



CHAPTER VII

ADMINISTRATION

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7.1 Budget

7.1.1 Legal framework

The CCAC is a public entity endowed with functional, administrative and financial autonomy, its organization and operations being governed by Law no. 10/2000 and Administrative Regulation no. 31/2000. In the meantime, the general financial system of autonomous entities as stipulated in Decree Law no. 53/93/M of 27 September is complementarily applicable to the CCAC.

The budget of the CCAC for 2004 was approved by the Executive Order no. 45/2004 of the Chief Executive and was published in Series 1, Issue 10 of the *Official Gazette of the Macao SAR* on 15 March, 2004. The budgeted income approved was MOP74,302,000.00 (seventy-four million, three hundred and two thousand patacas).

After closing accounts of 2003 and settling the related surplus, the CCAC in accordance with the law prepared the supplementary budget. This was approved by the Executive Order no. 127/2004 of the Chief Executive and was published in Series 1, Issue 21 of the *Official Gazette of the Macao SAR* on 24 May 2004.

The first supplementary budget was set at MOP447,715.55 (four hundred and forty-seven thousand, seven hundred and fifteen patacas, and fifty-five avos).

Therefore, the budget for the CCAC to carry out various projects and activities in 2004 totalled MOP73,854,284.45 (seventy-three million, eight hundred and fifty-four thousand, two hundred and eighty-four patacas, and forty-five avos).

7.1.2 Budgeted income

The amended budgeted income for 2004 was MOP73,854,284.45

(seventy-three million, eight hundred and fifty-four thousand, two hundred and eighty-four patacas, and forty-five avos).

However, the actual income was MOP73,737,994.38 (seventy-three million, seven hundred and thirty-seven thousand and nine hundred and ninety-four patacas, and thirty-eight avos), with a difference of MOP116,290.07 (one hundred and sixteen thousand, two hundred and ninety patacas and seven avos) lower than the budgeted income, thus resulting in an execution rate of 99.84%.

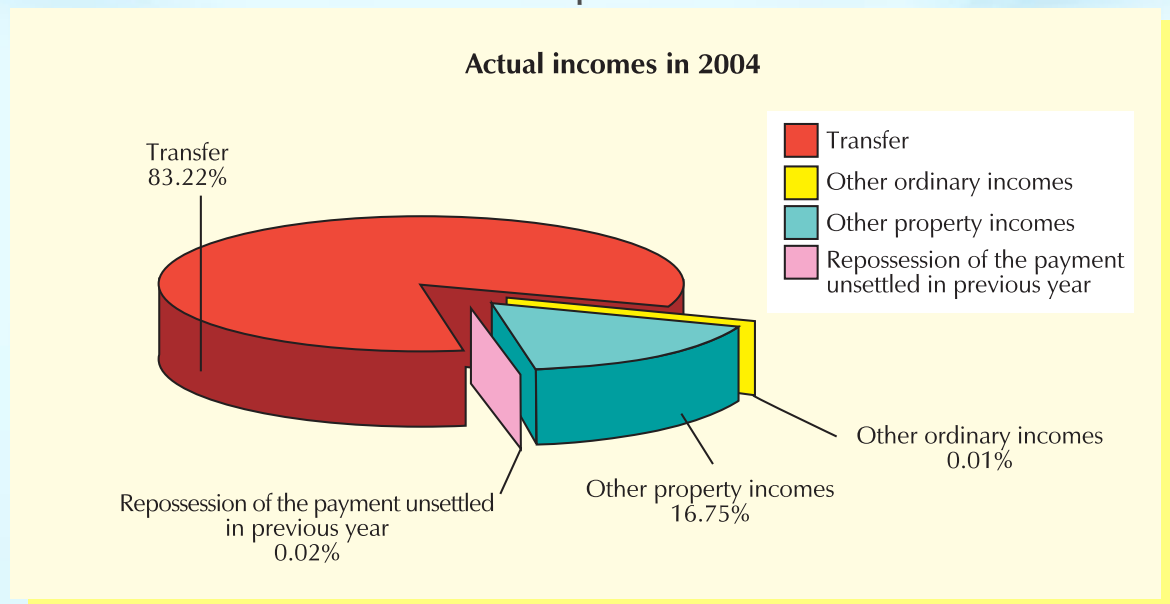
Out of the total actual income of MOP73,854,284.45 (seventy-three million, eight hundred and fifty-four thousand, two hundred and eighty-four patacas, and forty-five avos), the major part came from the item of "Transfer of the General Budget of the Macao SAR". This was MOP61,366,130.00 (sixty-one million, three hundred and sixty-six thousand, one hundred and thirty patacas), accounting for 83.22% of the actual total.

