



The Five-Year Development Plan
of
the Macao Special Administrative Region
(2016-2020)



Government of Macao Special Administrative Region

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Preface

Macao has achieved 16 years of success in implementing the principle of "One country, two systems". We have secured our foothold with the support of the motherland, and realised a historic leap in strengthening Macao's economy. People's livelihoods continue to improve in a harmonious society with a stable development outlook. The tremendous advantages of "One country, two systems" and its strong vitality have been demonstrated in Macao. Increasing evidence proves that a strong motherland will always give rise to a stronger Macao.

Macao is developing into a world tourism and leisure centre (hereinafter referred to as "One Centre"). This direction for development has also been incorporated into the 12th and the 13th National Five-Year Plans. In order to facilitate moderate economic diversification and improve Macao people's wellbeing, it is essential to foster the future development of the MSAR based on the establishment of "One Centre", which also has strategic and macro significance for promoting the implementation of "One county, two systems" and for long-lasting economic stability and social harmony in Macao.

With the full support of our motherland and concerted efforts of all citizens, the development of

Macao's "One Centre" has entered a new stage. In the course of economic and social development, the trends are to quicken the pace, enrich the substance of the development, and optimise the development structure. It is the Government's glorious mission to fulfil the people's aspiration for better livelihoods.

We must have a good grasp of the situation, adapt ourselves to prevailing trends, leverage on our own advantages and proactively compel ourselves to step up efforts in the course of development, as well as adhere to the overall plan concerning the future development of the Macao Special Administrative Region (hereinafter referred to as "the MSAR"). Based on preliminary studies and opinions collected, the Government has compiled the Five-year Development Plan of the Macao Special Administration Region (2016-2020) (hereinafter as "the Plan") to facilitate comprehensive development of the MSAR in a more coordinated, balanced and orderly manner.

The Plan is an overall blueprint for the MSAR's economic and social development in the coming five years. It is also an action plan for the Government and the public to consolidate their joint efforts, as well as an important, strategic step to becoming "United to achieve common goals and share in prosperity".





Strategy

Chapter 1: Explore New Horizons for the Development of MSAR

The Government will broaden its international vision and follow the current development trends by having an in-depth understanding of the complicated changes in the circumstances of Macao and beyond, overcome the challenges arising from the intertwined surface issues and core conflicts. Seizing the incredible opportunities in finishing building a moderately prosperous society in all respects of the motherland, the implementation of the 13th National Five-Year Plan and development of the “Belt and Road” initiative, Macao will leverage its unique advantages to play a better role in establishing a trade and economic cooperation services platform between China and Portuguese-speaking countries (PSCs) (hereinafter referred to as “One Platform”), while sparing no effort in achieving the ultimate target of establishing “One Centre”. As we implement these measures, we are dedicated to bringing Macao towards a new stage of economic and social development, with the aim of improving the public's quality of life.

Section 1: Situation Analysis

Since the beginning of the 21st century, we have witnessed ever-increasing momentum towards globalisation, intellectualisation and informationisation of the economy. International competition has become more intense, against the background of complicated international relations with intertwined uncertainties and instabilities. In the coming five years, global economic recovery is expected to slow down and lack momentum for growth. The overall international situation continues to focus on peace, development, cooperation and mutual benefits. Macao must seize this opportunity to quicken its pace in developing “One Centre” and establishing “One Platform”, and deepen its cooperation with external parties, to achieve prospects for mutually beneficial development.

At present, China's economic development is entering a new phase. As mainland China's economy has become strongly coupled to the rest of the world with diverse means of external cooperation, it is of paramount importance to further change how development proceeds, and transform the momentum of development. Macao's way forward is inseparable from mainland China. In the 13th National Five Year Plan, it was mentioned for the first time that the positions and functions of special administrative regions in China's economic development and its opening up shall be enhanced, further establishing Macao's strategic position in China's development.

The Central People's Government has offered important support for Macao's moderate economic diversification, broadening the scope of development by clearly demarcating the maritime and land boundaries under the administration of Macao. Macao should seize the golden opportunities resulting from China's new wave of development, fully utilise the national policies favourable for the development of special administrative regions, and continue strengthening regional cooperation, to facilitate Macao's establishment of “One Centre, One Platform” through cooperation and interflows with mainland China's economy.

