

On the Duty of Loyalty of Civil Servant of Macau Special Administrative Region (MSAR)

Li Yanping

(pp.1059)

The duty of loyalty of civil servant is an important question when discussing the management of civil servant. There are law-made about the duty of loyalty of civil servants in many countries. A series of theories have been constructed about this topic. On the condition of "one country, two systems", it is different of the duty of loyalty of civil servant between Chinese Mainland and MSAR. But it is the common duty for all Chinese and Macao's civil servants to be loyalty the basic interest of Chinese People.

Preliminary Exploration of the Contract Award Criteria in the Tendering Procedure of Government Procurement

Tang Tat Weng

(pp.1075)

In general, the works of Public Administration are required to engage in the principles of fairness, justice and openness. However, the assessment of tendering proposals of government procurement must be conducted under strict confidentiality. In order to achieve a fair assessment and ensure a bidder is awarded a contract of government procurement under a fair competition, the evaluation criteria which are determined for assessment become very important. They must be defined, before starting the tendering procedure and no modifications shall be made during that tendering procedure.

In the legislation relating to the government procurement of Macao SAR there are provisions of tender regulating which, to a certain extent, provide the weighting factors of evaluation criteria. Incorporated into these criteria is the opportunity for the tendering entities to determine, by themselves, the weighting factors in relation to the characteristics of the item being procured.

The author analyses cases of the evaluation criteria of tenders defined by several tendering entities in the last 3 years and engages in their comparison, finding out the pros and cons in terms of their ideas of definition. Finally, some suggestions on weighting factors of the evaluation criteria for effective assessment were made.

Learning guided by results: performance management and organizational learning

Hsu Jen-Hui e Tsai Hsin Fang

(pp.1113)

The success of performance management depends on participation of the whole members of the organization. Organization learning can initiate the motivation of seeking performance of the members. Performance management is a process of organization learning. People learn how to design strategic goals and plan in order to improve organization performance. Performance management learning includes double-loop learning, which should reexamine the goals, tasks, policies, and strategies of the organization. The article suggests using learning forums, cultivating learning culture, and establishing action-oriented learning.

The Moderating Effects of Sense of Community and Collective Organizational Efficacy on the Selection of Urban Renewal Option in Macau

Chan Kin Sun, Lam Iok Fong e Ling San Lok

(pp.1129)

After liberalizing gaming industry and introducing CEPA, now Macau becomes a World-class tourist city and Macau has the highest GDP per capita in East Asia.

Despite these achievements, Macau faces numerous challenges from housing issue, like high population density and rocketing property price, and the Government has already delivered some measures for the housing issue. One of these measures is urban renewal policy and the Government set up a Old District Restructuring Advisory Committee. Local neighborhood associations also play important roles in urban renewal policy consultation and the Government always delivered/ sponsored various opinion surveys for such consultation.

With the help from the Government and local neighborhood association, our research team can successfully conduct an opinion survey in an old region. In this study, we introduce two relevant and valid scales, scale of community and organizational collective efficacy, and we want to examine the role of neighborhood association in urban renewal policy consultation and the moderating effects of sense of community and collective organizational efficacy on the selection of urban renewal options. We also discuss the research findings and make some recommendation in the policy formulation.

The problem of the invasion law in private international Law

Tou Chan Kao

(pp.1157)

This paper is mainly a theoretical basis to explain the evasion of law and its causes, exploring the reasoning people use to evade the law to obtain personal benefits. Through a series of examples, we will examine the legal norms regarding marriage impediments in mainland China and its differences to Macau's Civil Law, thus causing the problem of evasion of law and how it induces people to get benefits. Finally, to analyze a revision of the law in force in Macau, taking into consideration the beliefs and morality shared by mainland China, Hong Kong, Macau and Taiwan, to avoid the impact of different laws and the evasion of law issue, as well as to demonstrate how in four places of shared beliefs and based on the same morality, a revised law would avoid the impact of these issues. At last, to consider the convenience of a mutual recognition of judicial decisions system.

A Brief Talk on the Risk Communication of Food Safety

Fong Ut Wa e Tang Chi Ho

(pp.1193)

World Health Organization noted that food safety is to assure the production of food for their intended use and/or consume will not be harmful to the health of consumers. The purpose of food safety is therefore to reduce the risk from the population. In order to achieve this goal, risk analysis that includes science-based risk assessment, value and policy based risk management, and interactive exchange of risk information based risk communication, is implemented throughout the food safety surveillance by governments. Among of the risk analysis components, risk communication is an interactive process of exchange of information and opinion among individuals, groups, and institutions.