Another major source of income was "Other Capital Income", which was MOP12,352,584.45 (twelve million, three hundred and fifty-two thousand, five hundred and eighty-four patacas, and forty-five avos), accounting for 16.75% of the actual total. It was the management surplus of 2003.

Table 21
Financial incomes in 2004

Codes	Designation	Budgeted incomes	Supplementary budgets	Total budgeted incomes	Actual incomes		Differences	Execution rate
					Amounts	%		
	Ordinary incomes	61,500,700.00	0.00	61,500,700.00	61,370,585.53	83.23%	-130,114.47	99.79%
04-00-00	Property incomes	130,000.00	0.00	130,000.00	2,596.26	0.0035%	-127,403.74	1.99%
05-00-00	Transfers	61,366,700.00	0.00	61,366,700.00	61,366,130.00	83.22%	-570.00	99.99%
07-00-00	Sales of durable assets	2,000.00	0.00	2,000.00	1,790.20	0.002%	-209.80	89.51%
08-00-00	Other ordinary incomes	2,000.00	0.00	2,000.00	69.07	0.0001%	-1,930.93	3.45%
	Capital incomes	12,801,300.00	-447,715.55	12,353,584.45	12,367,408.85	16.77%	13,824.40	100.11%
13-00-00	Other capital incomes	12,800,300.00	-447,715.55	12,352,584.45	12,352,584.45	16.75%	0.00	100%
14-00-00	Repossession of the payment unsettled in previous year	1,000.00	0.00	1,000.00	14,824.40	0.02%	13,824.40	1,482.44%
TOTAL		74,302,000.00	-447,715.55	73,854,284.45	73,737,994.38	100%	-116,290.07	99.84%

Table 22
Income components in 2004



7.1.3 Budget expenditure

Out of the budgeted total of MOP73,854,284.45 (seventy-three million, eight hundred and fifty-four thousand, two hundred and eighty-four patacas, and forty-five avos), of which MOP2,226,100.00 (two million, two hundred and twenty-six thousand, one hundred patacas) were congealed as required by the Financial Bureau, thus the actual amount of expenditure was MOP64,245,553.01 (sixty-four million, two hundred and forty-five thousand, five hundred and fifty-three patacas and one avo), resulting in the execution rate of 86.99%.

Note:

As approved by the Executive Order no. 22/CE/2004 of the Chief Executive, all administrative bodies should account their appropriate funds on the date of 27 May 2004, deducting 10% frozen funds from the Budget of Chapter II "Assets and Labour" and Chapter VII "Investment", namely the CCAC froze a total of MOP2,226,100.00.

This was because, firstly, some of the projects expected to have been completed in 2004 remained unfinished. For example, the project of the acquisition and installation of facilities for surveillance was uncompleted in 2004. Secondly, some of the expected vacancies in the CCAC were yet to be filled.

As a result, the management surplus of 2004 was MOP9,608,731.44 (nine million, six hundred and eight thousand, seven hundred and thirty-one patacas, and forty-four avos) (including the congealed item).

Of the actual expenditure of MOP64,245,553.01 (sixty-four million, two hundred and forty-five thousand, five hundred and fifty-three patacas, and one avo), the largest portion amounting to MOP40,105,722.78 (forty million, one hundred and five thousand, seven hundred and twenty-two patacas and seventy-eight avos) went to personnel costs. This accounted for 62.43% of the total expenditure. The second largest expenditure was on "Acquisition of Asset and Service", totalling MOP14,387,493.86 (fourteen million, three hundred and eighty-seven thousand, four hundred and ninety-three patacas, and eighty-six avos) and accounting for 22.39% of the total. The amount for "routine expenditure" was MOP4,144,120.37 (four million, one hundred and forty-four thousand, one hundred and twenty patacas, and thirty-seven avos), accounting for 6.45%. The amount for "regular transference" was MOP3,583,986.00 (three million, five hundred and eighty-three thousand, nine hundred and eighty-six patacas). In addition, the amount for investment was MOP2,024,230.00 (two million, twenty-four thousand, two hundred and thirty patacas), accounting for 3.15% of the actual total expenditure.

