



澳門特別行政區政府
Governo da Região Administrativa Especial de Macau
文化局
Instituto Cultural

Tender Documents - Terms of Tender
Operation and Management of the
Macao Outdoor Performance Venue

Open Tender No. 0001/IC-DOGAF/CP/2026

Operation and Management of the Macao Outdoor Performance Venue

Terms of Tender



Terms of Tender

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Terms of Tender

1. Objective of Tender

The Cultural Affairs Bureau (“CAB”) seeks to engage a venue operator to provide operation and management services for the Venue, with a view to fully realise its function as a platform for large-scale outdoor performances and strengthening the role of performing arts events in supporting Macao’s economic growth. This aligns with Macao’s “1+4” development strategy for appropriate economic diversification, and promoting Macao as a “City of Performing Arts”.

2. Tendering Regime

The Tender shall be governed by this Terms of Tender and the Tender Requirements. Where no specific provision is provided therein, the laws and regulations currently in force in the Macao Special Administrative Region (“Macao SAR”) shall apply, in particular the Administrative Procedure Code (as approved by Decree-Law No. 57/99/M of 11 October), Decree-Law No. 63/85/M of 6 July, and the Civil Code.

3. Tenderer’s Eligibility

- 3.1 Tenderers¹ may participate in this Tender either as an Individual Tenderer or as a Consortium Tenderer².
- 3.2 Where a Tender is submitted by an Individual Tenderer, the Tenderer must be a commercial entity which has completed business registration with the Financial Services Bureau or the Commerce and Movable Property Registry of the Macao Special Administrative Region Government (“the Government”), with its registered office and business address in Macao SAR, and engaged in venue operation and management and other related business activities. The Individual Tenderer must sign the Declaration and Consent of the Tenderer pursuant to Annex II-1.
- 3.3 Where a Tender is submitted by a Consortium Tenderer, the following requirements must be fulfilled:

¹ “Tenderer” refers to a company or consortium that submits a tender during a public procurement exercise.

² “Consortium Tenderer” refers to an organisation formed for the purpose of participating in a public procurement exercise and in the form required by the tender documents of such exercise.



- 3.3.1 All members of the Consortium Tenderer must have completed business registration and must submit qualification proofs and statutory documents that are legally recognised in the country where the business was established (e.g., Certificate of Business Registration, Certificate of No Tax Violations and Tax Arrears) upon Tender submission. Where such documents are not issued in Macao SAR, they must be issued by the public authorities of the relevant place. Where such documents are not in Chinese or Portuguese, a Chinese or Portuguese translation must be attached, and in the event of any discrepancy between the original and the translation, the Chinese or Portuguese translation shall prevail.
- 3.3.2 The Consortium Tenderer shall consist of entity members operating in cooperation, and must comprise no more than five (5) members. No legally constituted partnership among the members is required before the Contract Commencement Date. Prior to the submission of the Tender, the member list of the Consortium Tenderer must be determined. The Tenderer must specify in the Tender the respective shareholding percentage of the members in the Operating Entity to be established upon Tender Award. Such percentage shall form the basis for their respective capital contributions. All entity members of the Consortium Tenderer must sign the Consortium Tenderer Agreement pursuant to Annex III-1, undertaking to establish an Operating Entity upon Tender Award pursuant to Clause 3.6 of this Terms of Tender. During the Tenancy Period, each member of the Consortium Tenderer and the Operating Entity shall be jointly and severally liable for all obligations under the Contract.
- 3.3.3 At least one (1) entity member of the Consortium Tenderer must satisfy the eligibility requirements applicable to an Individual Tenderer.
- 3.3.4 At least one (1) entity member of the Consortium Tenderer must possess relevant experiences in performance venue operation and management or in organising and hosting large-scale events, and hold a shareholding percentage of no less than thirty percent (30%) in the Consortium Tenderer.



- 3.3.5 The entity members of the Consortium Tenderer must appoint one common representative as legal representative to act on behalf of the Consortium Tenderer in respect of all acts within the scope of the Open Tender procedure, including acting as the authorised signatory to the Tender. For the format of the authorisation letter applicable to the common representative, please refer to Annex III-2.
- 3.3.6 In the event of any breach of any provision of Clause 3.3 of this Terms of Tender by the Consortium Tenderer, the Tender concerned will be rejected.
- 3.4 Any entity may only participate in the Open Tender either as an Individual Tenderer or as an entity member of a Consortium Tenderer. It should not participate in both capacities, nor should it be an entity member of more than one Consortium Tenderer at the same time.
- 3.5 Where a Tenderer submits a Tender that may distort normal conditions of competition, in particular where the concerned entities have the same shareholders and members of the management body, the Tender concerned will be rejected.
- 3.6 Where the Tender is awarded³, the Tenderer shall establish an Operating Entity dedicated to the operation and management of the Venue in Macao within sixty (60) days from the receipt of the Notice of Award pursuant to the Commercial Code, Commercial Registration Code and other applicable laws currently in force in Macao SAR.

4. Site Visit

- 4.1 In order to facilitate Tenderers in gaining a comprehensive understanding of the future operation and management of the Venue, Tenderers shall attend the site visit briefing to be held at the Venue at 10:00 a.m. on 22 July 2026. Interested Tenderers shall make an appointment by calling +853 2836 6866 on or before 5:00 p.m. on 21 July 2026. No more than three (3) persons per entity will be allowed.
- 4.2 Where the offices of the public departments of Macao are closed due to a typhoon or force majeure, the scheduled site visit shall be postponed to the same time on the next business day.

5. Minimum Annual Rent and Tender Deposit

³ “Award” refers to the administrative procedure whereby the Awarding Entity accepts the selected tender.



- 5.1 Minimum Annual Rent: the minimum annual rent for the Fixed Tenancy Period should not be less than MOP2,100,000.00.
- 5.2 To ensure that the Tenderer duly and punctually performs the obligations assumed by it through the submission of its Tender, a Tender Deposit of MOP336,000.00 should be lodged before the Tender Closing Date.
- 5.3 The Tender Deposit may be provided in the form of cash or statutory bank guarantee. Where the Tender is submitted by a Consortium Tenderer, the Tender Deposit shall be lodged by an entity member incorporated in Macao, on behalf of the Consortium Tenderer.
- 5.4 Where the Tender Deposit is lodged by way of cash deposit, the Tenderer shall:
- 5.4.1 submit a written application to the CAB at least ten (10) business days from the Tender Closing Date, together with a photocopy of the current year's Business Tax Form M/8 "Tax Demand Note" or the Business Tax Form M/1 "New Registration/Amendment Form". After obtaining the M/11 Deposit Slip, the deposit shall be made via the counter or online banking service of the Bank of China or Banco Nacional Ultramarino, or via "Macau Tax";
- 5.4.2 submit a copy of the M/11 Deposit Slip and a photocopy of the receipt for deposit payment through the Bank of China, Banco Nacional Ultramarino or "Macau Tax".
- 5.5 Where the Tender Deposit is provided in the form of bank guarantee, the Tenderer shall:
- 5.5.1 submit the original bank guarantee, prepared in the format set out in Annex V-1, issued by a bank lawfully operating in Macao SAR;
- 5.5.2 ensure that the validity period of the original bank guarantee is not shorter than the validity period of the Tender.
- 5.6 The Tenderer shall be entitled to request the return of the Tender Deposit or the release of the bank guarantee if the Tender is not accepted, or if the Tender is not awarded during or after its validity period.
- 5.7 Where the Tenderer fails to provide the Contract Deposit in time, and such failure is not justified by a fact beyond its control that may be regarded as sufficient cause, the Tender Deposit shall be forfeited and the Award shall immediately become invalid.



6. Enquiries

For any enquiries about this Open Tender, please contact CAB at +853-2836 6866 during office hours.

7. Form of Tender

7.1 The Tender and documents required under Clause 9 of this Terms of Tender must be prepared in any one of the official languages of Macao. Alteration or deletion of the content or insertion between lines is prohibited. Typed or printed documents shall be prepared using the same typewriter or computer; and handwritten documents shall use the same handwriting style and ink, and the use of pencil is prohibited.

7.2 The Tender must be signed by the Tenderer or its legal representative.

8. Submission of Tender

8.1 The Tender must be submitted to **the reception of the Cultural Affairs Bureau Building, Praça do Tap Seac, Macao**, before 5:00 p.m. on 12 October 2026.

8.2 A Tender sent by post must be delivered to **the Cultural Affairs Bureau Building, Praça do Tap Seac, Macao** by registered mail with acknowledgement of receipt before the Tender Closing Time, and the Tenderer shall be liable for the postal delay or loss, and any other reasons attributable to the Tenderer. Any Tender received after the Tender Closing Time will be rejected.

8.3 Where the services of the public departments in Macao are suspended due to typhoon or other force majeure events, the Tender Closing Date and Time, and the Tender Opening Date and Time shall be postponed to the same time on the next business day.

9. Composition of the Tender

9.1 The Tender must include the following documents:

9.1.1 Declaration and Consent of the Tenderer:

9.1.1.1 Where the Tender is submitted by an Individual Tenderer, the Individual Tenderer must be a commercial entity which has completed business registration with the Financial Services Bureau or the Commerce and Movable Property Registry of the Macao Special Administrative Region Government (“the Government”), with its registered office and business address in the Macao Special



Administrative Region (“Macao SAR”), and engaged in venue operation and management and other related business activities. The Individual Tenderer must submit a Declaration and Consent of the Tenderer (to be completed pursuant to Annex II-1, and duly signed by its legal representative).

9.1.1.2 Where the Tender is submitted by a Consortium Tenderer, the Consortium Tenderer must submit the Consortium Tenderer Agreement and the Declaration and Consent of the Tenderer (to be completed pursuant to Annex III-1 and Annex III-3, and duly signed by all entity members or their legal representatives).

9.1.1.3 The Declaration and Consent of the Tenderer must include the following:

- a) the Tenderer accepts full responsibility for the content of the Tender and its annexes, and declares that all documents submitted are true and accurate; otherwise, its Tender will be rejected, or, if the Tender has been awarded, the Award will cease to have effect;
- b) the Tenderer has not defaulted on any payments owed to the Government in respect of taxes and levies settled in the past three (3) years;
- c) the Tenderer undertakes to accept and comply with the Anti-Bribery and Corruption Regulations under Clause 25 of this Terms of Tender;



- d) the Tenderer undertakes that, whether in the tender process or upon Award of the Contract, the Tenderer will ensure that the shareholders, members of the management body, employees and relevant business partners of the Tenderer/Consortium Tenderer who have access to or obtain any information relating to the public authorities will accept and observe their duties of confidentiality, and will continue to observe such duty after the completion of the Contract. The Tenderer/Consortium Tenderer shall also expressly acknowledge that in the event of any breach of confidentiality by the above parties, CAB has the right to terminate the Award or rescind the Contract, and the Tenderer shall be liable for all liabilities and indemnities arising therefrom;
- e) the Tenderer undertakes to provide the Contract Deposit if awarded;
- f) the Tenderer undertakes to establish an Operating Entity in Macao with a registered capital of not less than MOP10,000,000.00 and sufficient fund for its operation;
- g) where the Tender is submitted by a Consortium Tenderer, the shareholders of the Operating Entity shall be the same as the entity members of the Consortium Tenderer, and the shareholding percentage of each entity member in the Operating Entity shall be identical to its shareholding percentage in the Consortium Tenderer. All shareholders shall provide joint guarantees and shall bear joint and several liability for any debts or default of the Operating Entity in proportion to their shareholdings;
- h) the Tenderer undertakes that, if awarded, the key personnel stated in the Tender will be officially employed by the Operating Entity to be established;



- i) the Tenderer ensures that the Operating Entity to be established upon Award of the Contract will perform the internal and external duties for the operation and management of the Venue under the Contract, as well as its responsibilities and obligations under the Tender Requirements;
- j) the Tenderer undertakes that, if awarded, the ratio of local employees during the Tenancy Period will not be lower than that stated in the Tender, and that local employees of Macao SAR will be given priority during recruitment;
- k) the Tenderer undertakes that, if awarded, a prior written approval will be sought from CAB before any change to the shareholding structure in the Operating Entity during the Tenancy Period.

9.1.2 An Individual Tenderer/entity members of a Consortium Tenderer must provide a photocopy of the Certificate of Business Registration issued by competent public authority of the relevant place. Such certificate shall be issued or confirmed within ninety (90) days before the Tender Closing Date (e.g., the Commercial Registration Report for entities in Macao SAR, the Company Registry Search Report for entities in the Hong Kong SAR, the Basic Enterprise Registration Information and Business Licence for entities in Chinese Mainland, or any equivalent documents issued by the public authorities of other countries or regions).

9.1.3 The Tender of a Consortium Tenderer must be signed by a common representative (i.e., legal representative), and the Consortium Tenderer must submit the authorisation letter appointing such common representative (completed pursuant to Annex III-2 and signed by all entity members of the Consortium Tenderer or their legal representatives).

9.1.4 The Tenderer must submit a declaration waiving the jurisdiction of courts outside Macao SAR over all matters relating to this Open Tender. The declaration must be signed and notarised (completed pursuant to Annex IV and signed by the Tenderer or its legal representative).

9.1.5 The Tenderer must submit the photocopy of the identification document of the legal representative or the authorised representative of the Individual Tenderer or Consortium Tenderer.