The "risk" of communication integrates hazard and outrage which is unlikely the "risk" in assessment integrates hazard and exposure. That means it includes the discussion about risk types and levels and about methods for managing risks. However, risk communication, unlike many other communications, often involves statements about threatening and poorly understood hazards and consequently, the dialog are often riddled with disagreements, apathy, misunderstanding, and suspicion. People in the community are often more concerned about issues such as trust, credibility, control, competence,

voluntaries, fairness, caring, and compassion than about mortality statistics and the details of quantitative risk assessment. It is in fact, no matter how accurate it is, risk information may be misperceived or rejected if those who give information are unaware of the complex, interactive nature of risk communication and the various factors affecting the reception of the risk message. The experience of mad cow disease is the most typical lesson of risk communication failure. Its risk effect is hundredfold higher than its health effect to the population.

The works of risk communication have been doing and is concerned by Macao government for decades. The effort of contribution runs independently from each agency into the cooperation among the government agencies, and it is transparent day by day. However, an effective risk communication practice is to achieve a better understanding both of its goals and of how to achieve them through an exchange, a two-way process with participation among governments, industries and consumers. The risk communication of Macao is still currently in the initial stage according to the levels of communication, the efforts of risk communication can be said as message delivery only. Therefore, it is still a lot of improvement in risk communication by Macao government compare to the WHO global strategy for food safety, such as 1. Consider the multiple dimensions of risk communication; 2. recognize people's emotions, the 'hidden agendas' and symbolic meanings and broader economic or political considerations that often underlie and complicate the task of risk communication; 3. Build up a proactive strategy of risk communication; 4. Develop positive relationships with audiences and make stakeholders partners.

The Discussion of new development of Taiwan-Macao relationship and related problem

Zhuang Jinfeng

(pp.1211)

In this paper, it first points out that after the return of Macao, the relationship between Taiwan and Macao has developed greatly. The main change is that Taiwan-Macao relationship has become a special part of relationship between Taiwan and Mainland. And the announcement of vice prime minister Qian Qichen that the seven basic policy about how to deal with Macao and Taiwan related problem after 1999 has established base for its new development. Then, the paper mainly explains Government of the Macao Special Administrative Region's new movement and new idea of how to develop Macao-Taiwan relationship: First, to make "Four opinions" as the new bre-

akthrough point of new development of Macao-Taiwan relationship; Second, to list Macao-Taiwan relationship development into government administration; Third, to create new co-operation opportunities between Macao and Taiwan; Forth, to intense discussion and implement co-operation between two regions and aim to make new achievement. Finally, the author gives out suggestions to Macao-Taiwan relationship related problems which demanding prompt solution.

Sun Yat Sen and foundation of The Republic of China viewed by Portugal. A closer political and diplomatic

António Vasconcelos de Saldanha

(pp.1233)

Much has been written and said about Dr. Sun Yat Sen stay and connections in Macau, but much less on the views of the Portuguese Government and its colonial and diplomatic representatives on Dr. Sun's role and the political and social situation that followed the foundation of the Chinese Republic. This paper aims to provide an idea of the importance to consider Portuguese diplomatic and colonial archives as a highly valuable and special source of information for modern Chinese historiography.

Language and Cultural Mediators

Maria Manuela Gomes Paiva

(pp.1263)

The “Language translation and language interpretation have always played” an important role in Macau's society, ever since the arrival of the first Westerners (the Portuguese) to the coasts of South China. Throughout the centuries, the linguistic, social and cultural mediating “role played by” the jurubaças, línguas, interpreters and translators, but also “played by” the missionaries, mainly Jesuits, was crucial in the establishment of a multilingual and multicultural society.

*“Adopting” the concept of cultural mediator, introduced by Stephen Bochen's, (1981) *The Mediating Person and Cultural Identity*, and the analysis of the *Regimento do Língua da Cidade, e dos Jurubaças menores e Escrivaens* (BA, JA, cat. 49-V-6, fls.457v-463v), established in 1627, a document that intended to discipline and normalize the activity and the action” of Línguas, Jurubaças and Escrivaens, we will try to bring to light how the interpreters and translators acted, not only as linguistic mediators, but*

also as social and cultural mediators, since living in two completely different worlds they had to acquire skills from both worlds. They were required to develop certain skills in both cultures, for example, knowledge of history, values, traditions, customs, and even communication, technical and social skills.

Suggestions for advancing public governance capacity—Summary of “Advancing Public Governance Capacity” 2011 Academic Conference

Lam Soi Kuong

(pp.1273)

“Advancing Public Governance Capacity” 2011 academic conference jointly organized by Social Science Research Centre on Contemporary China, University of Macau; Macao Special Administrative Region Government Public Administration and Civil Service Bureau; Shih Hsih University of Taiwan, Macau Inter-Regional Public Administration Study Association was held on September 2, 2011.

More than 60 scholars from Mainland China, Hong Kong, Macao and Taiwan, and hundreds of local civil servants attended the conference. The topics discussed during the conference were sunshine government and public policy, Chinese Public Administration, Macao Public Administration, personnel management, administrative ethics, public governance, regional cooperation and other issues.