Since the establishment of the MSAR, the principle of “One country, two systems” is demonstrating its tremendous advantages and vitality in the rapid growth of the local economy, improvements in people's livelihoods, notable social progress and sound financial conditions. The experiences and driving force built up thus enhance Macao's defence and resilience against risks, and consolidate and enrich Macao's interim achievements in various areas, thereby laying a more solid foundation for future development. (See Table 1)

Table 1: Major Benchmarks of Macao's Economic and Social Development (2000-2015)

Benchmark	2000	2004	2009	2014	2015	Average growth rate per annum (%) [accumulated] ¹
Economy and society						
GDP (million patacas) (Base year: 2014)	103,739	164,575	241,608	443,468	353,228	8.5%
Per capita GDP (patacas) (Base year: 2014)	240,935	361,972	448,943	713,143	550,628	5.7%
Unemployment rate (%)	6.8	4.9	3.5	1.7	1.8	—
Median monthly income (patacas)	4,822	5,167	8,500	13,300	15,000	7.9%
Inflation rate (%)	-1.6	1.0	1.2	6.1	4.6	—
Total population ('0000)	43.2	46.3	53.3	63.6	64.7	2.7%
Education						
Government expenditure for education (million patacas)	—	1,907	4,372	8,580	9,515	15.7%
Senior secondary school gross enrolment rate (%)	54.4	72.5	76.7	92.5	94.7	[40.3%]
Ratio of employed tertiary graduates to total employed population (%)	—	—	—	31	34	[3%]
Healthcare						
Government expenditure for healthcare (million patacas)	—	1,421	2,844	5,299	6,572	14.9%
Average life expectancy (years)	78.6	81.2	82.2	82.9	83.2	0.4%
Physicians per 1000 population	2.0	2.2	2.4	2.5	2.6	[0.6]
Nurses per 1000 population	2.2	2.3	2.8	3.1	3.5	[1.3]
Hospital beds per 1000 population	2.1	2.1	2.1	2.7	2.8	[0.7]
Social security						
Government expenditure for social security (million patacas)	—	1,372	5,781	14,443	15,681	24.8%
Housing						
Social housing (units)	9,084	6,333	7,052	12,838	13,575	2.7%
Economical housing (units)	—	23,614	24,318	32,735	32,735	3%

Note 1: The figures within the square brackets [] refer to the accumulated increases from 2016 to 2020

Note 2: The currency unit for Table 1 is patacas

Information source: Integrated information based on the data provided by the Statistics and Census Service (DSEC) and other related departments

In recent years, Macao has been subject to cyclical economic fluctuations, and entered a stage of profound adjustment. Macao's society is particularly vulnerable to the coexistence of new and existing problems, including the lack of land resources, human resources and professionals, and the limited market scale. The conflicts between these inherent issues and the mounting need for urban development have become more and more glaring, resulting in difficulties and challenges of increasing uncertainty and complexity

In the light of the internal and external circumstances, there exist both opportunities and challenges. The general situation of Macao's development remains stable and harmonious, with tremendous opportunities. Apart from raising crisis awareness among the public, the Government should also reinforce its confidence and courage for development. Leveraging on the institutional advantages of "One country, two systems", its unique edge and regional advantages, we shall devise a practical plan to gather our strength in facilitating sustainable economic and social development.

Section 2: Underlying Principles

Underlying principles of the Plan:

To fully implement the principles of "One country, two systems", "Macao people administering Macao" and a high degree of autonomy, so as to establish a close relationship between the implementation of "One country, two systems" and the realisation of the Chinese Dream of national revitalisation. We shall strictly follow the Constitution and the Basic Law, and uphold the principle of administration in accordance with the law. It is of utmost importance to maintain national sovereignty, safety and development interests, to foster long-lasting stability and prosperity in Macao.



Sustainable Economic and Social Development

To implement the underlying principles, we must make the best use of the core advantages of “One country, two systems”. With the support of the motherland and Macao’s unique advantages, we will actively integrate ourselves into national development, and will stay well-coordinated and well-connected with the national and regional development plans.