- 9.1.6 The Tenderer must submit the proof of payment of the Tender Deposit, as required under Clause 5 of this Terms of Tender.
- 9.1.7 The Tenderer must submit annual reports or relevant supporting documents evidencing the business and financial capability of the Tenderer, including the Individual Tenderer or all entity members of the Consortium Tenderer, for example:
- 9.1.7.1 profile and overview of the principal business of each entity member;
 - 9.1.7.2 personal details of the duly authorised legal representative of each entity member (e.g., member of the management body/director), board reports, and equity information (such as shareholding information);
 - 9.1.7.3 business summaries and accounts relating to performance venue operation business, if any;
 - 9.1.7.4 consolidated financial statements containing a financial summary for the two (2) years before the Tender Closing Date, which must satisfy the following requirements:
 - a) the financial accounts shall be prepared pursuant to accounting standards generally accepted in Macao SAR and the disclosure requirements under laws and regulations of the relevant place;
 - b) the financial year-end date shall fall within twenty-four (24) months prior to the Tender Closing Date;
 - c) the financial statements shall include, but not be limited to, the consolidated income statement, statement of financial position, profit and loss statement, statement of changes in equity, cash flow statement and notes to the accounts;
 - d) where any such financial or audited accounts are prepared in a language other than Chinese or Portuguese, a Chinese or Portuguese translation shall be attached. In the event of any discrepancy between the original and the translation, the Chinese or Portuguese version shall prevail.



9.1.7.5 a copy of the report on the audited financial statements, certified and signed by an independent auditor, if any;

9.1.7.6 where the financial accounts are not reflected in the latest auditor's report, the Tenderer shall provide financial accounts within ninety (90) days before the Tender Closing Date in compliance with the requirements referred to in Clause 9.1.7.4.

9.1.7.7 management accounts or unaudited accounts referred to in Clause 9.1.7.4 of this Terms of Tender shall be signed by the sole proprietor, partners and members of the management body, or be certified and signed/by an independent accountant / supported by a written confirmation issued by such accountant.

9.1.8 Where any document written in a language other than Chinese or Portuguese, the Tenderer must submit the relevant document together with a copy of the Chinese or Portuguese translation. In the event of any discrepancy between the original and the translation, the Chinese or Portuguese version shall prevail.

9.2 The Tender shall include:

9.2.1 The Price Proposal (prepared in the form set out in Annex VI and signed by the Tenderer or its legal representative. All amounts must be presented in MOP and in both Arabic numerals and Chinese capital numerals. Where there is any discrepancy between the Arabic numerals and the Chinese capital numerals, the Chinese capital numerals shall prevail. The Price Proposal, once submitted, may not be amended, and the Tenderer guarantees to pay CAB the amount stated);

9.2.2 The Binding Event Proposal (prepared in the form set out in Annex VII, containing the content required under Assessment Criteria A and Notes 1 to 5 of Annex I – Detailed Notes of the Marking Scheme; and signed by the Tenderer or its legal representative);

9.2.3 The Binding Free Public Event Proposal (prepared in the form set out in Annex VIII, containing the content required under Assessment Criteria B and Notes 6 and 8 of Annex I – Detailed Notes of the Marking Scheme, and signed by the Tenderer or its legal representative);



- 9.2.4 The Binding Venue Operation Proposal (prepared in the form set out in Annex IX, containing the content required under Assessment Criteria C and Notes 7 and 8 of Annex I – Detailed Notes of the Marking Scheme, and by the Tenderer or its legal representative);
- 9.2.5 The Pro-Innovation Proposal (prepared in the form set out in Annex X, containing the content required under Assessment Criteria D and Notes 8 and 9 of Annex I – Detailed Notes of the Marking Scheme, and signed by the Tenderer or its legal representative);
- 9.2.6 Relevant Experience – List of past projects operated and managed in the Tenderer’s name, together with relevant supporting documents (prepared in the form set out in Annex XI, containing the content required under Assessment Criteria E and Notes 10 to 12 of Annex I – Detailed Notes of the Marking Scheme, and signed by the Tenderer or its legal representative);
- 9.2.7 The Proposed Team Structure, together with relevant supporting documents (prepared in the form set out in Annex XII, containing the content required under Assessment Criteria F and Note 13 of Annex I – Detailed Notes of the Marking Scheme, and signed by the Tenderer or its legal representative);
- 9.2.8 Any documents that the Tenderer considers favourable to the Tender Assessment, provided that such documents do not contradict the provisions of this Terms of Tender or Tender Requirements;
- 9.2.9 Supporting documents written in a language other than Chinese or Portuguese must be accompanied by a copy of the Chinese or Portuguese translation. In the event of any discrepancy between the original and the translation, the Chinese or Portuguese version shall prevail, where applicable.

10. Tender Submission Procedures

- 10.1 The documents referred to in Clause 9.1 of this Terms of Tender must be sealed and wax-stamped in the first opaque envelope.
- 10.2 The documents referred to in Clause 9.2 of this Terms of Tender must be sealed and wax-stamped in the second opaque envelope under the same requirements described in Clause 10.1.



- 10.3 The first envelope must be marked “Documents” and the second envelope must be marked “Tender”. Both envelopes must set out, on the front, the title of the Tender, the name of the Tendering Entity⁴ and the name of the Tenderer. Please refer to the sample below:

Cultural Affairs Bureau, Macao Special Administrative Region Government
Open Tender No. 0001/IC-DOGAF/CP/2026
Operation and Management of the Macao Outdoor Performance Venue
Documents
Name of the Tenderer:

Cultural Affairs Bureau, Macao Special Administrative Region Government
Open Tender No. 0001/IC-DOGAF/CP/2026
Operation and Management of the Macao Outdoor Performance Venue
Tender
Name of Tenderer:

- 10.4 The Tenderer must place the above two envelopes inside the third envelope (hereinafter referred to as the “Large Envelope”). The Large Envelope must be sealed and wax-stamped, and must set out, on the front, the name and address of the Tenderer. Below the address, the words “Open Tender No. 0001/IC-DOGAF/CP/2026 — Operation and Management of the Macao Outdoor Performance Venue” must be stated. Please refer to the sample below:

Cultural Affairs Bureau, Macao Special Administrative Region Government
Large Envelope
Name of the Tenderer:
Address:
Open Tender No. 0001/IC-DOGAF/CP/2026

⁴ “Tendering Entity” refers to CAB of Macao SAR.



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10.5 All documents attached to the Tender must indicate the name of the Tenderer for identification purpose; otherwise the Tender will be rejected.

10.6 Tenders not submitted in the above format will be rejected.

11. Tender Validity Period

The Tender shall remain valid for one hundred and eighty (180) days from the Tender Opening Date.

12. Rejection of Tender

12.1 A Tender will be rejected in any of the following circumstances:

12.1.1 the content of the Tender fails to comply with the provisions of this Terms of Tender or the Tender Requirements;

12.1.2 the Tenderer fails to meet the eligibility requirements under Clause 3 of this Terms of Tender;

12.1.3 the Tender Deposit is not lodged by the deadline specified in the Tender Notice;

12.1.4 the Tender is submitted after the submission deadline specified in the Tender Notice;

12.1.5 the Tender fails to comply with the provisions of Clauses 7 and 10 of this Terms of Tender, lacks the information required under Clauses 9.1.1, 9.1.3 (applicable to Consortium Tenderer only), 9.1.5, 9.1.6 and 9.2.1 to 9.2.7 of this Terms of Tender; or any document required to be signed has not been signed;

12.1.6 the Tender submitted may distort normal conditions of competition, including where any entity participates in the Tender both as an Individual Tenderer and as a member entity of a Consortium Tenderer, or participates in more than one Consortium Tenderer at the same time, in particular where the entities concerned have the same shareholders or members of the management body.

12.2 A Tender will only be accepted conditionally if any of the documents referred to in Clauses 9.1.2, 9.1.4, 9.1.7 and 9.1.8 of this Terms of Tender are not included in the Tender. In that case, the Tenderer must provide the missing documents and take any remedial actions required within twenty-four (24) hours after the Tender Opening, otherwise the Tender will be rejected.



13. Tender Opening Meeting

- 13.1 The Tender Opening Meeting will be held at the Cultural Affairs Bureau Building, Praça do Tap Seac, Macao SAR at 10:00 a.m. on 13 October 2026.
- 13.2 If government offices are closed due to typhoon or other force majeure events on the Tender Opening Date, the scheduled Tender Opening Meeting will be postponed to the same time on the immediately following business day.
- 13.3 The Tenderer or its representative may attend the Tender Opening Meeting and may, in respect of the decisions of the committee, lodge an objection in accordance with Article 27 and the following articles of Decree-Law No. 63/85/M of 6 July.
- 13.4 When attending the Tender Opening Meeting, the Tenderer or its representative shall present documents proving its power of representation for the committee's verification. An authorised representative attending the Tender Opening Meeting shall present an authorisation letter conferring the rights to attend the meeting. Such letter shall be prepared in the form set out in Annex II-2 or Annex III-2 and signed by the authorising person.

14. Supplementary Information and/or Supporting Evidence

- 14.1 The Tendering Entity may require the Tenderer to provide supplementary information explaining or clarifying the Tender submitted.
- 14.2 The supplementary information provided shall not alter the content of the Tender submitted.

15. Marking Scheme

- 15.1 The Marking Scheme of this Tender comprises of two parts, namely the technical assessment and the price assessment, with a weighting of seventy per cent and thirty per cent (70%:30%) respectively.
- 15.2 CAB will assess a Tender according to the following Assessment Criteria under the Marking Scheme, including:
 - 15.2.1 the Tenderer's Technical Proposals, including the Binding Event Proposal, Binding Free Public Event Proposal, Binding Venue Operation Proposal, Pro-Innovation Proposal, Relevant Experience, and Proposed Team Structure; and



- 15.2.2 the Tenderer's Price Proposal, including the Annual Rent Payable to CAB and Additional Event Day Rental Sharing Rate, provided that the minimum annual rent must not be less than MOP2,100,000.00.
- 15.3 The Tender accepted by the Tender Opening Committee will be assessed according to the following Assessment Criteria:
- 15.3.1 Technical Assessment
- 15.3.1.1 The overall technical mark of each Tender will be the sum of marks awarded under Assessment Criteria A (A1 to A5), B (B1 to B2), C (C1 to C4), D (D1 to D3), E (E1 to E3) and F (F1 to F2). The maximum total technical marks for the said five criteria are 100.
- 15.3.1.2 A Tender must attain the respective passing marks for Assessment Criteria A1, A2, A3, A5, C1, C2, C3, C4, E1, E2, E3, F1-1, F1-2 and F1-3 as shown in the table below to be considered as a Conforming Tender. A Tender that fails to attain one or more of the passing marks for the Assessment Criteria mentioned above will not be considered further.
- 15.3.1.3 A maximum weighted technical score of 70 will be allocated to the Conforming Tender with the highest total technical marks, while the weighted technical score for other Conforming Tenders will be calculated by the following formula –

Weighted Technical Score

= 70

× $\frac{\text{Total technical mark of the Conforming Tender being assessed}}{\text{The highest total technical mark among all Conforming Tenders}}$

Note: The weighted technical score of each Tender will be rounded to the nearest 2 decimal places. Figures with the value at the third decimal place larger than or equal to 0.005 will be rounded up by adding 0.01 to the figures and curtailing the third decimal place onward whereas figures with the value at the third decimal place below 0.005 will be rounded down by curtailing the third decimal place onward without changing the value at the second decimal place.



	Assessment Criteria	Maximum Mark	Passing Mark	Remarks
A	<u>Binding Event Proposal</u> The assessment under criteria A1 to A5 below will be based on the number of relevant items proposed by the Tenderer in Annex VII.			
A1	Number of Large-Scale Events Number of proposed event with an estimated audience size not less than 10,000 but less than 20,000 persons per session to be held each year of the Tenancy Period. Note: This refers to the minimum number of events committed by the Tenderer. If awarded the Contract, the Operating Entity may hold more events as it considers appropriate in light of actual circumstances.	5	-	See Note 1 of Annex I
	A1-1 Average annual number of large-scale events in Years 1-2 of the Fixed Tenancy Period	2	1	-
	A1-2 Average annual number of large-scale events in Years 3-5 of the Fixed Tenancy Period	3	1	-
A2	Number of Mega Events Number of proposed event with an estimated audience size of not less than 20,000 persons per session to be held each year of the Tenancy Period. Note: This refers to the minimum number of event committed by the Tenderer. If awarded the Contract, the Operating	5	-	See Note 2 of Annex I



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	Assessment Criteria		Maximum Mark	Passing Mark	Remarks
	Entity may hold more events as it considers appropriate in light of actual circumstances.				
	A2-1	Average annual number of mega events in Years 1-2 of the Fixed Tenancy Period	2	1	-
	A2-2	Average annual number of mega events in Years 3-5 of the Fixed Tenancy Period	3	1	-
A3	Number of Free Public Event Days Number of proposed free public event days expected to be held each year of the Tenancy Period ⁵ . Note: This refers to the minimum number of event days committed by the Tenderer. If awarded the Contract, the Operating Entity may hold more free public event days as it considers appropriate in light of actual circumstances.		5	-	See Note 3 of Annex I
	A3-1	Average annual number of free public event days in Years 1-2 of the Fixed Tenancy Period	2	1	-
	A3-2	Average annual number of free public event days in Years 3-5 of the Fixed Tenancy Period	3	1	-

⁵ "Number of Event Days": For the purpose of this Assessment Criteria, event days refer the days on which an event is held, excluding any preparatory or post-event working days, such as venue decoration, setting up, testing, rehearsal, dismantling and cleaning.



