

Head 142 — GOVERNMENT SECRETARIAT: OFFICES OF THE CHIEF SECRETARY FOR ADMINISTRATION AND THE FINANCIAL SECRETARY

Controlling officer: the Director of Administration will account for expenditure under this Head.

Estimate 2006–07	\$636.2m
Establishment ceiling 2006–07 (notional annual mid-point salary value) representing an estimated 465 non-directorate posts as at 31 March 2006 rising by five posts to 470 posts as at 31 March 2007	\$163.7m
In addition, there will be an estimated 35 directorate posts as at 31 March 2006 and as at 31 March 2007.	
Commitment balance	\$142.1m

Controlling Officer's Report

Programmes

<p>Programme (1) Efficiency Unit</p> <p>Programme (2) Government Records Service</p> <p>Programme (3) CSO-Administration Wing</p> <p>Programme (4) Protocol Division</p> <p>Programme (5) Subvention: Duty Lawyer Service, Legal Aid Services Council</p>	<p>These programmes contribute to Policy Area 27: Intra-Governmental Services (Director of Administration).</p> <p>This programme contributes to Policy Area 20: Legal Aid (Director of Administration).</p>
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Detail

Programme (1): Efficiency Unit

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	89.6	134.3	114.5 (–14.7%)	130.6 (+14.1%)
				(or –2.8% on 2005–06 Original)

Aim

2 The aim of the Efficiency Unit is to be the preferred consulting partner for all government bureaux and departments and to advance the delivery of world-class public services to the people.

Brief Description

3 In pursuing this aim, the Efficiency Unit strives to provide strategic and implementable solutions to all its clients as they seek to deliver people-based government services. The Efficiency Unit does this by combining its extensive understanding of policies, its specialised knowledge and its broad contacts and linkages throughout the Government and the private sector. In doing so, it joins its clients in contributing to the advancement of the community while also providing a fulfilling career for all members of the Efficiency Unit. Key areas of focus are:

- re-engineering—to achieve overall improvements in public sector productivity and service quality;
- outsourcing and public private partnerships—to harness the flexibility, innovation and resources of the private sector to achieve greater efficiency and cost effectiveness;
- organisational restructuring—to support bureaux and departments in reviewing organisation structures and implementing changes to improve the performance of the organisation;
- application of technology—to identify business applications for new technology to drive productivity and service improvements; and
- performance measurement—to support bureaux and departments to develop clear objectives and targets, and to measure performance.

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4 To date, the Efficiency Unit plays a major role in many important reform initiatives: the design and implementation of an integrated call centre (ICC); supporting the introduction of outsourcing and public private partnership initiatives; and supporting the implementation of the Citizen-centric Services Programme. In pursuing these initiatives, the Efficiency Unit adopts a progressive approach by:

- focusing on practical results;
- offering a cross-departmental perspective;
- challenging current ways of working;
- developing tools and techniques; and
- providing speedy access to expertise and resources.

5 The ICC has taken over the enquiry hotline services of 14 departments. In the year 2005, it handled over 2 450 000 calls and 116 000 emails from public. The key performance measures of the ICC are:

Targets

	Target	2004 (Actual)	2005 (Actual)	2006 (Plan)
calls that can be answered within 12 seconds (%)	80	74	62#	80
callers that have their cases resolved at the first time of calling (%).....	90	92	93	90

The number of calls handled increased by 35% from 1 810 000 in 2004 to over 2 450 000 in 2005. The ICC also experienced acute manpower shortage due to high staff churn rate and constraints on recruitment. A new recruit has to undergo months of training before being fully skilled. These have resulted in the percentage of calls answered within 12 seconds dropping to 62%. Steps have been taken to address the issue, such as expanding ICC's capacity, launching recruitment exercises and introducing 'group skill' training so that new recruits can take up call handling duties sooner. It is anticipated that improvement in performance would begin to show in the ensuing months.

Matters Requiring Special Attention in 2006–07

6 During 2006–07, the Efficiency Unit will continue to pursue the aim of this programme with special emphasis on helping bureaux and departments to enhance the quality of public services delivery and achieve greater efficiency in the use of limited public resources.

