in May 2002



Mr. Wan Yongxiang, Commissioner of the Ministry of Foreign Affairs of the People's Republic of China in the Macao SAR visited the CCAC in September 2002

In the meantime, the CCAC received delegations from a number of regions and countries, including the Deputy Director-General of Foreign Affairs Bureau of the Supreme People's Procuratorate of the People's Republic of China, Mr. Wang Hongxiang; the US Consul General and Consul (Economic Section) in Hong Kong; the Delegation from the Anti-Corruption and Bribery Bureau of Yunnan Province; the Commissioner of the Hong Kong ICAC, Mr. Lee Siu-kwong; the Consul General of the Netherlands in Hong Kong; the Sub-director of Hong Kong and Macao Affairs Office of the State Council, Mr. Xu Ze; the delegation from the courts of Qinghai Province; the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China in the Macao SAR, Mr. Wan Yongxiang; the Ombudsman of Thailand; the delegation from the Supreme Court of Justice of the Portuguese Republic; and delegates of the Leading Cadres Training Class of the Department of Discipline, Supervision, Procuratorate and Department of Supervision of Shaanxi Province.



CHAPTER VIII
ADMINISTRATION

CHAPTER VIII ADMINISTRATION

8.1 Budget

8.1.1 Legal Framework

The CCAC is a public organ with functional, administrative and financial autonomy. The legal system governing its organization and operation are stipulated in Law no. 10/2000 of 14 August and in the Administrative Regulation no. 31/2000 of 21 August. In the meantime, the general financial system of autonomous entities as stipulated in the Decree Law no. 53/93/M of 27 September is complementarily applicable to the CCAC.

The budget of the CCAC for 2002 was approved by the Executive Order of the Chief Executive no. 51/2002 and was published in Series I, Issue 10 of the Official Gazette of the Macao SAR on 11 March 2002. The budgeted income approved was MOP65,602,000.00 (sixty-five million, six hundred and two thousand patacas).

After closing the account of 2001 and settling the related surplus, the CCAC, in accordance with the law, prepared the supplementary budget. This was approved by the Executive Order of the Chief Executive no. 108/2002 and was published in Series I, Issue 20 of the Official Gazette of the Macao SAR on 20 May 2002. The first supplementary budget was set at MOP9,068,480.51 (nine million, sixty-eight thousand, four hundred and eighty patacas, and fifty-one avos).

Therefore, the budget for the CCAC to carry out various projects and activities in 2002 totalled MOP74,670,480.51 (seventy-four million, six hundred and seventy thousand, four hundred and eighty patacas, and fifty-one avos).

Budgeted Income

The amended budgeted income for 2002 was MOP74,670,480.51 (seventy-four million, six hundred and seventy thousand, four hundred and eighty patacas, and fifty-one avos). However, the actual income was MOP74,681,869.04 (seventy-four million, six hundred and eighty-one thousand, eight hundred and sixty-nine patacas, and four avos), marking a difference of MOP11,388.53 (eleven thousand, three hundred and eighty-eight patacas and fifty-three avos) more than the budgeted income, thus resulting in an execution rate of 100.02%.