We must stick to our position in the course of development, to promote consistency in establishing “One Centre”, developing a diversified economy, and improving people’s livelihoods. We shall also step up our efforts in the establishment of long-term mechanisms for five sectors – the social security system, housing, education, healthcare and talent cultivation, integrate the efforts of residents, and share with them the fruitful outcome of development.

We must maintain comprehensive, coordinated and sustainable economic and social development, focusing on the overall progress of Macao’s society. Macao’s future economic development does not aim at rapid growth, but aims for quality, efficiency and balanced growth. We shall undergo a gradual transition from extensive to intensive modes of development.

Backbone of the Plan:

To adhere to the principles of “putting people first” and “scientific decision-making”, to promote all-round development of the people. We shall advocate loyalty to our country and to Macao, spare no efforts in maintaining a harmonious society, and promote social justice.



Methods of formulation of the Plan:

A top-down approach is adopted, emphasising a comprehensive and balanced setup, combination of practicality and foresight, and consideration of both short-term and long-term needs. The design focuses on illustrating the strategic motivation of the MSAR’s economic development positioning, and clarifying the Government’s major policies. All project plans, policy addresses of the respective fiscal years and action plans shall be in accordance with the annual arrangements of the Plan, to ensure proper synergy and coordination.

Implementation and assessment of the Plan:

A monitoring and assessment system shall be established for the implementation of the Plan. Progress with implementation should be checked on a regular basis, along with assessments and policy adjustment measures as appropriate. Efforts to execute the Plan must be constantly enhanced, to improve cross-departmental synergy. Performance assessments and indicators will be established and refined. A third party assessment system will be established. Relevant work will be directly followed up and coordinated by the Committee for the Establishment of a World Tourism and Leisure Centre.

The Government will uphold the principle of “scientific decision-making”, and strive for continuous improvement. We will put our ideas into shape and enhance accountability. We will also adopt more powerful, pertinent, effective, and long-lasting measures to achieve the target of establishing “One Centre”.



Section 3: Vision and Target

The vision for Macao's future long-term development is to become "One Centre", a true tourism and leisure city, which is liveable, safe, healthy, smart, culturally enriched and under good governance.

The establishment of "One Centre" is necessary for the sustainable development of Macao, which is the aspiration of the public. In the light of this, the whole community must join hands to strive for developing Macao into a world-class tourism and leisure centre, and a city where people can enjoy international standards of living, work, transportation, tourism and entertainment by the mid-2030s.



This is the overall goal that the whole community is striving towards, and will be achieved in four phases:



The focus of the first phase is to expedite the development by enhancing synergy and maintaining a consistent pace, to lay a solid foundation for the next phase. The second phase emphasises enhancing the quality of development, boosting efficiency, and making up for shortcomings of the development work to ensure its capacity. The third phase highlights the realisation of the main features of “One Centre”, to reach a higher standard of development. The fourth phase focuses on the realisation of the overall goal of the development of “One Centre”.

By 2020, we should have solid achievements in the first phase of development, including improvements in people’s livelihoods, more abundant fiscal reserves, and more diverse regional cooperation. We aim for a better environment with cleaner water, clearer sky, more greenery, safer food and better public order.

Taking reality and future development trends into consideration, the Government and the public must join hands to achieve the following seven major targets in the coming five years:

1. Stable development of the overall economy:



We will strive for economic recovery, facilitate resumption of GDP growth and maintain a relatively low unemployment rate. We will strictly follow the principle of keeping the expenditure within the limits of revenues in drawing up its budget, and strive to achieve a fiscal balance, as set out in the Basic Law of Macao. We will keep our financial conditions stable, establish an investment and development fund for the MSAR, and make the best efforts to promote growth on entrepreneurship, employment and the economy.



2. Further optimisation of industrial structure:



We will strive to increase the proportion of revenue from non-gaming business to the total revenue from gaming operators to 9 percent or above. We will facilitate a gradual increase in revenue from non-gaming sectors, including wholesale and retail, hotels, food and beverage, construction, and finance, and further leverage the synergy between gaming and non-gaming industries. We will protect small and medium-sized enterprises amidst the urban development, and facilitate upgrading and transformation of businesses. We will achieve preliminary success in developing convention and exhibitions, Chinese medicine, and cultural and creative industries, and will explore ways to develop specialised financial services.