Table 23
Financial expenditures in 2004

Codes	Designations	Initial appropriation (1)	Supplementary budgets (2)	Budget amendments (3)	Amended appropriation (4)=(1)+(2)+(3)	Actual expenditures (5)	Frozen appropriation (6)	Surplus (4)-(5)	Execution rate	
									(5) / (4) x100%	(5) / [(4)-(6)] x100%
	Ordinary Expenditures	69,267,000.00	447,715.55	1,150,000.00	69,969,284.45	62,221,323.01	1,181,100.00	7,747,961.44	88.93%	90.45%
01-00-00-00	Personnel	43,551,000.00	447,715.55	20,000.00	43,123,284.45	40,105,722.78	0.00	3,017,561.67	93.00%	93.00%
01-01-00-00	Fixed and long-term remuneration	41,430,000.00	447,715.55		40,982,284.45	38,455,067.10	0.00	2,527,217.35	93.83%	93.83%
01-02-00-00	Extra remuneration	1,056,000.00			1,056,000.00	918,761.00	0.00	137,239.00	87.00%	87.00%
01-03-00-00	Bonus in kind	35,000.00			35,000.00	17,609.65	0.00	17,390.35	50.31%	50.31%
01-05-00-00	Providence welfare	450,000.00			450,000.00	283,350.00	0.00	166,650.00	62.97%	62.97%
01-06-00-00	Compensation of expense share	580,000.00		20,000.00	600,000.00	430,935.03	0.00	169,064.97	71.82%	71.82%
01-06-03-00	Transportation-compensation of expense share	380,000.00		20,000.00	400,000.00	318,226.53	0.00	81,773.47	79.56%	79.56%
02-00-00-00	Assets and services	17,226,000.00		1,080,000.00	18,306,000.00	14,387,493.86	1,181,100.00	3,918,506.14	78.59%	84.02%
02-01-00-00	Durable assets	1,010,000.00			1,010,000.00	675,402.31	0.00	334,597.69	66.87%	66.87%
02-02-00-00	Non-durable assets	1,156,000.00		45,000.00	1,201,000.00	752,538.82	160,000.00	448,461.18	62.66%	72.29%
02-03-00-00	Aquisition of services	15,060,000.00		1,035,000.00	16,095,000.00	12,959,552.73	1,021,100.00	3,135,447.27	80.52%	85.97%
04-00-00-00	Ordinary transfers	3,870,000.00		20,000.00	3,890,000.00	3,583,986.00	0.00	306,014.00	92.13%	92.13%
05-00-00-00	Other ordinary expenditures	4,620,000.00		30,000.00	4,650,000.00	4,144,120.37	0.00	505,879.63	89.12%	89.12%
	Capital expenditure	5,035,000.00		1,150,000.00	3,885,000.00	2,024,230.00	1,045,000.00	1,860,770.00	52.10%	71.28%
07-00-00-00	Investments	5,035,000.00		1,150,000.00	3,885,000.00	2,024,230.00	1,045,000.00	1,860,770.00	52.10%	71.28%
07-09-00-00	Transportation materials	35,000.00			35,000.00	11,130.00	15,000.00	23,870.00	31.80%	55.65%
07-10-00-00	Machinery and equipment	5,000,000.00		1,150,000.00	3,850,000.00	2,013,100.00	1,030,000.00	1,836,900.00	52.29%	71.39%
	TOTAL	74,302,000.00	447,715.55		73,854,284.45	64,245,553.01	2,226,100.00	9,608,731.44	86.99%	89.69%