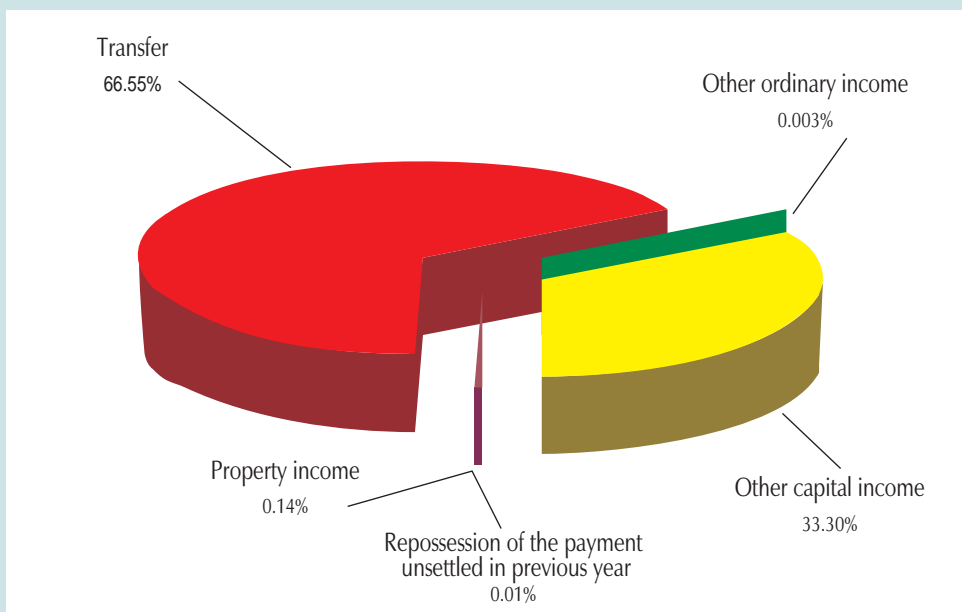
Out of the total actual income of MOP74,681,869.04 (seventy-four million, six hundred and eighty-one thousand, eight hundred and sixty-nine patacas, and four avos), the major part came from the item of "Transfer of the General Budget of the Macao SAR". This was MOP49,698,000.00 (forty-nine million, six hundred and ninety-eight thousand patacas), accounting for 66.55% of the actual total. Another major source of income was "Other Capital Income", which was MOP24,868,480.51 (twenty-four million, eight hundred and sixty-eight thousand, four hundred and eighty patacas, and fifty-one avos), accounting for 33.30% of the actual total. It was the management surplus of 2001.

Annual Report of the CCAC 2002

Table 20
Financial incomes in 2002

Code	Designation	Budgeted Income	Supple- mentary Budget	Total Budgeted Income	Actual Income		Difference	Execution Rate
					Amount	Percentage		
	Ordinary Income	49,801,000.00		49,801,000.00	49,803,708.53	66.69%	2,708.53	100.01%
04-00-00	Property income	100,000.00		100,000.00	103,765.23	0.14%	3,765.23	103.77%
05-00-00	Transfer	49,699,000.00		49,699,000.00	49,698,000.00	66.55%	-1,000.00	100.00%
06-00-00	Sales of durable asset	1,000.00		1,000.00	0.00	0%	-1,000.00	0.00%
08-00-00	Other ordinary income	1,000.00		1,000.00	1,943.30	0.003%	943.30	194.33%
	Capital Income	15,801,000.00	9,068,480.51	24,869,480.51	24,878,160.51	33.31%	8,680.00	100.03%
13-00-00	Other capital income	15,800,000.00	9,068,480.51	24,868,480.51	24,868,480.51	33.30%	0.00	100.00%
14-00-00	Repossession of the payment unsettled in previous year	1,000.00		1,000.00	9,680.00	0.01%	8,680.00	968.00%
Total		65,602,000.00	9,068,480.51	74,670,480.51	74,681,869.04	100%	11,388.53	100.02%

Table 21
Income components in 2002



Budgeted Expenditure

Out of the budgeted total of MOP74,670,480.51 (seventy-four million, six hundred and seventy thousand, four hundred and eighty patacas, and fifty-one avos), the actual amount of expenditure was MOP54,447,875.60 (fifty-four million, four hundred and forty-seven thousand, eight hundred and seventy-five patacas and sixty avos), resulting in the execution rate of 72.92%. This was because, firstly, some of the projects expected to have been completed in 2002 remained unfinished. For example, the project of the wireless telecommunications system was being implemented, and would only be completed in 2003. Secondly, some of the expected vacancies were yet to be filled. Thirdly, owing to a number of factors, the planned acquisition and installation of facilities for the digitalization and filing of documents (Microfilm) was postponed to 2003.