	Assessment Criteria		Maximum Mark	Passing Mark	Remarks
A4	Number of Commercial Event Days Minimum number of commercial event days expected to be held each year during the Tenancy Period. Note: This refers to the minimum number of event days committed by the Tenderer. If awarded the Contract, the Operating Entity may hold more commercial event days as it considers appropriate in light of actual circumstances.		5	-	See Note 4 of Annex I
	A4-1	Average annual minimum number of commercial event days in Years 1-2 of the Fixed Tenancy Period	2	-	-
	A4-2	Average annual number minimum of commercial event days in Years 3-5 of the Fixed Tenancy Period	3	-	-
A5	Types of Event The types of event expected to be held each year during the Tenancy Period. Note: This refers to the minimum number of types of event committed by the Tenderer. If awarded the Contract, the Operating Entity may hold more types of events as it considers appropriate in light of actual circumstances.		5	-	See Note 5 of Annex I
	A5-1	Average number of types of event in Years 1-2 of the Fixed	2	1	-



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Assessment Criteria		Maximum Mark	Passing Mark	Remarks
	Tenancy Period			
A5-2	Average number of types of event in Years 3-5 of the Fixed Tenancy Period	3	1	-
A) Binding Event Proposal		25		
B	<u>Binding Free Public Event Proposal</u> The Tenderer shall submit a proposal regarding holding free public events in the Venue and opening the Venue for free public use by completing Annex VIII.			
B1	Free public facilities	5	-	See Notes 6 and 8 of Annex I
B2	Free Public Event Proposal	5	-	
B) Binding Free Public Event Proposal		10		



	Assessment Criteria	Maximum Mark	Passing Mark	Remarks
	<u>Binding Venue Operation Proposal</u>			
C	The Tenderer shall submit a series of proposals regarding the operation and management of the Venue by completing Annex IX. Such proposals shall include the following items:			
C1	Market Positioning, Development Strategy and Execution Roadmap of the Venue The Tenderer's overall commercial positioning, future development strategy, and execution roadmap for the Venue.	8	2	See Notes 7 and 8 of Annex I
C2	Venue Management and Operation Proposal , including: • Venue cleaning, maintenance and repair proposal • Venue security arrangements and emergency evacuation contingency plans • Event-organising capabilities, and cooperation strategies for attracting Event Organisers • Venue marketing and event publicity plan • Other commercial planning (e.g., catering, retail, ticketing)	10	2.5	
C3	Management Structure and Manpower Allocation Proposal The headcount, organisational structure and division of duties proposed by the Tenderer for the management and operation of the Venue.	4	1	



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C4	Financial Proposal The Tenderer's financial forecast for the operation of the Venue, which must include operating revenue, operating cost, charging scheme, venue rental rate, and operating profit forecast.	2	0.5	
C) Binding Venue Operation Proposal		24		



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	Assessment Criteria	Maximum Mark	Passing Mark	Remarks
D	<u>Pro-Innovation Proposal</u>			
	The Tenderer shall submit effective and feasible proposals which are directly relevant to organising event or free public use of the Venue by completing Annex X. Pro-innovation proposals shall be technically feasible, practically effective and logical to be considered as effective and feasible proposals. CAB reserves the final right to decide whether a pro-innovation proposal is “effective and feasible”.			
D1	Facility Upgrade	3	-	See Notes 8 and 9 of Annex I
D2	Standardised Layout Plan for Stage and Seating	3	-	
D3	Other Pro-Innovation Proposals	4	-	
D) Pro-Innovation Proposal		10		



	Assessment Criteria	Maximum Mark	Passing Mark	Remarks
E	<u>Relevant Experience</u> The assessment under criteria E1, E2, and E3 below will be based on information provided by the Tenderer in Annex XI and documentary evidence (e.g., event poster, venue tenancy agreement, cooperation agreements with performers, intellectual property licensing authorisation letters related to characters, musical works or other event content, and cooperation agreements with other Event Organisers).			
E1	Experience in Organising Large-Scale Performances The Tenderer's Experience in planning, organising and managing performing arts events with an average audience size of not less than 10,000 persons per event day within six (6) years immediately preceding the Tender Closing Date (based on the number of events).	4	1	See Note 10 of Annex I
E2	Experience in Organising Other Types of Events The Tenderer's Experience in planning, organising and managing other types of events apart from performing arts events within six (6) years immediately preceding the Tender Closing Date (based on the number of events). The site area of the venue of the relevant events shall be no less than 10,000 square metres. Relevant events refer to non-gambling tourism and leisure activities, including but not limited to festive events, carnivals, exhibitions, sports events and leisure activities.	4	1	See Note 11 of Annex I



E3	Experience in Venue Operation and Management The Relevant Experience in operating and managing venues (indoor or outdoor) within six (6) years immediately preceding the Tender Closing Date (based on the number of days of operation or management).	7	1	See Note 12 of Annex I
E) Relevant Experience		15		



	Assessment Criteria	Maximum Mark	Passing Mark	Remarks
F	<u>Proposed Team Structure</u>			
	The assessment under criteria F1 and F2 below will be based on information provided by the Tenderer in Annex XII and supporting documents submitted (e.g., proof of work experience).			
	Qualifications and Experience of Key Personnel of the Management Team Experience and qualification requirements for key personnel.	13	-	See Note 13 of Annex I
	F1-1 Project Director	4	2	
	F1-2 Head of Venue Operation	3	1	
	F1-3 Head of Event Coordination	3	1	
	F1-4 Marketing Manager	1	-	
	F1-5 Finance Manager	1	-	
	F1-6 Facilities and Security Manager	1	-	
F2	Ratio of Local Employees The ratio of local employees to all employees for the operation and management of the Venue during Tenancy Period.	3	-	
F) Proposed Team Structure		16		



15.3.2 Price Assessment

15.3.2.1 The price assessment will be based on the two price parameters proposed by the Tenderer as set out in the table below, namely the Annual Rent Payable to CAB (accounting for 80% of the price assessment) and the Additional Event Day Rental Sharing Rate (accounting for 20% of the price score).

15.3.2.2 The maximum weighted price score is 30 marks. The weighted price score of each Conforming Tender shall be the sum of its weighted score for Annual Rent Payable to CAB (item G in the table below) and its weighted score for Additional Event Day Rental Sharing Rate (item H in the table below), calculated by the following formula –

Weighted Price Score

= Weighted Score for Annual Rent Payable to CAB

+ Weighted Score for Additional Event Day Rental Sharing Rate

Note: The weighted score for Annual Rent Payable to CAB, weighted score for Additional Event Day Rental Sharing Rate, and the final price score of each Tender will be rounded to the nearest 2 decimal places. Figures with the value at the third decimal place larger than or equal to 0.005 will be rounded up by adding 0.01 to the figures and curtailing the third decimal place onward whereas figures with the value at the third decimal place below 0.005 will be rounded down by curtailing the third decimal place onward without changing the value at the second decimal place.

	Assessment Criteria	Weighting	Weighted Maximum Score
G	<u>Annual Rent Payable to CAB</u> The Tenderer shall propose in Annex VI the annual rent that it proposes to pay to CAB in each year of the Fixed Tenancy Period and Renewal Tenancy Period. The minimum annual rent for the Fixed Tenancy Period must not be less than MOP2,100,000.00.	80%	24



	Assessment Criteria	Weighting	Weighted Maximum Score
	Calculation: $\begin{aligned} &\text{Weighted Score for This Item} \\ &= 24 \\ &\times (70\% \times \text{Score for Fixed Tenancy Period} \\ &+ 30\% \times \text{Score for Renewal Tenancy Period}) \end{aligned}$ Where: (a) <i>Score for Fixed Tenancy Period</i> = $\frac{\text{Average annual rent for Fixed Tenancy Period proposed in the Conforming Tender being assessed}}{\text{The highest average annual rent for Fixed Tenancy Period proposed among all Conforming Tenders}}$ (b) <i>Score for Renewal Tenancy Period</i> = $\frac{\text{Average annual rent for Renewal Tenancy Period proposed in the Conforming Tender being assessed}}{\text{The highest average annual rent for Renewal Tenancy Period proposed among all Conforming Tenders}}$		



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	Assessment Criteria	Weighting	Weighted Maximum Score
H	<u>Additional Event Day Rental Sharing Rate</u> The Tenderer shall propose in Annex VI the proposed rental sharing rate (%) for additional event days payable to CAB.	20%	6
	Calculation: <i>Weighted Score for This Item</i> $= 6 \times (\text{Score for Additional Event Day Rental Sharing Rate})$ Where: (a) <i>Score for Additional Event Day Rental Sharing Rate</i> = $\frac{\text{Rental sharing rate proposed in the Conforming Tender being assessed}}{\text{The highest rental sharing rate proposed among all Conforming Tenders}}$		

Remarks:

1. Rental Sharing for Additional Event Days: Where the total number of event days held in any year reaches more than thirty (30) days, the days exceeding 30 days are the “additional event days”. For each additional event day, the Operating Entity shall share with, and pay to, CAB a percentage of the venue rental income, calculated at the applicable Additional Event Day Rental Sharing Rate and Venue Rental Rate Basis per Additional Event Day, as set out in Remark 3 below.

2. 30-Day Event Day Threshold: The number of event days shall count only the days on which events are held. It shall not include:

- any preparatory or post-event working days, such as venue set-up, construction, testing, rehearsal, dismantling and cleaning;
- the days of free public events held by the Operating Entity;
- the days of free use of the Venue provided to CAB (70 days).

3. Method of Calculating the Amount of Rental Sharing for Additional Event Days Payable to CAB:

The amount payable to CAB will be calculated on a tiered, progressive basis. Only the event days exceeding 30 days in a year shall be counted as additional event days. Such additional event days will be allocated to the relevant tiers set out in the table below, so that the first 10 additional event days fall within the first tier, the next 20 additional event days fall within the second tier, and any further additional event days fall within the third tier. The applicable sharing rate for each tier shall be applied only to the additional event days falling within that tier. The amount for each tier will be calculated separately and then added together as the total amount payable to CAB for the additional event days in that year.



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Total Additional Event Days in the Year	Venue Rental Rate Basis per Additional Event Day	Applicable Rental Sharing Rate
Days 1 - 10	MOP 350,000	N% (proposed by the Tenderer; must be not less than 3%)
Days 11- 30		(N-1)%
Day 31 and above		(N-2)%

Total Amount of Additional Event Days Rental Sharing Payable to CAB for the Year

$$= \text{MOP}350,000 \times (\text{number of additional event days falling within Days 1} - 10) \times N\%$$

$$+ \text{MOP}350,000 \times (\text{number of additional event days falling within Days 11} - 30) \times (N - 1)\%$$

$$+ \text{MOP}350,000 \times (\text{number of additional event days on Day 31 and above}) \times (N - 2)\%$$

4. Reward Mechanism: Where the number of additional event days exceeds 30 days (that is, where the total number of event days in the year exceeds 60 days), a reward mechanism will be activated. For the additional event days on Day 31 and above, a reward will be calculated at $\text{MOP}350,000 \times 1\%$ per such day and rebated to the Operating Entity.

5. Example of Calculation:

Where the total number of event days in the year = 68 days and $N = 5\%$:

Additional event days in the year = $68 - 30 = 38$ days

(a) Days 1-10 (10 days): $10 \times 350,000 \times 5\% = \text{MOP}175,000$

(b) Days 11-30 (20 days): $20 \times 350,000 \times (5 - 1)\% = \text{MOP}280,000$

(c) Days 31-38 (8 days): $8 \times 350,000 \times (5 - 2)\% = \text{MOP}84,000$

(d) Incentive (applicable to Days 31-38): $8 \times 350,000 \times 1\% = \text{MOP}28,000$

Total amount payable to CAB for the year = (a) + (b) + (c) - (d) = $\text{MOP}511,000$

15.3.3 Calculation of Overall Score

The overall score of each Conforming Tender will be calculated by the following



formula –

$$\begin{aligned} & \text{Combined Score (maximum 100)} \\ &= \text{Weighted Technical Score (maximum 70)} \\ &+ \text{Weighted Price Score (maximum 30)} \end{aligned}$$

16. Reservation of the Right to Award or Not to Award

- 16.1 CAB will award the Contract to the Tenderer with the highest combined score based on the information provided in each Tender and the Marking Scheme set out in this Terms of Tender.
- 16.2 Where two or more Tenders achieve the same highest score, priority in the Award shall be given to the Tender with the higher weighted technical score. Where there is still a tie, priority shall be given, in the following order, to the Tender with the highest score for the Binding Venue Operation Proposal (Assessment Criterion C), Binding Event Proposal (Assessment Criterion A), Binding Free Public Event Proposal (Assessment Criterion B), Relevant Experience (Assessment Criterion E), Proposed Team Structure (Assessment Criterion F), and Pro-Innovation Proposal (Assessment Criterion D).
- 16.3 CAB may decide not to award the Contract in any of the following circumstances: the combined score of the highest-ranked Tenderer is lower than fifty (50) marks; there is a risk of collusion between Tenderers; the quality of the Tenderer is unsatisfactory; or it fails to meet any requirement for other reasons.
- 16.4 CAB reserves the right not to award the Contract on grounds of public interest.
- 16.5 In the circumstances provided for in Clause 17.2 of this Terms of Tender, CAB may decide to award the Contract to the Tenderers in sequence according to the assessment results.

17. Invalidation of Award

- 17.1 Within sixty (60) days from receipt of the Notice of Award, the Successful Tenderer shall establish an Operating Entity with a registered capital of not less than MOP10,000,000.00 and sufficient fund for its operation. Where the Successful Tenderer is a Consortium Tenderer, the registered capital shall be contributed in accordance with each Member Entity's shareholding percentage proposed in the Tender. Failure to comply with the above requirements will render the Award invalid.