Programme (2): Government Records Service

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	32.8	31.0	30.9 (–0.3%)	29.3 (–5.2%)
				(or –5.5% on 2005–06 Original)

Aim

7 The aim of the Government Records Service is to administer government records efficiently by formulating and implementing policies and plans for records management and archives administration.

Brief Description

8 The Government Records Service's main responsibilities under this programme are to:

- formulate and implement government records management policies and programmes;
- advise and support bureaux and departments on issues and solutions related to records management;
- provide storage and disposal services for inactive records;
- identify and preserve records of archival value, valuable government publications and printed materials; and
- enhance public awareness of Hong Kong's documentary heritage and provide research and reference services.

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9 The key performance measures are:

Targets

	Target	2004 (Actual)	2005 (Actual)	2006 (Plan)
departmental records management studies..	4#	8	7	4
training for departmental records managers and their assistants on records management (no. of government officers trained)	2 000#	2 616	2 520	2 000

The targets will be reduced as the Government Records Service plans to conduct less departmental records management studies and training on records management in 2006 in order to devote more resources towards the implementation of the electronic records keeping system pilot project.

Indicators

	2004 (Actual)	2005 (Actual)	2006 (Estimate)
archival records acquired (linear meters)	383	233#	150#
reference and research services rendered to the public			
no. of visitors	2 604	2 033^	2 200
no. of written and telephone enquiries.....	6 602	8 354	7 000
records management manuals, handbooks and newsletters published	1	0	0
intermediate storage facilities for inactive government records in terms of			
storage capacity (linear meters)	118 000	118 000	118 000
percentage utilised	96.4	96.8	97.0
records microfilmed for other government departments (no. of images)	4 163 853	3 114 636	3 100 000

The reduction of archival records acquired from 2004 to 2006 is mainly due to the reduced transfer of records from major client agencies.

^ The drop in number of visitors in 2005 is mainly due to temporary closure of the Exhibition Hall for refurbishment and the easier access to the Government Records Service's website as an alternative to visits.

Matters Requiring Special Attention in 2006–07

10 During 2006–07, the Government Records Service will give attention to:

- studying the feasibility and implications of applying electronic records keeping system for managing government records;
- continuing the public education and publicity programme on Hong Kong's documentary heritage; and
- reviewing business processes to realise quality and efficiency opportunities.

Programme (3): CSO-Administration Wing

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision# (\$m)	234.1	279.6	281.5 (+0.7%)	338.6 (+20.3%)

(or +21.1% on
2005–06 Original)

All the figures include relevant provisions transferred from Head 152—Government Secretariat: Commerce, Industry and Technology Bureau (Commerce and Industry Branch) and Head 148—Government Secretariat: Financial Services and the Treasury Bureau (Financial Services Branch) with the setting up of the Economic Analysis and Business Facilitation Unit with effect from 1 June 2004.

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Aim

11 The Administration Wing seeks to ensure that policies and services within the purview of the Chief Secretary for Administration's Office and the Financial Secretary's Office are delivered effectively, maintain effective communication between the Administration and the Legislature, and ensure that the legislative programme is taken forward in an orderly manner and that government business in the Legislature is conducted efficiently.

Brief Description

12 The Administration Wing's main responsibilities under this programme are to:

- provide support to the Chief Secretary for Administration and the Financial Secretary in monitoring progress in the development and implementation of government policies and programmes;
- co-ordinate legal aid policy matters, including reviewing the law, policy and practice related to the provision of publicly-funded legal aid services, carrying out house-keeping functions for the Legal Aid Department, and acting as the Administration's contact point with the Duty Lawyer Service and the controlling officer for the Duty Lawyer Service's publicly-funded expenditure in respect of legal aid services;
- provide administrative support to the Chief Secretary for Administration and the Financial Secretary in co-ordinating the Administration's dealings with the Legislature;
- steer and monitor initiatives related to sustainable development;
- act as the contact point between the Judiciary and the Administration;
- act as the contact point between the Consular Corps and the Administration on issues related to the Hong Kong Special Administrative Region (HKSAR);
- act as the contact point in the Administration for the Office of The Ombudsman;
- process appeals against administrative decisions which come before the Administrative Appeals Board and the Municipal Services Appeals Board;
- administer and co-ordinate the Justices of the Peace system;
- act as the contact point in the Administration for the Independent Commission Against Corruption;
- provide centralised support for common services and accommodation for the Government Secretariat;
- provide timely, quality and strategic economic advice to support the formulation of government's policies and programmes, and budgetary policies;
- provide support to Business Facilitation Advisory Committee and its task forces on regulatory reviews; and take forward business facilitation initiatives which aims to improve the business environment of Hong Kong by cutting red-tape and eliminating over-regulation; and
- provide support to the Commission on Poverty in its work, including studying and identifying the needs of the poor; making policy recommendations to alleviate poverty and promoting self reliance; and encouraging community engagement and fostering public private partnerships in alleviating poverty.