3. Gradual formation of business environment for tourism and leisure industries:



We will see new progress in cultural tourism and notable achievements in comprehensive tourism projects. We will also witness significant progress in diversification, refinement and internationalisation in tourism market, tourist sources and tourism products, and maintain consistent growth in innovative travel products, such as cultural tours, leisure tours, marine tours, healthcare tours and community tours.

4. Continuous improvement in people's quality of life:



The anticipated average life expectancy of Macao will be maintained at the world's top level, with continuous optimisation of human resources and facilities for healthcare services. Residents' living conditions will be gradually improved, with moderate increases in salaries and wages. The two-tier social security system will be established. We will increase accuracy in granting allowances, along with devising a reasonable plan for allocation of social welfare. An overall transport management environment will be developed, and public security will be ensured to protect the lives and property of Macao residents. We will actively consolidate information about social integrated management and public services, to refine the new infrastructure for the Internet of Things (IoT) and cloud computing, with the aim of facilitating Macao's smart city development.

5. Continuous development in culture and education:



Good traditional Chinese culture will be inherited and promoted, while advantages of cultural diversity will be fully leveraged. We will improve the quality of education, increase the gross enrolment rate of senior secondary education, and boost the ratio of employed tertiary graduates to total employed population to reach the prevailing standards of developed regions across Asia. The medium to long-term planning for tertiary education and the amendment to the Tertiary

Education System will be completed. The professional accreditation system will be optimised, with faster progress in the development of continuing education, gradual growth in variety of subjects for vocational examinations and further promotion of establishing a life-long learning society.

6. Efficient and effective environmental protection:



Carbon dioxide emissions will be effectively controlled by expediting the legislation on exhaust emissions of in-use vehicles and regulation of the standards for unleaded petrol and light diesel oil. We will maintain a targeted value of PM2.5 in Macao, which is in line with World Health Organization (WHO) standards, and continue to increase the ratio of the number of days with good air quality level to total days of the year. Sewage treatment capacity will be

optimised. The treatment capacity for other types of waste will be enhanced, while maintaining the current treatment capacity for domestic waste detoxification. We will gradually enhance urban greenery and its variety, to create a more liveable environment.

7. Further improvement in administrative efficiency and legal governance:



We will promote quality public administration, optimise the consultation mechanism, and facilitate public participation. We will persist with the principle of rationalisation of administrative structure, to raise the quality and efficiency of services and civil servants, to further promote the development of a government and a society under the rule of law, and to foster democratic development in a gradual and orderly manner.




Table 2: Major Goals of Economic and Social Development in the Coming Five Years¹

Item	2014	2015	2020	Average rate of growth [accumulated] ²	Attribute
Economy					
1. Unemployment rate	1.7%	1.8%	Remains at a lower level	--	Anticipated
2. Median monthly income (patacas) ³	13,300 patacas	15,000 patacas	Maintains adequate growth	--	Anticipated
Healthcare					
1. Ratio of healthcare expenditure to total government expenditure	9.2%	10.2%	Increased	--	Anticipated
2. Physicians per 1000 population	2.5	2.6	2.6 ⁴	--	Anticipated
3. Nurses per 1000 population	3.1	3.5	4.0 ⁵	[Accumulated increase in number of nurses by 0.5 per 1000 population]	Anticipated
4. Hospital beds per 1000 population	2.7	2.8	4.4 ⁶		[Accumulated increase in number of hospital beds by 1.6 per 1000 population]
Social security					
1. Two-tier social security system	The first-tier social security system has already come into effect in 2011		Complete the establishment of the voluntary Central Provident Fund scheme	--	Anticipated
2. Pension coverage	69.52%	70.47%	73.55%	[3.08%]	Anticipated
3. Ratio of social security expenditure to total government expenditure	25.1%	24.3%	Increased	--	Anticipated
Education					
1. Ratio of education expenditure to total government expenditure	14.9%	14.7%	Increased	--	Anticipated
2. Senior secondary school gross enrolment rate ⁷	92.5%	94.7%	Increased	--	Anticipated
3. Ratio of employed tertiary graduates to total employed population	31%	34%	Reaching the general standards of Asian developed regions ⁸	--	Anticipated