- 17.2 The Award will become invalid in any of the following circumstances, except where the circumstance concerned falls within Clauses 17.2.1 to 17.2.3 and the Tenderer has provided a reasonable explanation accepted by CAB:
- 17.2.1 failure to provide the Contract Deposit within the specified period;
 - 17.2.2 failure to enter into the Contract on the specified date, and at the specified time and place;
 - 17.2.3 before the specified date for entering into the Contract, the composition of the Consortium Tenderer does not comply with the legal form required by the Tender Documents;
 - 17.2.4 the Tenderer has forged any documents, made any false statement or committed any fraudulent conduct;
 - 17.2.5 abandonment of the Award after an objection to the Draft of Contract has been dismissed.

18. Contract Deposit

- 18.1 For the purpose of ensuring the due and timely performance of the obligations under the Contract, the Successful Tenderer shall, through the Operating Entity established by it, provide MOP5,000,000.00 as the Contract Deposit within ninety (90) days from receipt of the Notice of Award.
- 18.2 The Contract Deposit may be provided in the same form as the Tender Deposit. Where the Tenderer provides the Contract Deposit in the form of a bank guarantee, the guarantee document shall be prepared in the form set out in Annex V-2 of this Terms of Tender, and issued by a bank lawfully operating in Macao SAR. The guarantee document shall remain valid until CAB expressly approves the release of the deposit by issuing a discharge notice, and it may not be revoked or amended without the prior consent of CAB.
- 18.3 Where the Operating Entity fails to enter into the Contract on the specified date, and at the specified time and place, and fails to provide CAB with a sufficient explanation proving that such failure was not due to its own intention within three (3) business days, the Contract Deposit provided will be forfeited, and the Award will become invalid immediately.



- 18.4 Only upon expiry of the Tenancy Period and when the Operating Entity has fully and duly performed all obligations and duties under the Contract, may the Operating Entity, within thirty (30) days, submit a written request to CAB for the return or release of the Contract Deposit.
- 18.5 The Contract Deposit will bear no interest, and all expenses, costs and taxes payable arising from the payment or withdrawal of the Contract Deposit shall be borne by the Operating Entity.

19. Draft of Contract

- 19.1 The Draft of Contract will be sent to the selected Tenderer before the Award of the Contract, so that the Tenderer may express its views within five (5) days from receipt of the Draft of Contract.
- 19.2 Where the Tenderer does not express any views within the abovementioned period, it shall be deemed to have accepted the Draft of Contract.
- 19.3 Upon the provision of the Contract Deposit by the Operating Entity, CAB will notify it of the place and date of signing the Contract.
- 19.4 All costs relating to the signing of the Contract shall be borne by the Operating Entity.

20. Tenderer's Enquiries

- 20.1 Where the Tenderer has any query concerning the Tender Documents, it shall, within the first one-third period of the specified timeframe for tender submission (i.e., by 13 August 2026), submit a written request for clarification to the Tendering Entity (postal address: Cultural Affairs Bureau Building, Praça do Tap Seac, Macao; email: webmaster@icm.gov.mo; fax: 2836 6899).
- 20.2 A clarification in response to the request referred to in the preceding clause will be provided in writing within the one-third of the period immediately following that referred to in the preceding clause. Where no clarification is provided within the specific period, the period for tender submission may be extended at the request of any stakeholder. The extended period shall be equal in length to the period prescribed for providing such clarification.



- 20.3 A copy of the clarification provided by the Tendering Entity shall be filed in the Tender Documents and be published in the same manner as the Tender Notice and uploaded to the relevant website of CAB. Such clarification will be deemed to form part of the Tender Documents. The Tenderer shall keep track of any updates or revisions on the website of CAB daily until Tender Closing Date. CAB will not accept any claim arising from any omission of information caused by the Tenderer.
- 20.4 Where the Tenderer wishes to object to this tender procedure, it may lodge a written objection with the Tendering Entity within ten (10) days from the date on which it becomes aware of the omission or irregularity.

21. Minimum Wage Requirement

The Tenderer shall ensure that the minimum wage system stipulated by Law No. 14/2025 “Amendment to Law No. 5/2020 ‘Minimum Wage for Employees’”, and any amendments to the relevant system apply to all personnel participating in the operation and management of the Venue during the Tenancy Period.

22. Governing Law and Dispute Resolution

- 22.1 Where the contracting parties are unable to resolve, by negotiation, any dispute arising from the Contract, or any discrepancy in the interpretation of the Contract terms in the future, the matter shall be submitted to the competent courts of Macao SAR for resolution.
- 22.2 In respect of any matter not specifically regulated by this Terms of Tender and the Tender Requirements, the laws and regulations currently in force in Macao shall apply on a supplementary basis, in particular the Administrative Procedure Code approved by Decree-Law No. 57/99/M of 11 October and Decree-Law No. 63/85/M of 6 July.

23. Tax and Other Fees, Cost, Expense Incurred

Pursuant to Decree-Law No. 63/85/M of 6 July, the costs, taxes and other expenses relating to the preparation of the Tender and the signing of the Contract, including the cost of providing the Tender Deposit and the Contract Deposit, shall be borne by the Tenderer or the Operating Entity.

24. Important Notes

- 24.1 The Award of the Contract shall not serve as the basis for the application for foreign labour quota in the future.



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- 24.2 The rent proposed by the Tenderer must take into account the minimum wage mechanism stipulated by Law No. 14/2025 “Amendment to Law No. 5/2020 ‘Minimum Wage for Employees’”, and any amendments to the relevant mechanism during the Tenancy Period.

25. Anti-Bribery and Corruption Regulations

- 25.1 The shareholders, members of the management body, employees and relevant business partners of the Tenderer shall not engage in any corrupt or fraudulent conduct. Where the Tenderer becomes aware that any such person is suspected of committing an offence of corruption or fraud, it shall immediately report the matter to the Commission Against Corruption.
- 25.2 In dealings with public authority officials, in particular during the Tender Period and the Tenancy Period, shareholders, members of the management body, employees and relevant business partners of the Tenderer shall not offer any benefit or entertainment to the public officials or their family members, unless such benefit or entertainment is consumed on the occasion when it is provided and is in accordance with custom (e.g., providing drinks to the visiting officials), or is part of the performance of the Contract.
- 25.3 During the Tender Period and the performance of the Contract, the Tenderer shall immediately and proactively report to the administration authority in writing upon becoming aware of any unduly close relationships [e.g., spouse or cohabiting couples, relatives by blood or marriage in the direct or collateral line (such as parents, children, sons-in-law, daughters-in-law, brothers, sisters, brothers-in-law, and sisters-in-law)], affiliated relationships (e.g., commercial partners or creditor and debtor involving a debt exceeding MOP30,000), or seriously hostile relationships (e.g., the existence of an ongoing litigation between private parties) between itself, its shareholders, members of the management body, employees and relevant business partners, and the public officials responsible for the above work or their spouses.
- 25.4 CAB has the right to terminate the Contract upon the breach of the above clauses by the Tenderer, its shareholders, members of the management body, employees or relevant business partners. The Tenderer shall be responsible for indemnifying all losses arising therefrom.



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Note: This Terms of Tender has been translated into English. If there is any inconsistency or ambiguity between the Traditional Chinese version and the English/Portuguese version, the Traditional Chinese version shall prevail.



Annex I Detailed Notes of Marking Scheme

Note 1: Number of Large-Scale Events	
(a) Assessment will be based on the number of proposed event to be held at the Venue in each year of the Tenancy Period, with each having an audience size of not less than 10,000 but less than 20,000 persons per session, as provided in Annex VII by the Tenderer. (b) Where a single event provided in Annex VII falls within Assessment Criteria A1 and A3/A4, it will earn marks simultaneously for each of the Assessment Criteria. E.g., one (1) Free Public Event with an estimated audience size between 10,000 and 20,000 persons would earn marks for both Assessment Criteria A1 and A3. (c) Marks shall be given as follows: The passing marks for Assessment Criteria A1-1 and A1-2 are both 1 mark. A Tender scoring a mark under Assessment Criteria A1-1 and A1-2 which is lower than the passing mark will not be considered further.	
Guideline 1: Number of large-scale events in Years 1-2 of the Fixed Tenancy Period	
2 marks	More than 6 events per year on average
1 mark	4 to 6 events per year on average
0 mark	Less than 4 events per year on average
Guideline 2: Number of large-scale events in Years 3-5 of the Fixed Tenancy Period	
3 marks	More than 12 events per year on average
2 marks	10 to 12 events per year on average
1 mark	6 to 9 events per year on average
0 mark	Less than 6 events per year on average



Note 2: Number of Mega Events

(a) Assessment will be based on the number of proposed event to be held at the Venue in each year of the Tenancy Period, with an audience size not less than 20,000 persons per session, as provided in Annex VII by the Tenderer.

(b) Where a single event provided in Annex VII falls within Assessment Criteria A2 and A3/A4, it will earn marks simultaneously for each of the Assessment Criteria.

E.g., one (1) Free Public Event with an estimated audience size of not less than 20,000 persons would earn marks for both Assessment Criteria A2 and A3.

(c) Marks shall be given as follows:

The passing marks for Assessment Criteria A2-1 and A2-2 are both 1 mark.

A Tender scoring a mark under Assessment Criteria A2-1 and A2-2 which is lower than the passing mark will not be considered further.

Guideline 1: Number of mega events in Years 1-2 of the Fixed Tenancy Period

2 marks	More than 4 events per year on average
1 mark	2 to 4 events per year on average
0 mark	Less than 2 events per year on average

Guideline 2: Number of mega events in Years 3-5 of the Fixed Tenancy Period

3 marks	More than 8 events per year on average
2 marks	7 to 8 events per year on average
1 mark	4 to 6 events per year on average
0 mark	Less than 4 events per year on average



Note 3: Number of Free Public Event Days

- (a) Assessment will be based on the number of proposed Free Public Event to be held at the Venue in each year of the Tenancy Period as provided in Annex VII by the Tenderer. Where more than one Free Public Event is held at the Venue on the same day, they shall be counted as one (1) Free Public Event day.
- (b) Free public event days refer to the days on which an event is held, excluding any preparatory or post-event working days, such as venue decoration, setting up, testing, rehearsal, dismantling and cleaning.
- (c) Where a single event provided in Annex VII falls within two or more of Assessment Criteria A1/A2 and A3, it will earn marks simultaneously for each of the Assessment Criteria.

E.g., one (1) Free Public Event with an estimated audience size of not less than 20,000 persons would earn marks for both Assessment Criteria A2 and A3.

- (d) Marks shall be given as follows:

The passing marks for Assessment Criteria A3-1 and A3-2 are both 1 mark.

A Tender scoring a mark under Assessment Criteria A3-1 and A3-2 which is lower than the passing mark will not be considered further.

Guideline 1: Number of free public event days in Years 1-2 of the Fixed Tenancy Period

2 marks	More than 10 event days per year on average
1 mark	5 to 10 event days per year on average
0 mark	Less than 5 event days per year on average

Guideline 2: Number of free public event days in Years 3-5 of the Fixed Tenancy Period

3 marks	More than 20 event days per year on average
2 marks	16 to 20 event days per year on average
1 mark	10 to 15 event days per year on average
0 mark	Less than 10 event days per year on average



Note 4: Number of Commercial Event Days

- (a) Assessment will be based on the proposed minimum number of days of Commercial Events (in terms of Event Period) to be held at the Venue in each year of the Tenancy Period as provided in Annex VII by the Tenderer.
- (b) Commercial event days refer to the days on which an event is held, excluding any preparatory or post-event working days, such as venue decoration, setting up, testing, rehearsal, dismantling and cleaning.
- (c) Where a single event provided in Annex VII falls within two or more of Assessment Criteria A1/A2 and A4, it will earn marks simultaneously for each of the Assessment Criteria.
- E.g., one (1) commercial event with an estimated audience size of not less than 20,000 persons would earn marks for both Assessment Criteria A2 and A4.
- (d) Marks shall be given as follows:

Guideline 1: Number of commercial event days in Years 1-2 of the Fixed Tenancy Period

2 marks	More than 10 commercial event days per year on average
1 mark	6 to 10 commercial event days per year on average
0 mark	Less than 6 commercial event days per year on average

Guideline 2: Number of commercial event days in Years 3-5 of the Fixed Tenancy Period

3 marks	More than 20 commercial event days per year on average
2 marks	16 to 20 commercial event days per year on average
1 mark	10 to 15 commercial event days per year on average
0 mark	Less than 10 commercial event days per year on average



Note 5: Types of Event

- (a) Assessment will be based on the number of Categories of proposed Event to be held at the Venue in each year of the Tenancy Period as provided in Annex VII by the Tenderer.

The types of event referred to in this clause include, but not limited to, concerts, music festivals, carnivals, cultural and leisure markets, outdoor exhibitions and other types of event that fit the Venue.

- (b) Marks shall be given as follows:

The passing marks for Assessment Criteria A5-1 and A5-2 are both 1 mark.

A Tender scoring a mark under Assessment Criteria A5-1 and A5-2 which is lower than the passing mark will not be considered further.

Guideline 1: Number of event types in Years 1-2 of the Fixed Tenancy Period

2 marks	More than 2 types of event per year on average
1 mark	2 types of event per year on average
0 mark	Less than 2 types of event per year on average

Guideline 2: Number of event types in Years 3-5 of the Fixed Tenancy Period

3 marks	More than 5 types of event per year on average
2 marks	4 to 5 types of event per year on average
1 mark	2 to 3 types of event per year on average
0 mark	Less than 2 types of event per year on average



Note 6: Binding Free Public Event Proposal

(a) The Tenderer shall include the Free Public Event Proposal in Annex VIII, which shall cover the following two parts:

(I) Free Public Facilities

The proposal shall include, but not limited to:

- (i) the provision of adequate public resting spaces, public facilities (including but not limited to lighting, seating, shading and free drinking water, toilets, recreational and sports facilities, accessible facilities), and other family-friendly facilities for public use;
- (ii) proposed arrangements for the effective maintenance and repair of facilities (such as basketball courts, the children's obstacle course, the children's go-kart track and lounge areas);
- (iii) the provision of sufficient pedestrian/vehicle access and exits (including but not limited to footpaths, footbridges, public passages and car parks), and clear and prominent signage to facilitate a smooth access; and
- (iv) environmental beautification facilities, including but not limited to horticulture and greening facilities.