Matters Requiring Special Attention in 2006–07

13 During 2006–07, the Administration Wing will continue to give attention to the integration of sustainable development concept by both the Administration and the community, and the provision of effective support to the Council for Sustainable Development. The Economic Analysis and Business Facilitation Unit under the Financial Secretary's Office will continue to take forward the business facilitation initiatives with a view to eliminating outdated, excessive, repetitive or unnecessary government regulations impacting on different business sectors in Hong Kong. The Secretariat to the Commission on Poverty under the Financial Secretary's Office will continue to provide support to the Commission on its work.

Programme (4): Protocol Division

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	34.0	42.2	41.7 (-1.2%)	41.1 (-1.4%)
				(or -2.6% on 2005–06 Original)

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Aim

14 The aim of the Protocol Division is to maintain an efficient protocol service for the Government.

Brief Description

15 The Protocol Division's main responsibilities under this programme are to:

- maintain close liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the People's Republic of China (PRC) in the HKSAR in respect of the day-to-day management of the Consular Corps;
- liaise with and provide host government services to the Consular Corps in the HKSAR;
- extend courtesies to national and international dignitaries;
- advise on the display of flags, protocolaire matters and etiquette;
- ensure the provision of an efficient and cost-effective government VIP service at the Hong Kong International Airport;
- administer the local honours and awards system; and
- plan and co-ordinate visits to the HKSAR by national leaders and overseas senior officials and arrange delivery of their visit programmes.

Matters Requiring Special Attention in 2006–07

16 During 2006–07, the Protocol Division will continue to give attention to the maintenance of quality services in respect of liaison with the Office of the Commissioner of the Ministry of Foreign Affairs of the PRC in the HKSAR; visit programmes for national leaders and overseas senior officials; monitoring of the government VIP service by the Airport Authority Hong Kong; and the administration of the local honours and awards system.

Programme (5): Subvention: Duty Lawyer Service, Legal Aid Services Council

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)				
Duty Lawyer Service	86.0	92.0	91.8 (–0.2%)	92.0 (+0.2%)
Legal Aid Services Council	4.1	4.6	4.6 (—)	4.6 (—)
Total	90.1	96.6	96.4 (–0.2%)	96.6 (+0.2%)
				(or same as 2005–06 Original)

Aim

17 The aims are to enable the Duty Lawyer Service to implement legal assistance schemes to complement the legal aid services provided by the Legal Aid Department (LAD) and to enable the Legal Aid Services Council to carry out its statutory duties of overseeing the provision of legal aid services by the LAD and advising the Chief Executive on legal aid policy.

Duty Lawyer Service (DLS)

Brief Description

18 The DLS implements three legal assistance schemes to complement the legal aid services provided by the LAD. These schemes are the Duty Lawyer Scheme, the Legal Advice Scheme and the Tel-Law Scheme. The DLS, which was known as the Law Society Legal Advice and Duty Lawyer Schemes until its incorporation in August 1993, is managed by the Hong Kong Bar Association and the Law Society of Hong Kong through a governing council and is administered by an administrator who is a legally qualified person.

