

The contribution of governance for the improvement of public administration and national development

Ho Veng On

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It has been long and internationally accepted that government audit plays an influential role in national good governance. In 2013 INTOSAI put forward a set of key principles to be adopted as standards for good governance and, at the same time, advocated that the supreme audit institutions should be conferred ampler powers in order to draw more areas of governmental intervention into their scope of supervision. According to the principles of good governance, the civil servants of a accountable and open government should attain the professional standards pertaining to good governance. Not only should be able to communicate with people, but also should know how to listen and be capable of transmitting government policies to the public; on the other hand, the supreme audit institutions should promote the culture of people's active participation in public policies.

Based on the conceptual framework outlined above, the Commission of Audit of Macau attaches great importance to the audit works conducted on the ongoing large construction projects, in parallel to its financial audit and value-for-money audit works. As the Government of Macau Special Administrative Region is confronted by challenges and opportunities brought by development, the Commission of Audit of Macau will continue performing its audit works independently and according to the laws, as well as being firmly committed to promote good governance which is people oriented, transparent, accountable, highly efficient and sustainable.

Performance Evaluation of local administration: a comparative analysis of reforms in Portugal, Great-Britain, France, Sweden and Germany

Duarte Manuel Forjaz Pacheco Trigueiros

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The article compares the approaches used to evaluate the performance of local governments in France, Germany, Sweden, Great Britain and Portugal. The article discusses similarities and differences, channels of implementation and the impact of performance evaluation at the local level. The analysis and comparison of the reforms leads to the following conclusions: a culture of

transparency, combined with a voluntary approach, maximizes the outcome of performance evaluation reforms while standardized, top-down imposed procedures are expensive and do not produce the expected outcome.

System construction of the performance assessment for department heads in Macau SAR government

Fong Ka I, Loi Hio Ian, Li Mengna

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In Administrative Policies of 2013 and 2014, Macau SAR government pointed out that “improve department heads’ performance assessment system, advance performance management”. Therefore, there will be divided a few aspects to assess performance of department heads, which includes policy implementation, management, decision-making ability, responsibility, mission, ethics and so on; in order to promote working ability of department heads, as well as departmental ability of serving the general public.

This essay aims to explore the ideas of establishing performance assessment systems on the basis of Macau government’s administrative experience from three aspects, include the origin of performance assessment system for department heads in Macau SAR government, the performance assessment instruments of Macau SAR Government, the construction of leadership appraisal system. According to the past work of SAR government, we will mainly introduce three following evaluation instruments of Macau SAR Government that has been gradually promoted by SAFP: ISO9000 Quality Management Systems, Performance Pledge Recognition System and Citizen Satisfaction Survey.

Comparative analysis of minimum wage policies of Macau

Ao Io Weng

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Agenda setting is an important research field in public administration but being ignored in Macao. Kingkon’s Multiple Streams Theory (ie. problem, policy and political streams) points out that when the policy window opens, the combination of three separate steams can create agenda stage for certain policy. With the case of minimum wage policy, based on Kingkon’s theory, this article tries to explain in detail how these three streams in Macao developed

in the past few years and finally converged to put minimum wage policy into policy-making agenda in 2011. The characteristics of Macao's agenda setting and the policy implications for improving Macao's policy process are also discussed.

Macao Gaming Industry's Participation in Charity before its Liberalization

Lou Shenghua

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The interactional relationship between gaming and charity is mostly reflected in fundraising gaming activities. Macao legalized its gaming activities at a rather early stage and started to promote charity development with profits gained from special charity lottery or public tenders on the granting of licenses for casino operators. Meanwhile, the rich who earned their fortune through running gaming business also provided long-term support to the supply of public-welfare and charitable resources via personal donation. Since entering the 1960s, the government has begun to ensure all gaming operators shoulder their corresponding social responsibilities by including the conditions in the concession agreements.

Public Domain in Macao Public Library

Xie Jingzhen

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By "the public sphere," Jürgen Habermas meant a realm of our social life in which rational discourse happens, public opinion is formed, and access is guaranteed to all citizens. Habermas considered the public sphere arose for the first time in the eighteen century, is a specific phase of bourgeois society, and embodies the very foundation and nature of liberal democracy. Public libraries house and further rational discourse and continue the process of debate through building balanced collections, offering unfettered information access and cultivating the spirit of citizenship. Public libraries constitute one of the best institutions to enact much of Habermas' concept of the public sphere. Being an international city with rich histories and cultures, Macau has provided the local community with its unique public library service since over a hundred years, which offers balanced collections in several languages covering

a variety of subjects and reflecting different voices witnessing the vicissitude of the city, provides equal access to library resources, and advocates rational debate. Public libraries represent the public sphere in Macau, in particular, the Octagon Pavilion Library is an example par excellence by consistently offering unlimited access to a variety of newspapers to the general public since over sixty years. While Macau is often better known for its gaming related tourism, public libraries help to correct this first impression and mirror its real image. Most importantly, because of the public sphere they house public libraries significantly contribute to building a liberal and democratic community in Macau.

Macao and Portuguese policy in 1821

António Aresta

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In the Constituents Courts of 1821 a group of assemblymen suggested the possibility of alienating, exchanging or selling some parts of the Portuguese Empire. Besides the political and constitutional problems, the debate was very intense and mobilized the public opinion. The assemblyman wanted to exchange Macao for Galiza (Spain). Without consulting the Emperor and Cantão Vice-King. The proposal was refused by a majority of court's assemblymen.