(II) Free Public Event Proposal

The proposal shall include, but not be limited to:

- (i) free public event proposals, including but not limited to cultural and performing arts activities, recreational and sports activities, activities for children and families, educational activities and talks, community activities and festivals; and
- (ii) promotional strategies for free public events.

(b) The proposal will be mark under the five-grade method referred to in Note 8.



Note 7: Binding Venue Operation Proposal

- (a) The Tenderer shall include in Annex IX a detailed proposal in respect of the following four Assessment Criteria:

(I) Market positioning, development strategy and execution roadmap of the Venue

The Tenderer shall set out in detail its overall market positioning and future development strategy for the Venue, and propose a macro execution roadmap aligned with the Venue's development. The proposal shall include, but not limited to:

- (i) market positioning and core development direction of the Venue;
- (ii) key development strategies and objectives for each stage in the future;
- (iii) main implementation schedule and key milestones; and
- (iv) overall operation and development blueprint of the Venue.

(II) Venue management and operation proposal

The Tenderer shall elaborate on its plan for venue management and operation, which shall include, but not limited to:

- (i) the venue cleaning, maintenance and repair plan;
- (ii) the venue security arrangements and emergency evacuation plan;
- (iii) event hosting capabilities, and strategies for securing cooperation with Event Organisers (for example, cooperation networks and market contacts with potential Event Organisers, and partner resources that may be mobilised);
- (iv) venue promotion and event promotion plan (for example, key promotion channels and methods targeting local residents, mainland visitors and overseas tourists); and
- (v) other related commercial planning (including but not limited to catering, retail and ticketing).

(III) Management structure and manpower allocation plan

The Tenderer shall submit a manpower allocation plan, covering the groups, positions,



number and duties of employees, and clearly showing the organisational structure and division of work of future employees.

(IV) Financial proposal

The Tenderer shall prepare a comprehensive financial forecast covering the operating revenue, operating cost, charging arrangements and venue rental rate for the operation period based on the operation and management plans and proposals submitted in the Tender to facilitate the assessment of financial viability and reasonableness.

Operating revenue refers to the total revenue gross of any operating cost. The Tenderer shall specify the expected sources of revenue according to the types and number of events proposed in Annex VII. Sources of income may include: venue rent and/or agreed revenue sharing payable by Event Organisers; rent and/or turnover sharing payable by catering and retail tenants; venue from leasing out advertising spaces in the Venue and from commercial sponsorship; and direct and other revenue from self-operated catering stalls and merchandise sale.

In forecasting the operating cost, the Tenderer shall estimate the expenses required to maintain the operation and management of the Venue based on the management structure and manpower allocation plan proposed in Annex IX, and the Proposed Team Structure in Annex XII. Such expenses may include staff salary costs, maintenance & repairing work, cleaning, security, water and electricity supply, and bonus shift remuneration for police/fire services officers.

To further substantiate the reasonableness and feasibility of the above financial forecast, the Tenderer may provide in its proposal the basis for the calculation of the various items of income and cost, as well as reference market pricing data.

- (b) The proposals under the four (4) Assessment Criteria mentioned above shall be marked under the five-grade method referred to in Note 8.
- (c) A passing mark is stipulated for each of Assessment Criteria C1, C2, C3 and C4. A Tender with a mark below the passing mark will not be considered further.



Note 8: Five-Grade Method

(a) Annexes VIII, IX and X will be assessed based on five-grade method as follows to derive the marks awarded:

Grade	Equivalent to the highest percentage (%) of the respective Assessment Criteria
Very Good	100
Good	75
Satisfactory	50
Fair	25
Poor	0

(b) The guidelines for assessment of grade for Annexes VIII, IX and X are as follows:

“Very Good” grade will be given if the proposal

- provides outstandingly clear, logical and detailed information on all listed items;
- is fully aligned with the overall positioning of the Venue, and supports its brand-building effort; and
- demonstrates a high level of market attractiveness and feasibility.

“Good” grade will be given if the proposal

- provides clear, logical and detailed information on all listed items;
- matches the overall positioning of the Venue; and
- demonstrates a relatively high level of market attractiveness and feasibility.

“Satisfactory” grade will be given if the proposal

- provides clear, logical and detailed information for at least half of the listed items and brief information on the remaining items;
- matches the overall positioning of the Venue in general; and
- demonstrates market attractiveness and feasibility in general.

“Fair” grade will be given if the proposal

- provides (i) clear, logical and detailed information on less than half of the listed items and brief information on the remaining items; or (ii) brief information on all listed items;
- matches the overall positioning of the Venue to certain extent; and



- is feasible to certain extent.

“Poor” grade will be given if the proposal

- fails to provide information on any one of the listed items;
- is not aligned with the overall positioning of the Venue; or
- is impracticable.

(c) For the purpose of the above grading guidelines:

- “listed items” refer to the items listed in Annexes VIII, IX and X;
- “half” of the listed items = “total number of the listed items”/2 +0.5 where
the total number of items is an odd number
- CAB reserves the final right to decide whether a proposal has “market attractiveness” and is “feasible”.



Note 9: Pro-Innovation Proposal

(a) The Tenderer shall include detailed Pro-Innovation Proposals in Annex X.

The Pro-Innovation Proposals may cover facility upgrades, a standardised layout plan for stage and seating, technology, planning, workflow and proposals that enhance the experience of organising Event or Free Public Event, and to improve the efficiency, effectiveness and productivity of catering premises or open spaces. The Pro-Innovation Proposals may also earn marks for their ability to attract local residents, mainland visitors and overseas tourists, and to enhance visitor experience at the Venue. Only a Pro-Innovation Proposal considered to be technically feasible, effective and logical will be marked. The Tenderer shall include detailed proposals in Annex X in respect of the three (3) Assessment Criteria below:

(I) Facility upgrades

- (i) In Annex X, the Tenderer may propose to CAB any facility upgrades or additions required for the operation of the Venue. Where such proposal is reviewed and approved by CAB and written agreement is reached on the scope, standards and budget of the works, the construction costs may be borne by CAB. Any works for which CAB has not confirmed in writing its agreement to bear the costs shall be regarded as items to be borne by the Successful Tenderer at its own expense.
- (ii) This includes, but not limited to, optimisation of venue infrastructure, such as seating, stage base, entrances and exits, and ticket validation systems, and the addition of drinking water dispensers, sheltered queuing areas, diversified catering and retail facilities, and other facilities that may enhance visitor experience.

(II) Standardised Layout Plan for Stage and Seating

- (i) This includes, but is not limited to, formulating standardised plans for stage set-up, audience seating layout and zoning, and safety spacing for different audience sizes and types of events. In planning the stage and audience seating, a three-dimensional sightline analysis (including plan and side views) shall be conducted for the seating in different zones to ensure that audience members in every zone are able to view the stage and the main screen.



(III) Other Pro-Innovation Proposals

- (i) They include, but not limited to, content planning (e.g., organising a diversity of attractive event and inviting internationally renowned artists to perform), regional collaboration (e.g., enhancing coordination with surrounding areas), and service and process innovation (e.g., diversified and convenient ticketing services);

Note: the above examples are for reference only and are not exhaustive. Such proposals may not necessarily be related to technology.

- (b) The Tenderer shall specify the Pro-Innovation Proposals in detail and clearly explain their benefits/positive value, and how they may be applied and fulfil the requirements referred to in paragraph (a) for the evaluation by the tender evaluation committee.
- (c) The proposals described under the three Assessment Criteria above will be evaluated according to the five-grade method referred to in Note 8.
- (d) All proposals submitted by the Successful Tenderer and accepted by CAB will form part of the binding proposal and shall be faithfully implemented. Failure to so do will affect the performance assessment result of its single renewal application.



Note 10: Relevant Experience (Experience in Organising Large-Scale Performances - by Number of Events)

- (a) The Tenderer shall provide in Annex XI details of its Relevant Experience in planning, organising and managing Large-Scale Performances within the six (6) years immediately preceding the Tender Closing Date, whether or not the performances were held in Macao SAR. Large-Scale Performances refer to performance events with an average audience size of not less than 10,000 persons per event day, including but not limited to concerts, music festivals, music shows, dance performances and circus performances. Relevant Experience may include the planning, organising, co-organising, managing or coordinating of performance events and ticketing management, but does not include experience in events which were cancelled before their scheduled date. Where an event was terminated during the event period, the Relevant Experience shall be counted as only half (0.5) of an event experience. For this purpose, the Tenderer's Relevant Experience in planning, organising and managing an event is "in the six (6) years immediately preceding the Original Tender Closing Date" to the extent that the Event Period of that event fell within that six (6)-year period;
- (b) The Large-Scale Performances listed in item 1 of Annex XI may be counted regardless whether it was conducted in or outside Macao SAR. However, those do not fall within the definition of "Large-Scale Performances" under paragraph (a) will not be counted under Assessment Criterion E1.
- (c) Where the Tenderer participates in the Tender as a Consortium Tenderer, the Tenderer's Relevant Experience shall be weighted average of each entity member of the Consortium Tenderer based on their respective shareholding percentage in the Consortium Tender and periods of Relevant Experience. If the Consortium Tenderer or an entity member of the Consortium Tenderer gained the Relevant Experience in a past partnership or joint venture, the Relevant Experience so gained will be counted irrespective of the shareholding percentage in the past partnership or joint venture.

For example, if the Consortium Tenderer has Entity Member A and Entity Member B, where entity member A has five (5) counts of Relevant Experience and entity member B has three (3) counts of Relevant Experience, and their shareholding percentages are 60/40, the Consortium Tenderer will be considered as having $(5 \times 60\%) + (3 \times 40\%) = 4.2$ counts of Relevant Experience (round to the nearest 2 decimal places).



- (d) There may be an extension of the Tender Closing Time due to the circumstances as set out in Clause 14 of the Tender Notice. For the avoidance of doubt, the Tender Closing Date shall be taken as the cut-off date for the purpose of calculating the six (6)-year period mentioned in paragraph (a) above.
- (e) The Tenderer shall submit document evidence for the substantiation of the experience claimed. Any experience not supported by documentary evidence will not be counted under the relevant Assessment Criterion.
- (f) In the event of a dispute, CAB reserves the right to determine what constitute Relevant Experience and the method of its calculation.
- (g) The Relevant Experience in planning, organising and managing Large-Scale Performances would be marked as follows: the passing mark for Assessment Criterion E1 is 1 mark, and a Tender with a mark below the passing mark under Assessment Criterion E1 will not be considered further.

Grade	Count of Experience	Mark	Passing Mark
Very Good	15 counts or more	4 marks	1
Good	12 counts or more but less than 15 counts	3 marks	
Satisfactory	9 counts or more but less than 12 counts	2 marks	
Fair	6 counts or more but less than 9 counts	1 mark	
Poor	Less than 6 counts	0 mark	



Note 11: Relevant Experience (Experience in Organising Other Types of Events - by Number of Events)

- (a) The Tenderer shall provide in Annex XI details of its experience in planning, organising and managing Other Types of Events within the six (6) years immediately preceding the Tender Closing Date. Other Types of Events refer to events other than performances (i.e., non-gambling tourism and leisure activities) with a site area of not less than 10,000 square metres, including but not limited to festive events, carnivals, exhibitions, sports events and leisure activities. Relevant Experience may include the planning, organising, co-organising, managing or coordinating of events and ticketing management, but does not include experience in events which were cancelled before the scheduled date. Where an event was terminated during the event period, the relevant experience shall be counted as only half (0.5) of an event experience. For this purpose, the Tenderer's Relevant Experience in planning, organising and managing an event is "in the six (6) years immediately preceding the Original Tender Closing Date" to the extent that the Event Period of that event fell within that six (6)-year period.
- (b) The Other Types of Events listed in item 2 of Annex XI may be counted regardless whether it was conducted in or outside Macao SAR. However, those do not fall within the definition of Other Types of Events under paragraph (a) will not be counted under Assessment Criterion E2.
- (c) Where the Tenderer participates in the Tender as a Consortium Tenderer, the Tenderer's Relevant Experience shall be weighted average of each entity member of the Consortium Tenderer based on their respective shareholding percentage in the Consortium Tender and periods of Relevant Experience. If the Consortium Tenderer or an entity member of the Consortium Tenderer gained the Relevant Experience in a past partnership or joint venture, the Relevant Experience so gained will be counted irrespective of the shareholding percentage in the past partnership or joint venture.

For example, if the Consortium Tenderer has Entity Member A and Entity Member B, where entity member A has five (5) counts of Relevant Experience and entity member B has three (3) counts of Relevant Experience, and their shareholding percentages are 60/40, the Consortium Tenderer will be considered as having $(5 \times 60\%) + (3 \times 40\%) = 4.2$ counts of Relevant Experience (round to the nearest 2 decimal places).



- (d) There may be an extension of the Tender Closing Time due to the circumstances as set out in Clause 14 of the Tender Notice. For the avoidance of doubt, the Tender Closing Date shall be taken as the cut-off date for the purpose of calculating the six (6)-year period mentioned in paragraph (a) above.
- (e) The Tenderer shall submit document evidence for the substantiation of the experience claimed. Any experience not supported by documentary evidence will not be counted under the relevant Assessment Criterion.
- (f) In the event of a dispute, CAB reserves the right to determine what constitute Relevant Experience and the method of its calculation.
- (g) The Relevant Experience in planning, organising and managing Other Types of Events would be marked as follows: the passing mark for Assessment Criterion E2 is 1 mark, and a Tender with a mark below the passing mark under Assessment Criterion E2 will not be considered further.