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19 The LAD provides legal representation in both civil and criminal cases heard in the District Court and above under the Legal Aid Ordinance and the Legal Aid in Criminal Cases Rules. To ensure access to justice on matters outside the jurisdiction of the LAD, the Duty Lawyer Scheme provides legal representation to any defendant in Magistrates' Courts where the interests of justice require, and without payment by the defendant in any such case if he does not have sufficient means to pay for it. The Scheme also provides, either with the agreement or at the request of the Government, other forms of legal assistance and advice. These at present include assigning lawyers to advise defendants facing extradition and to represent hawkers upon their appeals to the Municipal Services Appeals Board and any person who is at risk of criminal prosecution as a result of giving incriminating evidence in Coroner's inquest.

20 The Legal Advice Scheme provides free legal advice without means testing at nine evening centres at Sha Tin, Tsuen Wan, Wan Chai, Central and Western, Yau Tsim Mong, Kwun Tong, Eastern, Islands and Wong Tai Sin District Offices. Members of the public can make appointments to see volunteer lawyers through one of the 122 referral agencies which include all district offices and many voluntary agencies. The DLS has generally met its target of arranging a client of the Scheme to see volunteer lawyers within two weeks upon receipt of an application.

21 The Tel-Law Scheme is a 24-hour free telephone enquiry service which provides members of the public with basic information on the legal aspects of everyday problems. There are 78 tapes available in Cantonese, English and Putonghua, covering matrimonial, landlord and tenant, criminal, financial, employment and administrative law. The website of the DLS, launched in 2002, provides comprehensive information on DLS's services to members of the public, including an on-line version of the Tel-Law service.

22 The key performance measures of the DLS are:

Indicators

	2004 (Actual)	2005 (Actual)	2006 (Estimate)
persons who received legal advice and representation from the Duty Lawyer Scheme	51 057	42 577	48 455
cost per defendant under the Duty Lawyer Scheme (\$).....	1,802.7	2,027.0	1,933.4
cases handled by the Legal Advice Scheme	6 089	6 407	6 407
cost per case under the Legal Advice Scheme (\$).....	76.6	67.5	72.5
cases handled by the Tel-Law Scheme	40 210	36 551	36 551
cost per call under the Tel-Law Scheme (\$).....	0.6	0.7	0.7

Matters Requiring Special Attention in 2006–07

23 During 2006–07, the Administration Wing will continue to monitor the performance of the DLS to ensure a high level of usage of the services while maintaining quality of service and cost-effectiveness.

Legal Aid Services Council (LASC)

Brief Description

24 The LASC Ordinance, enacted in May 1996, provides for the establishment of an independent LASC. The LASC, formally established in September 1996, comprises a chairman and eight other members, with the Director of Legal Aid as an *ex-officio* member. The main functions of the LASC are to oversee the provision of legal aid services by the LAD, and to advise the Chief Executive on legal aid policy. In discharging its statutory duties, the LASC may:

- formulate policies governing the provision of services by the LAD and give advice on its policy direction;
- review the work of the LAD and make arrangements for the efficient and economical discharge of its functions and its provision of legal aid services;
- keep under review the services provided by the LAD and its plans for development;
- consider and advise on the estimates of expenditure of the LAD;
- advise on the eligibility criteria, scope of services, mode of service delivery, future plans for improvements, funding requirements and future development of legal aid policy;
- advise on the feasibility and desirability of the establishment of an independent legal aid authority; and
- advise on any other aspects of legal aid which the Chief Executive may refer to the LASC.

25 In 2005–06, the LASC carried out its functions satisfactorily.

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Matters Requiring Special Attention in 2006–07

26 During 2006–07, the LASC will give attention to:

- continuing the review of the various components of legal aid services provided by the LAD having regard to its work plan in 2006–07;
- reviewing the effectiveness of the scheme to provide counsel’s certificate under Section 26A of Legal Aid Ordinance for reviewing legal aid refusals in respect of appeals to the Court of Final Appeal;
- reviewing cost control and monitoring of progress of cases handled by the LAD in conjunction with the findings of a consultancy study on the subject;
- reviewing and adopting measures needed to enhance the independence and operational efficiency of the LASC following the enactment of amendments to the Legal Aid Services Council Ordinance on 8 July 2005; and
- producing a document on the institution of legal aid in Hong Kong.