As a result, the management surplus of 2002 reached MOP20,233,993.44 (twenty million, two hundred and thirty-three thousand, nine hundred and ninety-three patacas and forty-four avos).

Of the actual expenditure of MOP54,447,875.60 (fifty-four million, four hundred and forty-seven thousand, eight hundred and seventy-five patacas, and sixty avos), the largest portion, amounting to MOP32,422,680.51 (thirty-two million, four hundred and twenty-two thousand, six hundred and eighty patacas and fifty-one avos) went to personnel cost. This accounted for 59.55% of the total expenditure. The second largest expenditure was on "Acquisition of asset and service", which totalled MOP12,884,445.51 (twelve million, eight hundred and eighty-four thousand, four hundred and forty-five patacas, and fifty-one avos), accounting for 23.66% of the total.

In addition, the amount of investment was MOP3,896,953.30 (three million, eight hundred and ninety-six thousand, nine hundred and fifty-three patacas, and thirty avos), accounting for 7.16% of the actual total expenditure.

Table 22
Expenditure components in 2002

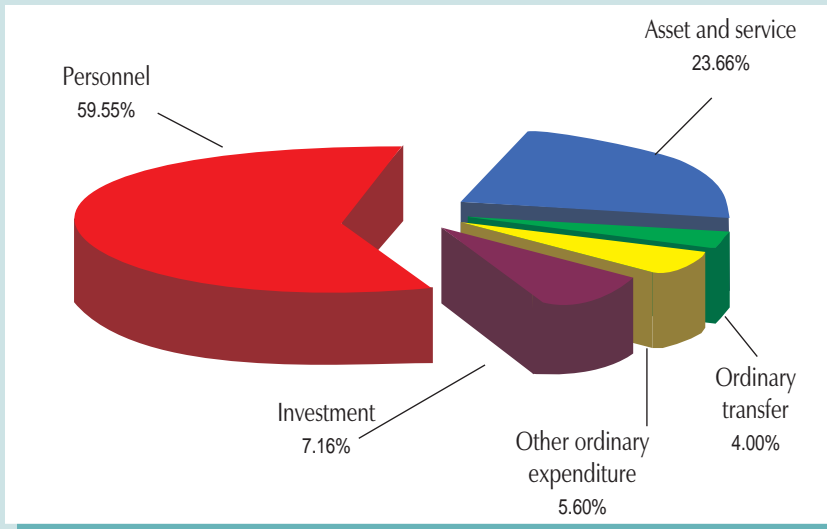
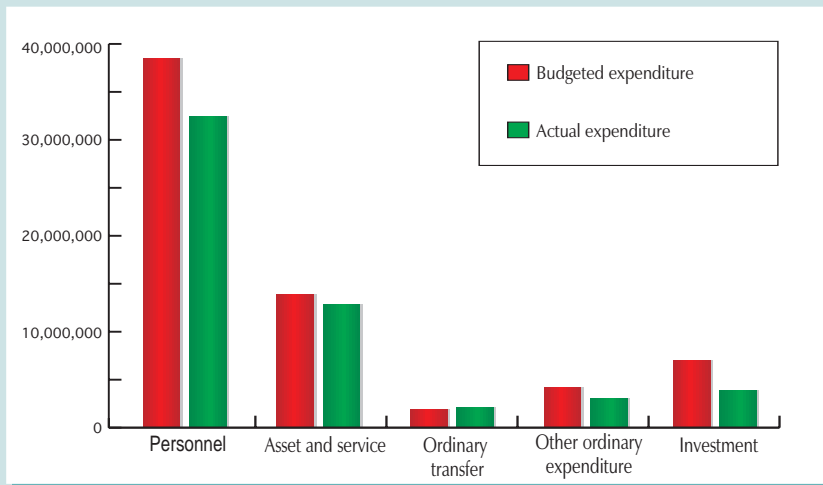