Table 24
Expenditure components in 2004

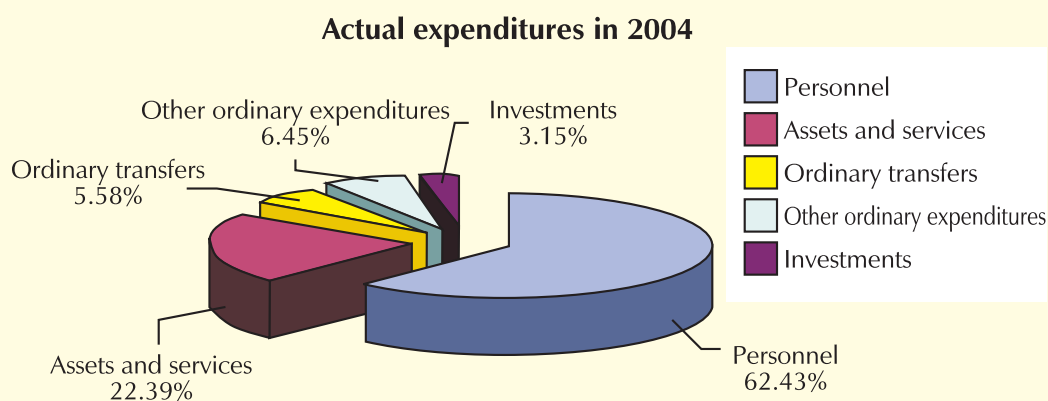
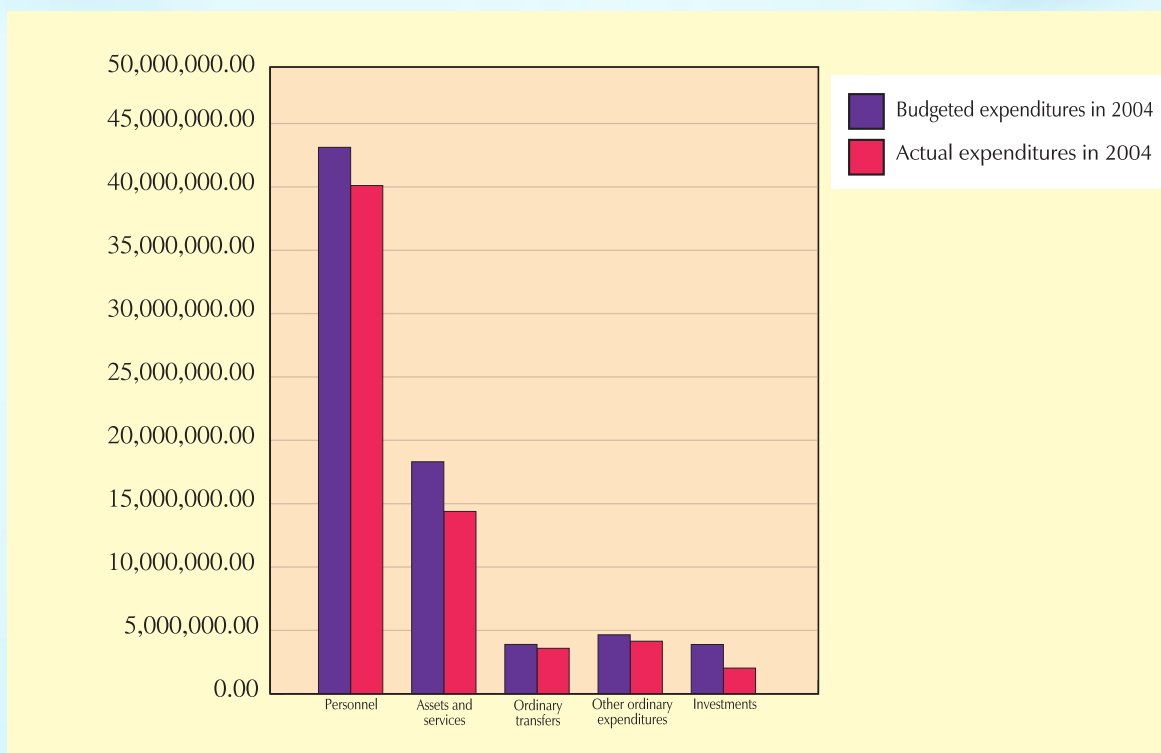


Table 25
Comparison between the budgeted and actual expenditures in 2004



7.2 Personnel

7.2.1 Staff allocation

To cope with the increasing workload of all CCAC departments, an amendment was made to the “Organization and Operation of the CCAC” related in article 31 of the Administrative Regulation, no. 31/2000 through the Administrative Order no. 28/2003 given on 21 July, 2003, thus the total number of staff members in the CCAC was 109. Until 31 December 2004, together with other forms of recruitment, the personnel of the CCAC increased to 112.

7.2.2 Staff recruitment

In 2004, there were 6 staff members left the CCAC, and with the Commission's strict and prudent criteria in staff selection and evaluation, 4 applicants filled up the vacancies. In addition, the 8 openly recruited investigators were formally employed after a period of training.

Table 26
Comparison of the numbers of staff from 1999 to 2004

Posts	31-12-1999	31-12-2000	31-12-2001	31-12-2002	31-12-2003	31-12-2004
Commissioner	1	1	1	1	1	1
Deputy Commissioner	2	2	2	2	2	2
Chief of Cabinet of the Commissioner	1	1	1	1	1	1
Adviser or Expert	2	5	6	6	6	5
Department Head	—	—	1	1	1	1
Chief Investigation Officer	—	—	2	2	3	3
Division Head	1	1	1	0	1	1
Senior Officer	6	5	4	6	4	3
Senior Information Technology Officer	—	—	—	1	2	1
Interpreter	3	1	1	0	0	0
Personal Secretary	2	1	2	2	1	1
Office Assistant	—	—	—	—	1	1
Chinese Expert	—	—	1	1	1	1
Officer	1	1	1	1	1	1
Information Technology Officer	—	—	—	—	1	1
Investigator	—	19	32	35	40	50
Assistant Officer	5	7	6	8	18	16
Public Relations Officer	2	2	2	2	1	0
Auxiliary Officer	—	—	6	7	6	6
Information Technology Assistant	—	1	1	1	1	1
Administrative Official	3	3	3	3	3	5
Worker and Auxiliary Staff	12	12	11	11	11	11
TOTAL	41	62	84	91	106	112