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ANALYSIS OF FINANCIAL PROVISION

Programme	2004-05 (Actual) (\$m)	2005-06 (Original) (\$m)	2005-06 (Revised) (\$m)	2006-07 (Estimate) (\$m)
(1) Efficiency Unit.....	89.6	134.3	114.5	130.6
(2) Government Records Service.....	32.8	31.0	30.9	29.3
(3) CSO-Administration Wing.....	234.1	279.6	281.5	338.6
(4) Protocol Division.....	34.0	42.2	41.7	41.1
(5) Subvention: Duty Lawyer Service, Legal Aid Services Council.....	90.1	96.6	96.4	96.6
Hong Kong Guangdong Cooperation Coordination Unit.....	5.7	7.7	7.6	—
	486.3	591.4	572.6 (-3.2%)	636.2 (+11.1%)
				(or +7.6% on 2005-06 Original)

Note: The provision for the Hong Kong Guangdong Cooperation Coordination Unit together with eight posts will be transferred to Head 144—Government Secretariat: Constitutional Affairs Bureau with effect from 2006-07.

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2006-07 is \$16.1 million (14.1%) higher than the revised estimate for 2005-06. This is mainly due to the filling of vacancies, salary increment for staff as well as anticipated increase in departmental expenses for the expanded operation of the ICC and for consultancy studies, partly offset by the deletion of two posts.

Programme (2)

Provision for 2006-07 is \$1.6 million (5.2%) lower than the revised estimate for 2005-06. This is mainly due to the reduced requirement for replacement of minor plant and equipment and deletion of one post.

Programme (3)

Provision for 2006-07 is \$57.1 million (20.3%) higher than the revised estimate for 2005-06. This is mainly due to the net creation of 16 posts and filling of vacancies; anticipated increase in departmental expenses upon the expansion of the Secretariat to the Commission on Strategic Development, the setting up of the Former Chief Executives' Office and the project team for Tamar development; as well as increased cash flow requirement for non-recurrent items including poverty alleviation initiatives.

Programme (4)

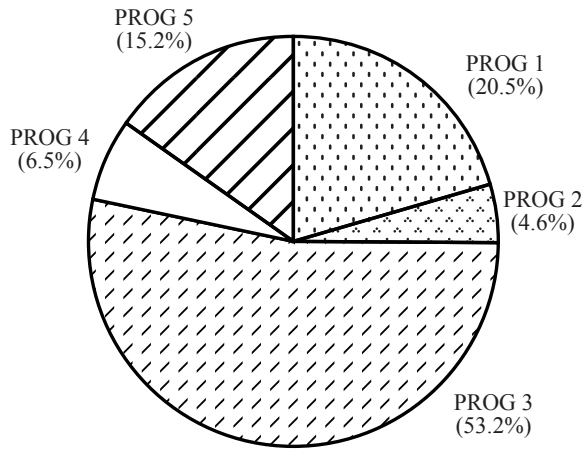
Provision for 2006-07 is \$0.6 million (1.4%) lower than the revised estimate for 2005-06. This is mainly due to the anticipated reduction in departmental expenses.

Programme (5)

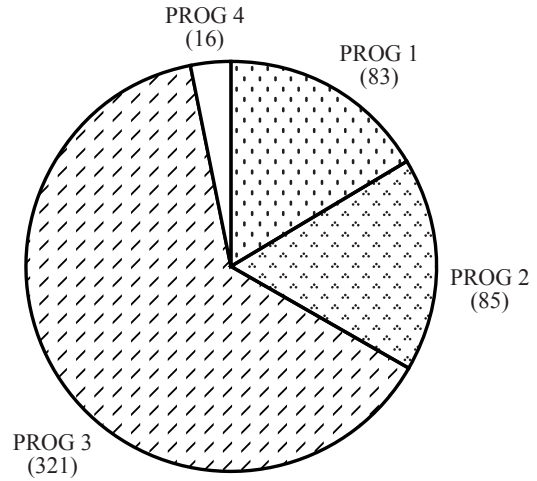
Provision for 2006-07 is \$0.2 million (0.2%) higher than the revised estimate for 2005-06. This is mainly due to the anticipated increase in operating expenses for DLS in 2006-07.