Grade	Count of Experience	Mark	Passing Mark
Very Good	18 counts or more	4 marks	1
Good	15 counts or more but less than 18 counts	3 marks	
Satisfactory	12 counts or more but less than 15 counts	2 marks	
Fair	9 counts or more but less than 12 counts	1 mark	
Poor	Less than 9 counts	0 mark	



Note 12: Relevant Experience (Experience in Venue Operation and Management – by Number of Operation or Management Days)

- (a) The Tenderer shall provide in Annex XI details of venues (indoor or outdoor) it operated and managed within the six (6) years immediately preceding the Tender Closing Date.
- (b) For the purpose of this Assessment Criterion, a venue refers to an indoor or outdoor venue equipped with fixed or temporary performance facilities and primarily used for concerts, music performances, dance performances, sports events, fairs, festive events, theatre performances, circus performances or other large-scale events, and open for the use by the public or the industry.
- (c) For the purpose of this Assessment Criterion, “operation and management” means that the Tenderer, as the operator of the venue, is responsible for the daily operation, equipment maintenance, security, cleaning and overall management of the venue which is open for the use by the public or the industry.
- (d) Any venue listed in item 3 of Annex XI may be counted regardless where it is located in or outside Macao SAR. However, those do not fall within the definition of “venue” and “operation and management” under paragraphs (b) and (c) above will not be counted under Assessment Criterion E3.
- (e) Where the Tenderer participates in the Tender as a Consortium Tenderer, the Tenderer’s Relevant Experience shall be weighted average of each entity member of the Consortium Tenderer based on their respective shareholding percentage in the Consortium Tender and periods of Relevant Experience. If the Consortium Tenderer or an entity member of the Consortium Tenderer gained the Relevant Experience in a past partnership or joint venture, the Relevant Experience so gained will be counted irrespective of the shareholding percentage in the past partnership or joint venture.

For example, if the Consortium Tenderer has Entity Member A and Entity Member B, where entity member A has seventy two (72) days of Relevant Experience and entity member B has forty eight (48) days of Relevant Experience, and their shareholding percentages are 60/40, the Consortium Tenderer will be considered as having $(72 \times 60\%) + (48 \times 40\%) = 62.4$ days of Relevant Experience (round to the nearest 2 decimal places).

- (f) Where a Tenderer, or an entity member, has managed or operated different venues, and the operating periods of such venues overlapped, the overlapping period (i.e., from the first to the last day of the overlapping period, both dates inclusive) may be counted cumulatively.



- (g) There may be an extension of the Tender Closing Time due to the circumstances as set out in Clause 14 of the Tender Notice. For the avoidance of doubt, the Tender Closing Date shall be taken as the cut-off date for the purpose of calculating the six (6)-year period mentioned in paragraph (a) above.
- (h) The Tenderer shall submit document evidence for the substantiation of the experience claimed. Any experience not supported by documentary evidence will not be counted under the relevant Assessment Criterion.
- (i) In the event of a dispute, CAB reserves the right to determine what constitute Relevant Experience and the method of its calculation.
- (j) The Relevant Experience in venue operation and management with an audience size of 10,000 persons or more would be marked as follows: the passing mark for Assessment Criterion E3 is 1 mark, and a Tender with a mark below the passing mark under Assessment Criterion E3 will not be considered further.

Grade	Number of Days with Relevant Experience	Mark	Passing Mark
Very Good	1,000 days or more	7 marks	1
Good	800 days or more but less than 1,000 days	5 marks	
Satisfactory	500 days or more but less than 800 days	3 marks	
Fair	200 days or more but less than 500 days	1 mark	
Poor	Less than 200 days	0 mark	



Note 13: Proposed Team Structure

The Tenderer shall include a proposal for the team structure in Annex XII, which shall comprise the two parts below:

(I) Qualifications and Experience of Key Personnel of the Management Team

(a) General requirements:

- At least half of the key personnel of the management team must be fluent in two written languages (Chinese and English) and three spoken languages (Cantonese, Mandarin and English); proficiency in Portuguese will be an advantage.
- All team members must be full-time and must not hold any other conflicting positions.
- All team members must be reachable at all times by CAB and other Public Authority.

(b) Specific requirements: the experience and other requirements for the Tenderer's key personnel in the operation and management of the Venue are as follows:

(i) Project Director

- Main duties: To lead and supervise the operation, management and maintenance of the Venue, including but not limited to: formulating operating policies and procedures; managing departmental coordination to support the operation of the Venue and organisation of events; ensuring that all personnel deliver the operation and management services properly; and liaising regularly with the Government to monitor the implementation of the project.
- Minimum work experience: Within the ten (10) years before the Tender Closing Date, at least eight (8) years' full-time experience in the recreation, culture, sports, tourism or similar industries, including at least five (5) years' full-time experience at management or supervisory level; relevant experience may include, but not limited to, venue management and commercial management.
- Other requirements: Fluency in two written languages (Chinese and English) and three spoken languages (Cantonese, Mandarin and English).
- The mark will be determined as follows: The passing mark for Assessment Criterion F1-1 is 2 marks. A Tender with a mark below the passing mark under Assessment Criterion F1-1 will not be considered further.

Grade	Qualifications and Experience of Key Personnel	Mark	Passing Mark
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Very Good	Exceeds the minimum work experience requirement and fulfilling all other requirements	4 marks	2 marks
Good	Exceeds the minimum work experience requirement	3 marks	
Fair	Meets the minimum work experience requirement	2 marks	
Poor	Fails to meet the minimum work experience requirement	0 mark	

(ii) Head of Venue Operation

- Main duties: To take full responsibility for the daily operation and management of the Venue; to lead the daily operation of internal departments such as event coordination, marketing, finance, facilities and security; to coordinate the orderly opening, commercial operation, event hosting, facilities support and safety control of the Venue; and to report all operation matters to the Project Director.
- Minimum work experience: Within the ten (10) years before the Tender Closing Date, at least eight (8) years' full-time experience in the recreation, culture, sports, tourism or similar industries, including at least five (5) years' full-time experience at management or supervisory level; relevant experience may include, but not limited to, venue management and commercial management.
- Other requirements: Fluency in two written languages (Chinese and English) and three spoken languages (Cantonese, Mandarin and English).
- The mark will be determined as follows: The passing mark for Assessment Criterion F1-2 is 1 mark. A Tender with a mark below the passing mark under Assessment Criterion F1-2 will not be considered further.

Grade	Qualifications and Experience of Key Personnel	Mark	Passing Mark
Very Good	Exceeds the minimum work experience requirement and fulfilling all other requirements	3 marks	1 mark
Good	Exceeds the minimum work experience requirement	2 marks	



Fair	Meets the minimum work experience requirement	1 mark	
Poor	Fails to meet the minimum work experience requirement	0 mark	

(iii) Head of Event Coordination

- Main duties: To facilitate the coordination of all performing arts events at the Venue; to act as the communication bridge between the Successful Tenderer, the Event Organisers and the Coordination Group for Large-Scale Performances; to supervise the Event Organiser on site; to ensure that events are implemented as planned; and to report all event-coordination matters to the Project Director.
- Minimum work experience: Within the ten (10) years before the Tender Closing Date, at least eight (8) years' full-time experience in the recreation, culture, sports, tourism or similar industries, including at least five (5) years' full-time experience at management or supervisory level; relevant experience may include, but not limited to, coordination of large-scale events, operation of performance venues, or on-site event management.
- Other requirements: Fluency in two written languages (Chinese and English) and three spoken languages (Cantonese, Mandarin and English).
- The mark will be determined as follows: The passing mark for Assessment Criterion F1-3 is 1 mark. A Tender with a mark below the passing mark under Assessment Criterion F1-3 will not be considered further.

Grade	Qualifications and Experience of Key Personnel	Mark	Passing Mark
Very Good	Exceeds the minimum work experience requirement and fulfilling all other requirements	3 marks	1 mark
Good	Exceeds the minimum work experience requirement	2 marks	
Fair	Meets the minimum work experience requirement	1 mark	
Poor	Fails to meet the minimum work experience requirement	0 mark	

(iv) Marketing Manager



- Main duties: To be responsible for the marketing strategy and promotion of the Venue and events; and to report all matters relating to marketing to the Head of Venue Operation.
- Minimum work experience: within the ten (10) years before the Tender Closing Date, at least five (5) years' full-time experience at management or supervisory level; relevant experience may include, but not limited to, formulation and negotiation of marketing strategies, and marketing and promotion of venues and events.
- The mark will be determined as follows:

Qualifications and Experience of Key Personnel	Mark
Meets the above work experience and qualification requirements	1 mark
Fails to meet the above work experience or qualification requirements	0 mark

(v) Finance Manager

- Main duties: To be responsible for budget planning and financial management for the operation, management and maintenance of the Venue, including but not limited to: preparation, arrangement and management of financial and leasing records related to CAB and Event Organisers; and to report all financial matters to the Head of Venue Operation.
- Minimum work experience: At least five (5) years' full-time experience in financial management at management or supervisory level within the ten (10) years prior to the Tender Closing Date.
- Qualifications: Holder of a professional qualification, such as CPA, CFA or any related professional qualification.
- The mark will be determined as follows:

Qualifications and Experience of Key Personnel	Mark
Meets the above work experience and qualification requirements	1 mark
Fails to meet the above work experience or qualification requirements	0 mark

(vi) Facilities and Security Manager



- Main duties: To manage and maintain the Venue and all facilities, and work with the technical team on facilities upgrade and repair plans; to plan and supervise overall cleaning services and security strategy for the Venue, as well as crowd-control and emergency contingency plans for events; to exercise unified command and supervision over on-site security personnel to ensure daily safety and order and that during events; to report all matters relating to facilities management and security to the Head of Venue Operation; and to report facilities management and security arrangements during the event period to the Head of Event Coordination.
- Minimum work experience: within the ten (10) years before the Tender Closing Date, at least five (5) years' full-time experience at management or supervisory level; relevant experience may include, but not limited to, property management, facilities management, project management or construction supervision, security coordination for large outdoor events, public order management, or security management of performance venues.
- Qualifications: Tertiary education certificate, diploma or certificate in facilities management, civil engineering, electrical and mechanical engineering or any related field issued by a registered tertiary institution.
- The mark will be determined as follows:

Qualifications and Experience of Key Personnel	Mark
Meets the above work experience and qualification requirements	1 mark
Fails to meet the above work experience or qualification requirements	0 mark

(II) Ratio of local employee from Macao

The ratio of local employees from Macao to all employees will be marked according to the following weighting:

- Where local employees account for 67% to 100%: 3 marks;
- Where local employees account for 34% to 66%: 2 marks;
- Where local employees account for 1% to 33%: 1 mark;
- Where local employees account for less than 1%: 0 mark;
- The Tender will be rejected if the local employee ratio is not stated.



Annex II-1 Declaration and Consent of the Tenderer (Applicable to Individual Tenderer)

The Tenderer is _____ (name of entity), with its registered business address at _____, and its incorporation and amendments to its memorandum and articles of association are registered with the Commerce and Movable Property Registry under registration no. _____, recorded in book no. _____ at page _____.

I, _____ (name), holder of identification document no. _____ (ID no.), am the (member of the management body / authorised representative) and legal representative of the Tenderer, _____ (name of entity). Having read the Tender Documents for the “Operation and Management of the Macao Outdoor Performance Venue”, including the Tender Notice, the Terms of Tender and the Tender Requirements, published in the Official Gazette of the Macao SAR, Series II, No. 28, dated 15 July 2026, I hereby declare in the name of the Tenderer as follows:

1. The Tenderer accepts full responsibility for the content of the Tender and its annexes, and declares that all documents submitted are true and accurate; otherwise, the Tender will be rejected, or, if the Contract for “Operation and Management of the Macao Outdoor Performance Venue” has been awarded, the Award will cease to have effect;
2. The Tenderer has not defaulted on any payments owed to the Government in respect of taxes and levies settled in the past three (3) years;
3. The Tenderer undertakes to accept and comply with the Anti-Bribery and Corruption Regulations under Clause 25 of this Terms of Tender;
4. The Tenderer undertake that, whether in the tender process or upon Award of the Contract, the Tenderer will ensure that the shareholders, members of the management body, employees and relevant business partners of the Tenderer who have access to or obtain any information relating to the public authorities accept and observe their duties of confidentiality, and continue to observe such duty after the completion of the Contract. The Tenderer also acknowledges that in the event of any breach of confidentiality by the above parties, CAB has the right to terminate the Award or rescind the Contract, and the Tenderer shall be liable for all liabilities and indemnities arising therefrom;



Upon Award of the Contract, the Tenderer hereby undertakes as follows:

1. The Tenderer undertakes to provide the Contract Deposit if awarded;
2. The Tenderer undertakes to establish a wholly owned Operating Entity in Macao with a registered capital of not less than MOP10,000,000.00 and sufficient fund for its operation;
3. The Tenderer undertakes that, if awarded, the key personnel stated in the Tender will be officially employed by the aforementioned Operating Entity;
4. The Tenderer ensures that the aforementioned Operating Entity will perform the internal and external duties for the operation and management of the Venue under the Contract, as well as its responsibilities and obligations under the Tender Requirements;
5. The Tenderer undertakes that, if awarded, a prior written approval will be sought from CAB before any change to the shareholding structure in the Operating Entity during the Tenancy Period.
6. The Tenderer undertakes that, if awarded, the ratio of local employees during the Tenancy Period will not be lower than that stated in the Tender, and that local employees of Macao SAR will be given priority during recruitment;

Signature of legal representative (2):

Date: _____(year)/_____(month)/_____(day)

Remarks:

- (1) A copy of the legal representative's identification document must be provided.
- (2) The signature must match the one on identification documents.