Table 23
Comparison between the budgeted and actual expenditures in 2002



**Table 24
Financial expenditures in 2002**

Code	Designation	Initial Appropriation (A)	Supplementary Budget (B)	Amended Budget (C)	Amended Appropriation (D)=(A)+(B)+(C)	Actual Expenditure (E)	Surplus (D)-(E)	Execution Rate (E/Dx100%)
	Ordinary Expenditure	58,562,000.00	9,068,480.51	-1,730,000.00	65,900,480.51	50,550,922.30	15,349,558.21	76.71%
01-00-00-00	Personnel	38,471,000.00		750,000.00	39,221,000.00	32,422,680.51	6,798,319.49	82.67%
01-01-00-00	Fixed and long-term remuneration	36,690,000.00		510,000.00	37,200,000.00	31,198,357.70	6,001,642.30	83.87%
01-02-00-00	Extra remuneration	916,000.00			916,000.00	689,742.24	226,257.76	75.30%
01-03-00-00	Bonus in kind	50,000.00			50,000.00	20,260.86	29,739.14	40.52%
01-05-00-00	Providence welfare	420,000.00			420,000.00	182,380.00	237,620.00	43.42%
01-06-00-00	Compensation of expense share	395,000.00		240,000.00	635,000.00	331,939.71	303,060.29	52.27%
01-06-03-00	Transportation - compensation of expense share	300,000.00		150,000.00	450,000.00	213,901.71	236,098.29	47.53%
02-00-00-00	Asset and service	13,926,000.00		2,790,000.00	16,716,000.00	12,884,445.51	3,831,554.49	77.08%
02-01-00-00	Durable asset	760,000.00		370,000.00	1,130,000.00	765,151.30	364,848.70	67.71%
02-02-00-00	Non-durable asset	906,000.00		380,000.00	1,286,000.00	892,327.72	393,672.28	69.39%
02-03-00-00	Acquisition of service	12,260,000.00		2,040,000.00	14,300,000.00	11,226,966.49	3,073,033.51	78.51%
04-00-00-00	Ordinary transfer	1,900,000.00		590,000.00	2,490,000.00	2,175,537.00	314,463.00	87.37%
05-00-00-00	Other ordinary expenditure	4,265,000.00	9,068,480.51	-5,860,000.00	7,473,480.51	3,068,259.28	4,405,221.23	41.06%
	Capital expenditure	7,040,000.00		1,730,000.00	8,770,000.00	3,896,953.30	4,873,046.70	44.44%
07-00-00-00	Investment	7,040,000.00		1,730,000.00	8,770,000.00	3,896,953.30	4,873,046.70	44.44%
07-09-00-00	Transportation materials	40,000.00		-10,000.00	30,000.00	14,900.00	15,100.00	49.67%
07-10-00-00	Machinery and equipment	7,000,000.00		1,740,000.00	8,740,000.00	3,882,053.30	4,857,946.70	44.42%
	TOTAL	65,602,000.00	9,068,480.51		74,670,480.51	54,447,875.60	20,222,604.91	72.92%

8.2 Personnel

8.2.1 Staff allocation

According to the Administrative Regulation “The Organization and Operation of the CCAC”, the total number of staff of the CCAC is 99. The Commission observes very strict and prudent criteria in selecting and recruiting its staff. The total number of personnel was 91 as at 31 December 2002, with vacancies yet to be filled.