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Allocation of provision to programmes (2006-07)

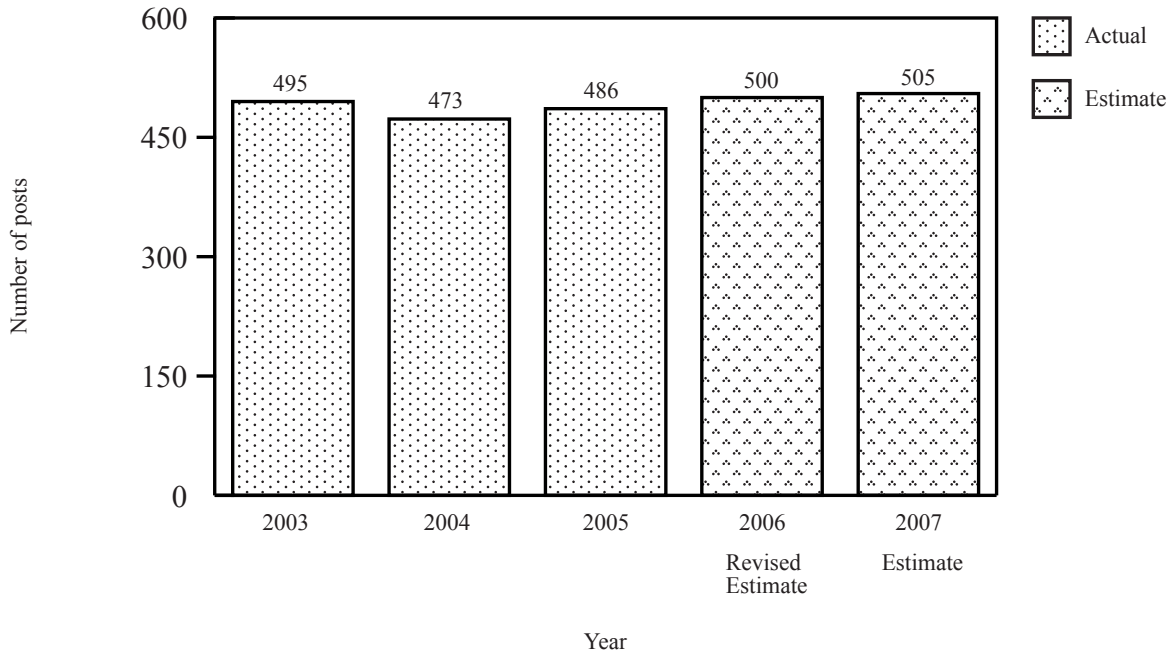


Staff by programme (as at 31 March 2007)



(No attribution of staff to PROG 5)

Changes in the size of the establishment (as at 31 March)



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Sub-head (Code)	Actual expenditure 2004-05	Approved estimate 2005-06	Revised estimate 2005-06	Estimate 2006-07	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses	459,836	568,927	550,698	577,218
	Total, Recurrent.....	<u>459,836</u>	<u>568,927</u>	<u>550,698</u>	<u>577,218</u>
Non-Recurrent					
700	General non-recurrent.....	8,674	20,168	19,612	56,674
	Minor consultancy studies (block vote).....	9,769	—	—	—
	Total, Non-Recurrent.....	<u>18,443</u>	<u>20,168</u>	<u>19,612</u>	<u>56,674</u>
	Total, Operating Account.....	<u>478,279</u>	<u>589,095</u>	<u>570,310</u>	<u>633,892</u>
Capital Account					
Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote)	3,941	2,291	2,291	2,291
	Total, Plant, Equipment and Works	<u>3,941</u>	<u>2,291</u>	<u>2,291</u>	<u>2,291</u>
	Total, Capital Account	<u>3,941</u>	<u>2,291</u>	<u>2,291</u>	<u>2,291</u>
	Total Expenditure	<u><u>482,220</u></u>	<u><u>591,386</u></u>	<u><u>572,601</u></u>	<u><u>636,183</u></u>

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Details of Expenditure by Subhead

The estimate of the amount required in 2006–07 for the salaries and expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary is \$636,183,000. This represents an increase of \$63,582,000 over the revised estimate for 2005–06 and of \$153,963,000 over actual expenditure in 2004–05.