Annex II-2 Authorisation Letter (Applicable to Individual Tenderer)

The Tenderer, _____ (name of entity), with its registered business address at _____, and with _____ (name), holder of identification document _____ (ID no.), as the legal representative, hereby authorises _____ (name), holder of identification document _____ (ID no.), as our authorised representative to attend the Tender Opening Meeting hosted by CAB for Open Tender No. 0001/IC-DOGAF/CP/2026 “Operation and Management of the Macao Outdoor Performance Venue” and act on our behalf.

Signature of legal representative (2): _____

Date: _____ (year)/_____(month)/_____(day)

Remarks:

- (1) Copies of the identification documents of the authorising person and the authorised representative must be provided.
- (2) The signature must match the one on identification documents.



Annex III-1 Consortium Tenderer Agreement (Applicable to Consortium Tenderer)

We operate jointly as the Consortium Tenderer to participate in this Tender, and undertake to establish the Operating Entity pursuant to the following shareholding percentage upon Award of the Contract:

(1) _____ (name of entity), which is engaged in _____ (business activity) at _____ (registered business address) with a committed shareholding of _____ % in the Operating Entity, and with _____ (name), holder of identification document _____ (ID no), as its legal representative in the Operating Entity.

(2) _____ (name of entity), which is engaged in _____ (business activity) at _____ (registered business address) with a committed shareholding of _____ % in the Operating Entity, and with _____ (name), holder of identification document _____ (ID no), as its legal representative in the Operating Entity.

(3) _____ (name of entity), which is engaged in _____ (business activity) at _____ (registered business address) with a committed shareholding of _____ % in the Operating Entity, and with _____ (name), holder of identification document _____ (ID no), as its legal representative in the Operating Entity.

(Additional entity members may be added in the same format if necessary.)



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I. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (3):	Signature of legal representative (4):
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II. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (3):	Signature of legal representative (4):
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III. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (3):	Signature of legal representative (4):
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Date: _____ (year)/ _____ (month)/ _____ (day)

(Additional entity members and signatures may be added in the same format where necessary)

Remarks:

- (1) Pursuant to Clause 3.3.3 of this Terms of Tender, at least one (1) member of the Consortium Tenderer must satisfy the eligibility requirements applicable to an Individual Tenderer.
- (2) At least one (1) entity member of the Consortium Tenderer must possess relevant experience in performance venue operation and management or in organising and hosting large-scale events, and hold a shareholding percentage of no less than thirty percent (30%) in the Consortium Tenderer.
- (3) Copies of the identification documents of the legal representatives must be provided.
- (4) The signatures must match those on identification documents.



Annex III-2 Authorisation Letter (Applicable to Consortium Tenderer)

The Consortium Tenderer hereby authorises _____
(name), holder of identification document _____ (ID
no.), to act as the common representative of the Consortium Tenderer (that is, the legal
representative of the Consortium Tenderer), and to act on behalf of the Consortium Tenderer
within the scope of the tender procedure for Open Tender No. 0001/IC-DOGAF/CP/2026
“Operation and Management of the Macao Outdoor Performance Venue:

I. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (2):	Signature of legal representative (3):
---	--	---

_____	_____	_____
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_____	_____	_____
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Date: _____(year)/_____(month)/_____(day)

(Additional entity members and signatures may be added in the same format where necessary)

Remarks:

- (1) A copy of the common representative's identification document must be provided.
- (2) A copy of the identification document of the legal representative of each entity member of the Consortium Tenderer shall be provided. The legal representative of each entity member of the Consortium Tenderer must sign this Authorisation Letter.
- (3) The signatures must match those on identification documents.



Annex III-3 Declaration and Consent of the Tenderer (Applicable to Consortium Tenderer)

The Consortium Tenderer, having read the Tender Documents for the “Operation and Management of the Macao Outdoor Performance Venue”, including the Tender Notice, the Terms of Tender and the Tender Requirements, published in the Official Gazette of the Macao SAR, Series II, No. 28, dated 15 July 2026, hereby declares as follows:

1. The Tenderer accepts full responsibility for the content of the Tender and its annexes, and declares that all documents submitted are true and accurate; otherwise, the Tender will be rejected, or, if the Contract for “Operation and Management of the Macao Outdoor Performance Venue” has been awarded, the Award will cease to have effect;
2. The Tenderer has not defaulted on any payments owed to the Government in respect of taxes and levies settled in the past three (3) years;
3. The Tenderer undertakes to accept and comply with the Anti-Bribery and Corruption Regulations under Clause 25 of this Terms of Tender;
4. The Tenderer undertake that, whether in the tender process or upon Award of the Contract, the Tenderer will ensure that the shareholders, members of the management body, employees and relevant business partners of the Tenderer who have access to or obtain any information relating to the public authorities accept and observe their duties of confidentiality, and continue to observe such duty after the completion of the Contract. The Tenderer also acknowledges that in the event of any breach of confidentiality by the above parties, CAB has the right to terminate the Award or rescind the Contract, and the Tenderer shall be liable for all liabilities and indemnities arising therefrom;

Upon Award of the Contract, the Consortium Tenderer hereby undertakes as follows:

1. The Tenderer undertakes to provide the Contract Deposit if awarded;
2. The Tenderer undertakes to establish an Operating Entity in Macao SAR for the operation and management of the Venue. The Tenderer also undertakes that the shareholders of the Operating Entity shall be the same as the entity members of the Consortium Tenderer, and the shareholding percentage of each entity member will be identical to its shareholding percentage in the Consortium Tenderer.



3. The Tenderer undertakes that all shareholders of the aforementioned Operating Entity bear joint and several liability for any debts or default of the Operating Entity in proportion to their shareholdings;
4. The Tenderer undertakes that, if awarded, the key personnel stated in the Tender will be officially employed by the aforementioned Operating Entity;
5. The Tenderer undertakes that the registered capital of the Operating Entity shall be not less than MOP10,000,000.00 and have sufficient fund for its operation.
6. The Tenderer ensures that the aforementioned Operating Entity will perform the internal and external duties for the operation and management of the Venue under the Contract, as well as its responsibilities and obligations under the Tender Requirements;
7. The Tenderer undertakes that, if awarded, a prior written approval will be sought from CAB before any change to the shareholding structure in the Operating Entity during the Tenancy Period.
8. The Tenderer undertakes that, if awarded, the ratio of local employees during the Tenancy Period will not be lower than that stated in the Tender, and that local employees of Macao SAR will be given priority during recruitment;



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I. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (1):	Signature of legal representative (2):
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II. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (1):	Signature of legal representative (2):
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III. Name of entity member of the Consortium Tenderer:	Full name and position of legal representative (1):	Signature of legal representative (2):
--	---	--

Date: _____ (year)/ _____ (month)/ _____ (day)

(Additional entity members and signatures may be added in the same format where necessary)

Remarks:

- (1) Copies of the identification documents of the legal representatives must be provided.
- (2) The signatures must match those on identification documents.

The Consortium Tenderer must also submit the following documents:

- (1) The Consortium Tenderer Agreement stating the shareholding percentage of each entity member in the Operating Entity to be established upon Award of the Contract as the basis of capital contribution;
- (2) Proofs of eligibility and statutory documents of each entity member (e.g., Certificate of Business Registration and Certificate of No Tax Violations and Tax Arrears). Where such documents are not issued in Macao SAR, they must be issued by the public authorities of the relevant place. Where such documents are not in Chinese or Portuguese, a Chinese or Portuguese translation must be attached, and in the event of any discrepancy between the original and the translation, the Chinese or Portuguese translation shall prevail.



Annex IV Declaration

The Tenderer, (1) _____, with (2) _____ (name) being the legal representative, holder of identification document _____ (ID no.), hereby declares that the Tenderer waives the rights to courts outside Macao SAR for all matters relating to the Open Tender No. 0001/IC-DOGAF/CP/2026 “Operation and Management of the Macao Outdoor Performance Venue”, and accepts only the jurisdiction of the courts of the Macao SAR, with disputes to be resolved pursuant to the laws of the Macao SAR. In particular, the matters include but not limited to the tender procedure, acquisition of services, and the award and performance of the Contract.

Signature of legal representative (3): _____

Date: _____(year)/_____(month)/_____(day)

Remarks:

- (1) Please state the name and address of the Tenderer/Consortium Tenderer. If the Consortium Tenderer has multiple entity members with head offices outside Macao, each of them shall sign this declaration individually.
- (2) Personal details of the legal representative, together with supporting documents, must be provided.
- (3) This Declaration must, in accordance with Clause 9.1.4 of the Terms of Tender, be made by way of an authenticated instrument, that is, the Tenderer must, before a notary public, confirm that it understands the contents of this Declaration and that this Declaration expresses its intention, following which the notary public shall draw up an authentication clause on this Declaration.



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Annex V-1 Bank Guarantee (Applicable to Provision of the Tender Deposit)

At the request of the Tenderer/entity member of the Consortium Tenderer (1)
_____ (name), we, (2)
_____ (bank name) hereby provide a bank
guarantee in the sum of (3) MOP _____ to the
Cultural Affairs Bureau of the Macao Special Administrative Region Government as the Tender
Deposit.

We hereby undertake that, upon request of the Cultural Affairs Bureau pursuant to the law, we
shall pay forthwith such sum or sums as may be required, up to the above amount in full, as the
guarantee for the due and punctual performance by the above Tenderer of the obligations arising
— from **submission of the Tender** for Open Tender No. 0001/IC-DOGAF/CP/2026 “Operation
and Management of the Macao Outdoor Performance Venue”.

This guarantee shall remain valid until the time prescribed in Article 19 of Decree-Law No.
63/85/M of 6 July, or until the Contract Deposit is made.

Signature of bank representative: _____

Date: _____ (year)/ _____ (month)/ _____ (day)

Remarks:

- (1) Name of the Individual Tenderer or entity member of the Consortium Tenderer.
- (2) Name of the bank.
- (3) Amount (to be filled in Arabic numerals and Chinese capital numerals).



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Annex V-2 Bank Guarantee (Applicable to Provision of the Contract Deposit)

At the request of the Operating Entity (1) _____
(name), we, (2) _____ (bank name) hereby
provide a bank guarantee in the sum of (3) MOP _____
to the Cultural Affairs Bureau of the Macao Special Administrative Region Government as the
Contract Deposit.

We hereby undertake that, upon request of the Cultural Affairs Bureau pursuant to the law, we
shall pay forthwith such sum or sums as may be required, up to the above amount in full, as the
guarantee for the due and punctual performance by the above Operating Entity of the
obligations arising from **singing of the Contract** for Open Tender No. 0001/IC-
DOGAF/CP/2026 “Operation and Management of the Macao Outdoor Performance Venue”.

This guarantee shall remain valid **until the Cultural Affairs Bureau expressly approves the
discharge of the guarantee by issuing a release notice, otherwise it shall not be revoked or
amended without the prior consent of the Cultural Affairs Bureau.**

Signature of bank representative: _____

Date: _____(year)/_____(month)/_____(day)

Remarks:

(1) Name of the Operating Entity.

(2) Name of the bank.

(3) Amount (to be filled in Arabic numerals and Chinese capital numerals).



Annex VI Price Proposal

The Tenderer, (1) _____ (name), with (2) _____ (name) being its legal representative, holder of identification document _____ (ID no.), hereby declares that, having read the Tender Notice for the “Operation and Management of the Macao Outdoor Performance Venue” published in the Official Gazette of the Macao SAR, Series II, No. 28, dated 15 July 2026, it will comply with the Terms of Tender and the Tender Requirements, and will, in accordance with the price parameters set out in the tables below – pay the Annual Rent and the Rent Sharing for Additional Event Days to the Cultural Affairs Bureau, and assume all responsibility for the Tender submitted and its contents.

Part 1: Rent Payable to the Cultural Affairs Bureau

		Amount in Chinese capital numerals (MOP)	Amount in Arabic numerals (MOP)
Fixed Tenancy Period	Year 1		
	Year 2		
	Year 3		
	Year 4		
	Year 5		
Renewal Tenancy Period	Year 6		
	Year 7		
	Year 8		

Remarks: Where there is any discrepancy between the Arabic numerals and the Chinese capital numerals, the Chinese capital numerals shall prevail.

Important Note:



The Tenderer shall state the proposed annual rent payable to CAB, provided that the minimum annual rent for the Fixed Tenancy Period must not be less than MOP2,100,000.00.

The Tenderer shall state the proposed rent payable to CAB for the Renewal Tenancy Period. If the Tenderer enters MOP0.00, leaves the relevant field blank, or states “Not Applicable”, no price marks will be awarded for the Renewal Period portion.

Part 2: Additional Event Day Rental Sharing Rate

Rental Sharing Rate – Percentage (%) (must be not less than 3%)

Signature of legal representative: (3) _____

Date: _____ (year)/ _____ (month)/ _____ (day)

Remarks:

- (1) Name of the Individual Tenderer/Consortium Tenderer.
- (2) Personal details of the legal representative, together with supporting documents, must be provided.
- (3) The signature must match the one on identification documents.



Annex VII Binding Event Proposal

Important note:

When completing this annex, please refer to Assessment Criterion A and the Marking Scheme (Annex I — Notes 1 to 5).

Part 1: Annual Event Proposal

The Annual Event Proposal, including the number of large-scale event, mega event, free public event days, total commercial event days, and event types committed by the Tenderer in each year of the Tenancy Period, is provided below.