Table 25
Comparison of the numbers of staff from 1999 to 2002

Post	31-12-1999	31-12-2000	31-12-2001	31-12-2002
Commissioner	1	1	1	1
Deputy Commissioner	2	2	2	2
Chief of Cabinet of the Commissioner	1	1	1	1
Adviser or Expert	2	5	6	6
Department Head	---	---	1	1
Chief Investigation Officer	---	---	2	2
Division Head	1	1	1	0
Senior Officer	6	5	4	7
Interpreter	3	1	1	0
Personal Secretary	2	1	2	2
Chinese Expert	---	---	1	1
Officer	1	1	1	1
Investigator	---	19	32	35
Assistant Officer	5	7	6	8
Public Relations Assistant	2	2	2	2
Auxiliary Officer	---	---	6	7
Information Technology Assistant	---	1	1	1
Administrative Official	3	3	3	3
Worker and Auxiliary Staff	12	12	11	11
TOTAL	41	62	84	91

8.2.2 Staff recruitment and training

The CCAC reinforced its human resources in 2002. Following the open recruitment of assistant investigators in 2001, the CCAC made another recruitment in 2002. Candidates, after going through a series of programmes, such as physical training, courses in the general knowledge of law, investigation and detection skills, and shooting, and having passed the tests and examinations, were officially recruited and started working.

As the quality of staff has a direct bearing on the performance and effect of work, the CCAC has always paid great attention to staff training and development. The CCAC makes arrangements for the staff working in anti-corruption posts to have regular comprehensive training in investigation, in physical agility and stamina, and in the use of firearms and shooting. The CCAC also sends personnel to receive professional training such as investigation skills and protection of witnesses, outside of Macao. In 2002, to strengthen the existing team of investigators, the CCAC arranged a number of internal and overseas training programmes. In the middle of 2002, the CCAC invited the former Deputy Commissioner of the ACCCIA, predecessor of the CCAC, Mr. Julio Pereira, to give a three-week course on legal issues. The CCAC also invited professionals from some law enforcement organs of Hong Kong, such as the ICAC of Hong Kong, to conduct short courses in Macao. At the same time, the CCAC sent seven groups of personnel to receive professional training on investigation skills provided by overseas law enforcement authorities in Hong Kong, Europe etc. The CCAC also arranged its personnel to visit relevant organs in other places, to learn and exchange experiences, and to participate in international conferences.

The work of ombudsman involves mainly the analysis of legislation and the study of administrative procedures. Therefore, a good knowledge and understanding of the local legal system is a basic requirement for the CCAC personnel, and priority is given to those who are familiar with the operation of the public

administration. In addition, high standard of ethics and conduct, such as integrity and honesty, are also required of the CCAC personnel. As, overall, there is still room for improvement in the quality and experience of the existing CCAC staff, continuing training of personnel is a key strategy of the internal work of the CCAC in 2002.



Mr. Julio Pereira, former Deputy Commissioner of the ACCCIA, predecessor of the CCAC, and currently General Director of the Services of Foreigners and Immigration Bureau of Portugal, conducting a three-week course on legal issues for the investigators of the CCAC in Macao

Starting from March 2002, the CCAC carried out intensive courses for its staff in the training of logical thinking and reasoning, systematic analysis, presentation and communications skills etc. Teamwork and the spirit of cooperation were also fostered through training.

The CCAC continued to hold internal workshops, discussing issues concerning the implementation of law and legal systems, pondering, from different angles, the problems that often arise in everyday work and are closely related to the role of the CCAC, and the appropriate position to take when such problems arise.

In order to ensure the normal operation of the CCAC, and that extensive number of staff could attend the training, all the training activities were arranged outside office hours. The CCAC personnel took an active part in them and involved themselves conscientiously, thus producing ideal results. These activities will continue to be held in the future.

8.3 Facilities

In order to meet the needs of development, and due to the growing size of staff, the CCAC expanded its office area to the 13th floor of its present location, i.e., the “Dynasty Plaza” in 2001. Facilities of this office floor were further improved in 2002, together with the inauguration of the CCAC Exhibition Hall and a gymnasium. Meanwhile, towards the end of 2002, the CCAC proceeded to acquire more computer equipment and software, thus further improving the IT facilities and the various specific application systems of the office, and creating better conditions for effectively combating corruption and upholding justice and honesty.

Annual Report of the CCAC 2002



The CCAC Exhibition Hall



Gymnasium

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