Operating Account

Recurrent

2 Provision of \$577,218,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Offices of the Chief Secretary for Administration and the Financial Secretary. The provision also includes a non-accountable entertainment allowance of \$369,300 and \$283,000 for the Chief Secretary for Administration and for the Financial Secretary respectively.

3 The establishment as at 31 March 2006 will be 497 permanent and three supernumerary posts. It is expected that there will be a net creation of five permanent posts in 2006–07. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2006–07, but the notional annual mid-point salary value of all such posts must not exceed \$163,712,000.

4 An analysis of the financial provision under *Subhead 000 Operational expenses* is as follows:

	2004–05 (Actual) (\$'000)	2005–06 (Original) (\$'000)	2005–06 (Revised) (\$'000)	2006–07 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	202,698	215,658	211,813	219,298
- Allowances	5,935	7,258	7,429	8,226
- Job-related allowances	14	319	169	319
Personnel Related Expenses				
- Mandatory Provident Fund contribution	194	225	215	218
Departmental Expenses				
- Remuneration for special appointments ...	18,689	18,325	16,757	18,465
- Honoraria for members of committees.....	1,406	1,662	1,462	1,752
- Hire of services and professional fees.....	51,670	117,337	104,969	110,601
- General departmental expenses	89,173	111,587	111,513	121,783
Subventions				
- Duty Lawyer Service.....	85,965	91,951	91,766	91,951
- Legal Aid Services Council	4,092	4,605	4,605	4,605
	459,836	568,927	550,698	577,218

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Commitments

Sub-head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2005	Revised estimated expenditure for 2005-06	Balance
			\$'000	\$'000	\$'000	\$'000
Operating Account						
700		<i>General non-recurrent</i>				
	001	Undertaking economic research projects for the Asia-Pacific Economic Cooperation.....	2,400	1,803	200	397
	004	Contracting out economic research projects.....	5,450	5,257	147	46
	019	Acquisition of archival materials about Hong Kong.....	1,400	312	200	888
	027	Exercise on socio-economic-political development trends in the Mainland (with particular emphasis on Guangdong Province)	7,770	5,963	840	967
	028	Consultancy study on socio-economic-political development trends in the Mainland	10,000	9,749	—	251
	033	Managing for results at departmental level to support delivery of policy objectives	5,000	1,888	1,000	2,112
	034	Customer satisfaction model for use in departments	1,200	1,067	54	79
	035	Periodic surveys and reviews of satisfaction and needs of the community	3,200	801	1,399	1,000
	037	Purchase of equipment and making duplicates for Film Archives.....	400	254	93	53
	047	Seminars on private sector involvement.....	1,200	284	450	466
	048	Consultancy studies and public consultation on sustainable development.....	2,900	1,418	150	1,332
	049	Publicity and community education activities on sustainable development	5,540	1,761	139	3,640
	052	Sustainable Development Fund	100,000	3,575	7,000	89,425
	494	Mentorship Fun Project	9,400	—	5,000	4,400
	499	Publicity and communication related activities of the Commission on Poverty	9,500	—	2,500	7,000
	664	Consultancy study on a comprehensive review and enhancement of the GDP forecasting framework	2,420	1,977	440	3
	822	Initiatives to strengthen support to children and youth.....	8,600	—	—	8,600
	823	Initiatives to enhance incentive to work	9,450	—	—	9,450

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Commitments—Cont'd.

Sub- head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2005	Revised estimated expenditure for 2005–06	Balance
			\$'000	\$'000	\$'000	\$'000
<i>Operating Account—Cont'd.</i>						
700		<i>General non-recurrent—Cont'd.</i>				
	824	Initiatives to support social enterprise development.....	9,850	—	—	9,850
	826	Researches on poverty-alleviation related issues	2,100	—	—	2,100
		Total	197,780	36,109	19,612	142,059
			197,780	36,109	19,612	142,059