The proposal is binding and will form the minimum number of events/event days committed by the Tenderer. Upon Award of the Contract, the actual number of events/event days may exceed the committed amount depending on the actual circumstances.

Tenancy Period	Year 1	Year 2	Year 3	Year 4	Year 5
Event Proposal Summary					
(1) Number of large-scale event ⁽¹⁾					

Tenancy Period	Year 1	Year 2	Year 3	Year 4	Year 5
(2) Number of mega event ⁽²⁾					
(3) Number of free public event days					
(4) Number of commercial event days ⁽³⁾					
(5) Number of event types ⁽⁴⁾					

Notes:

- (1) “Large-scale event” refer to event with an audience size not less than 10,000 but less than 20,000 persons per session.
- (2) “Mega event” refer to event with an audience size of not less than 20,000 persons per session.
- (3) “Commercial event days” refer to the total number of days on which large-scale and mega event are held, excluding the days on which events are open to the public free of charge.
- (4) “Event types” refer to the types of event proposed to be held at the Venue by the Tenderer each year, including but not limited to concerts, music festivals, carnivals, cultural and leisure markets and outdoor exhibitions. Regardless of the number of event types committed each year, event of the same type held each year shall be elaborated as one type in Part 2 of this Annex VII, and those of different types shall be elaborated separately in Part 2 of this Annex VII.



Part 2: Description of Event Types

The event types referred to in item (5) of Part 1 of this annex during the Tenancy Period are as follows.

Event Type 1	
Year(s) of event holding (e.g. Year 1, Year 2 etc.)	
Type of Event	
Positioning of Event	
Venue planning	
Organising capability and business network	
Promotion and marketing strategy	
Event Type 2	
Year of event holding (e.g. Year 1, Year 2 etc.)	
Type of Event	
Positioning of Event	
Venue planning	

Organising capability and business network	
Promotion and marketing strategy	
<i>Additional event types may be added in the same format if necessary</i>	

I/We acknowledge that the proposal illustrated in this annex is binding.

Signature of legal representative: (1) _____

Date: _____ (year)/ _____ (month)/ _____ (day)

(1) The signature must match the one on identification documents.



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Annex VIII Binding Free Public Event Proposal

Important note:

- When completing this annex, please refer to Assessment Criterion B and the Marking Scheme (Annex I — Notes 6 and 8).
- Additional marks may be earned by pro-innovation proposals under Assessment Criterion D for the proposal submitted this annex if they are highlighted in Annex X of this Tender Application Form. The Tenderer shall refer to Assessment Criterion D of the Marking Scheme.

Part 1: Free Public Facilities

Note: The Tenderer may use separate sheets if necessary.



Part 2: Free Public Event Proposal

Note: The Tenderer may use separate sheets if necessary.

____ I/We confirm that the proposals illustrated in this annex are binding.

Signature of legal representative: (1) _____

Date: _____ (year)/ _____ (month)/ _____ (day)

Remarks:

- (1) The signature must match the one on identification documents.



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Annex IX Binding Venue Operation Proposal

Important note:

- When completing this annex, please refer to Assessment Criterion C and the Marking Scheme (Notes 7 and 8).
- Additional marks may be earned by pro-innovation proposals under Assessment Criterion D for the proposal submitted this annex if they are highlighted in Annex X of this Tender Application Form. The Tenderer shall refer to Assessment Criterion D of the Marking Scheme.

Part 1: Market Positioning, Development Strategy and Execution Roadmap of the Venue

Note: The Tenderer may use separate sheets if necessary.



Part 2: Venue Management and Operation Proposal

Note: The Tenderer may use separate sheets if necessary.

Part 3: Management Structure and Manpower Allocation Plan

1. Brief introduction of the Tenderer or each entity member of the Consortium

Tenderer

Note: The Tenderer may use separate sheets if necessary.



2. Management structure to be established by the Tenderer or Consortium Tenderer for the operation and management of the Venue, and the division of duties among the entity members of the Consortium Tenderer

Note: The Tenderer may use separate sheets if necessary.

3. Manpower Allocation Plan

Team	Key personnel/person-in-charge	Position/ Job Level	Number of staff	Scope of Work
<i>Please state the name of each team, e.g., venue management team, marketing team, finance and ticketing team</i>	<i>Please state the name(s) of the key personnel/ person-in-charge for each team</i>	<i>Please state the positions/job levels under each team, e.g., supervisor, manager, senior officer, junior officer</i>	<i>Please state the number of staff under each position/ job level of each team (persons)</i>	<i>Please state the main scope of work and responsibilities of the staff under each position/job level of each team</i>
<i>Please continue in the same table format if necessary.</i>				

Note: The Tenderer may use separate sheets if necessary



Part 4: Financial Proposal

The Tenderer shall, on the basis of the operation and management proposals and submissions proposed in each annex, prepare a comprehensive financial forecast for the operation period, covering the operating revenue, operating cost and operating profit for the assessment of the financial viability and reasonableness.

Tenancy Period	Year 1	Year 2	Year 3	Year 4	Year 5
Operating revenue forecast (MOP)					
(1) Venue rental and/or ticket revenue sharing income <i>Estimated based on the event proposals in Annex VII.</i>					
(2) Rental and/or profit sharing income from catering and retail tenants					
(3) Income from advertising space leasing and commercial sponsorship					
(4) Income from souvenir and other merchandise sales					
(5) Other income					
Operating cost forecast (MOP)					
(1) Staff salary cost <i>Estimated based on the manpower allocation plan proposed in Annex IX.</i>					



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Tenancy Period	Year 1	Year 2	Year 3	Year 4	Year 5
(2) Facility or equipment repair cost					
(3) Venue cleaning cost					
(4) Security cost					
(5) Water and electricity expenses					
(6) Bonus shift remuneration for police/fire services officers					
(7) Other costs					
Operating profit forecast					
Annual operating profit (MOP) <i>Annual operating profit (MOP) = operating revenue – operating cost</i>					
Annual profit growth rate (%) <i>Annual profit growth rate = (operating profit for that year - operating profit for the previous year)/operating profit for the previous year</i>					

Note: The income and cost breakdowns may be included on a separate sheet, or may be added to the existing table where necessary. To further prove the reasonableness and feasibility of



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the above financial forecast, the Tenderer may provide the calculation basis for each item of income and cost, the underlying assumptions of the forecast and their sources as an important reference for Tender Assessment.

I/We confirm that the proposal referred to in this annex is binding.

Signature of legal representative: (1) _____

Date: _____(year)/_____(month)/_____(day)

Remarks:

- (1) The signature must match the one on identification documents.



Annex X Pro-Innovation Proposal

Important note:

- When completing this annex, please refer to Assessment Criterion D and the Marking Scheme (Annex I — Notes 8 and 9).
- If the proposed pro-innovation proposals have already been set out in any other part(s) of the Tender, the Tenderer should still complete Annex X accordingly. The Tenderer will NOT earn any marks for Assessment Criterion D if pro-innovation proposals are not highlighted by setting them out in this annex respectively.

Part 1: Facility Upgrades

The Tenderer's proposed facility upgrades are as follows (please provide the details of each item in the table below).

Facility upgrade proposal 1	
Planned facility upgrade/addition	Including but not limited to optimisation of seating, stage base, entrances and exits and ticket validation systems.
Detailed upgrade proposal	
Necessity of the facility upgrade/addition	
Benefits of the upgrade	
Estimated cost and required time	
<i>If more than one facility upgrade/addition is proposed, please continue in the same table format.</i>	



Part 2: Standardised Layout Plan for Stage and Seating

This includes, but is not limited to, formulating standardised plans for stage set-up, audience seating layout and zoning, and safety spacing for different audience sizes and types of events. In planning the stage and audience seating, a three-dimensional sightline analysis (including plan and side views) shall be conducted for the seating in different zones to ensure that audience members in every zone are able to view the stage and the main screen.

Note: The Tenderer may use separate sheets if necessary.



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Part 3: Other Pro-Innovation Proposals

Note: The Tenderer may use separate sheets if necessary.

I/We confirm that the proposals set out in this annex are binding.

Signature of legal representative: (1) _____

Date: _____ (year)/ _____ (month)/ _____ (day)

Remarks:

- (1) The signature must match the one on identification documents.



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Annex XI Relevant Experience

Important note:

- When completing this annex, please refer to Assessment Criterion E and the Marking Scheme (Annex I — Notes 10, 11 and 12).
- The Tenderer shall submit relevant documentary evidence, e.g., event poster, venue tenancy agreement, cooperation agreements with performers, intellectual property licensing authorisation letters related to characters, musical works or other event content, and cooperation agreements with other Event Organisers, to prove the truthfulness and accuracy of the information provided.

Part 1: Experience in Organising Large-Scale Performances - by Number of Events

Our experience in planning, organising, and managing large-scale performances within the six (6) years immediately preceding the Tender Closing Date is listed below.

Item no.	Name of the company or individual that planned, organised and managed the relevant event	Nature of the Tenderer: Individual Tenderer/ entity member of the Consortium Tenderer (*please select one)	Details of event planned, organised and managed (Name and date of event, country and city where the event was held, name of the venue, scope of business, and business/even t content)	Average daily attendance during the event period	Successfully held/cancelled/suspended (*please select one)	Held indoor/ Held outdoor r (*please select one)



If there is more than one item, please continue in the same table format.

Part 2: Experience in Organising Other Types of Events - by the Number of Events

Our experience in planning, organising, and managing other types of events within the six (6) years immediately preceding the Tender Closing Date is listed below.

Item no.	Name of the company or individual that planned, organised and managed the relevant event	Nature of the Tenderer: Individual Tenderer/entity member of the Consortium Tenderer (*please select one)	Details of event planned, organised and managed (Name and date of event, country and city where the event was held, scope of business, and business/event content)	Name and area of the venue (sqm)	Successfully held/cancelled/suspended (*please select one)	Held indoor/ Held outdoor (*please select one)
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	[Note: If the Tenderer is a Consortium Tenderer, and one of the members has relevant experience, please provide the name of that member.]	[Note: If the Tenderer is an Individual Tenderer, please input “Individual Tenderer”; if the Tenderer is a Consortium Tenderer, please input “entity member of the Consortium Tenderer” (as the case may be), and specify the shareholding percentage.]		
1				1



If there is more than one item, please continue in the same table format.

Part 3: Experience in Venue Operation and Management

Our experience in venue operation and management within the six (6) years prior to the Tender Dlosing Date is listed below.

Item no.	Name of the company or individual that operated the venue	Nature of the Tenderer: Individual Tenderer/ entity member of the Consortium Tenderer (*please select one)	Details of the venue operated and managed (the venue's name, country and city located, area (sqm), audience capacity, business scope, operation details, and a list of events held during the operation period)	Operation period of the venue X days (from [dd/mm/yy] to [dd/mm/yy])	Indoor/ Outdoor Venue (*please select one)
----------	---	--	--	---	--

	<i>[Note: If the Tenderer is a Consortium Tenderer, and one of the members has relevant experience, please provide the name of that member.]</i>	<i>[Note: If the Tenderer is an Individual Tenderer, please input “Individual Tenderer”; if the Tenderer is a Consortium Tenderer, please input “entity member of the Consortium Tenderer” (as the case may be), and specify the shareholding percentage.]</i>		
1				
<i>If there is more than one item, please continue in the same table format.</i>				

The Tenderer must provide documentary evidence for the listed experience items:



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- Copies of relevant documentary evidence must be submitted, including but not event poster, venue tenancy agreement, cooperation agreements with performers, intellectual property licensing authorisation letters related to characters, musical works or other event content, and cooperation agreements with other Event Organisers.
- Documentary evidence proving the commencement and closing dates of each experience item must be submitted.
- Reference number shall be marked on each documentary evidence to facilitate identification of the relevant experience item.
- If the reference number cannot be matched, or if the information provided is incomplete, the documentary evidence shall be deemed not to have been provided.

Signature of legal representative: (1) _____

Date: _____ (year)/ _____ (month)/ _____ (day)

Remarks:

- (1) The signature must match the one on identification documents.

Annex XII Proposed Team Structure

Important note:

When completing this annex, please refer to Assessment Criterion F and the Marking Scheme (Annex I — Note 13).

Part 1: Qualifications and Experience of Key Personnel of the Management Team

The experience and qualifications of the key personnel responsible for management and operation of the Venue are listed below:

Note: The Tenderer may use separate sheets if necessary.

Item no. and key personnel	Name (Full name)	Name of employer/company	Relevant years of experience and dates [mm/yyyy] to [mm/yyyy]	Management or supervisory level (Yes/No)	Detailed qualifications and experience (qualifications, event name, working country and city, detailed description of experience)
1. Project Director					
2. Head of Venue Operation					
3. Head of Event Coordination					

4. Marketing Manager					
5. Finance Manager					
6. Facilities and Security Manager					
If there are more than six (6) key personnel, please continue in the same table format.					

The Tenderer must provide supporting documents for the key personnel of the management team:

- Copies of supporting documents (e.g., certificates of qualifications, contracts, agreements, confirmation of Award of the Contract, etc)
- Supporting documents proving the commencement and end dates of each experience item must be submitted.
- Reference number shall be marked on each supporting document to facilitate identification of the relevant experience item.
- If the reference number cannot be matched, or if the information provided is incomplete, the supporting document shall be deemed not to have been provided.



Part 2: Ratio of Local Employee

The Tenderer undertakes that the ratio of local employees from Macao SAR engaged in the operation and management of the Venue shall be not less than ____%, and that such ratio will not be adopted as the basis for the application for foreign labour quota in the future.

Note: The local employee ratio shall be rounded to the nearest 2 decimal places.

Signature of legal representative: (1) _____

Date: _____(year)/_____(month)/_____(day)

Remarks:

- (1) The signature must match the one on identification documents.