Table 2: Major Goals of Economic and Social Development in the Coming Five Years (continued)

Item	2014	2015	2020	Average rate of growth [accumulated] ²	Attribute	
Environmental protection						
1. Carbon dioxide emission rate ⁹	4.53 tonnes of CDE / million patacas	--	Maintained below 5.00 tonnes of CDE / million patacas	--	Binding	
2. PM _{2.5} value ¹⁰	Meeting the IT-1 target of the WHO (below 35µg/ m ³)		Consistent with the target of the WHO	--	Binding	
3. Ratio of the number of days with acceptable to good air quality level to total days of the year ¹¹	92%	91%	92%-95% Continue to increase the ratio of good air quality days to total days of the year	[1%-4%]	Binding	
4. Urban wastewater collective treatment rate	Macao Peninsula	47%	50%	60%	[10%]	Binding
	Islands District	100%	100%	100%	Not lower than the existing level	Binding
5. Household waste detoxification treatment rate	100%	100%	100%	Not lower than the existing level	Binding	
6. Urban greening						
• Urban trees ¹²	23,866	25,357	Increase by 2,300 in the coming five years	460 [2,300]	Binding	
• Alteration of hill forests ¹³	Reforest 4 hectares of land and plant 4,110 saplings	Reforest 2.2 hectares of land and plant 2,020 saplings	Reforest a total of about 5 hectares of land and plant about 5,000 saplings in the coming five years	1 hectare of land and 1,000 saplings [5 hectares of land and 5,000 saplings]	Binding	
• Number of newly planted mangrove saplings in coastal mangrove forests each year	4,000	3,800	Plant a total of about 15,000 mangrove saplings in the coming five years	3,000 [15,000]	Binding	

Table 2: Major Goals of Economic and Social Development in the Coming Five Years (continued)

Item	2020	Average rate of growth [accumulated]	Attribute
Government administration, society under the rule of law			
1. Optimisation of existing consultation bodies	It is planned to review the consultation bodies under 1 to 2 policy portfolios every year from 2016 to 2020, and conduct restructuring as necessary.	--	Binding
2. Rationalisation of functional public administrative structure	The second phase of the plan for functional restructuring should be fully completed in 2019. Keeping in line with the needs of the new-term Government, the review of the organisational structure of the Government should be completed in 2020, and proposals should be made on the new round of organisational restructuring.	--	Anticipated
3. Optimisation of performance appraisal system and introduction of independent assessment mechanism	Regular assessments of the quality of public service of Government departments should be conducted every two years. The assessments should reach an aggregate of 100% in 2019. In 2020, the design for the performance appraisal framework should be devised with reference to the policy agenda of the new-term Government.	--	Binding

Note 1: There are a 21 benchmarks in Table 2.

Note 2: The figures within the square brackets [] refer to the accumulated increase from 2016 to 2020

Note 3: The currency unit is patacas.

Notes 4, 5, 6: The projected ratios of doctors, nurses and hospital beds to every thousand population in 2020 are based on the assumption that the growth in number of medical workers and hospital beds in the private sector will remain unchanged from 2015 to 2020. Reference has also been made to the human resources planning of the Government's healthcare departments.

Note 7: Senior secondary school enrolment rate = number of senior secondary school students ÷ number of residents aged from 15 to 17 ×100%

Note 8: Percentage of employed population with tertiary education in Asian developed regions in 2014: Hong Kong - 36.54%, Taiwan - 47.66%, Singapore - 51.45%

Note 9: According to national targets, the emissions in the Special Administrative Region should be reduced by 40-45% by 2020, compared to 18.9 (tonnes CDE per million patacas) in 2005. The standard value for Macao based on this calculation should be 10.4-11.3 (tonnes CDE per million patacas). Macao has already reached the emissions reduction target by 2014. The intensity of carbon emissions may increase in future due to a decrease in Macao's GDP compared to 2014, and ongoing slight increases in energy consumption.

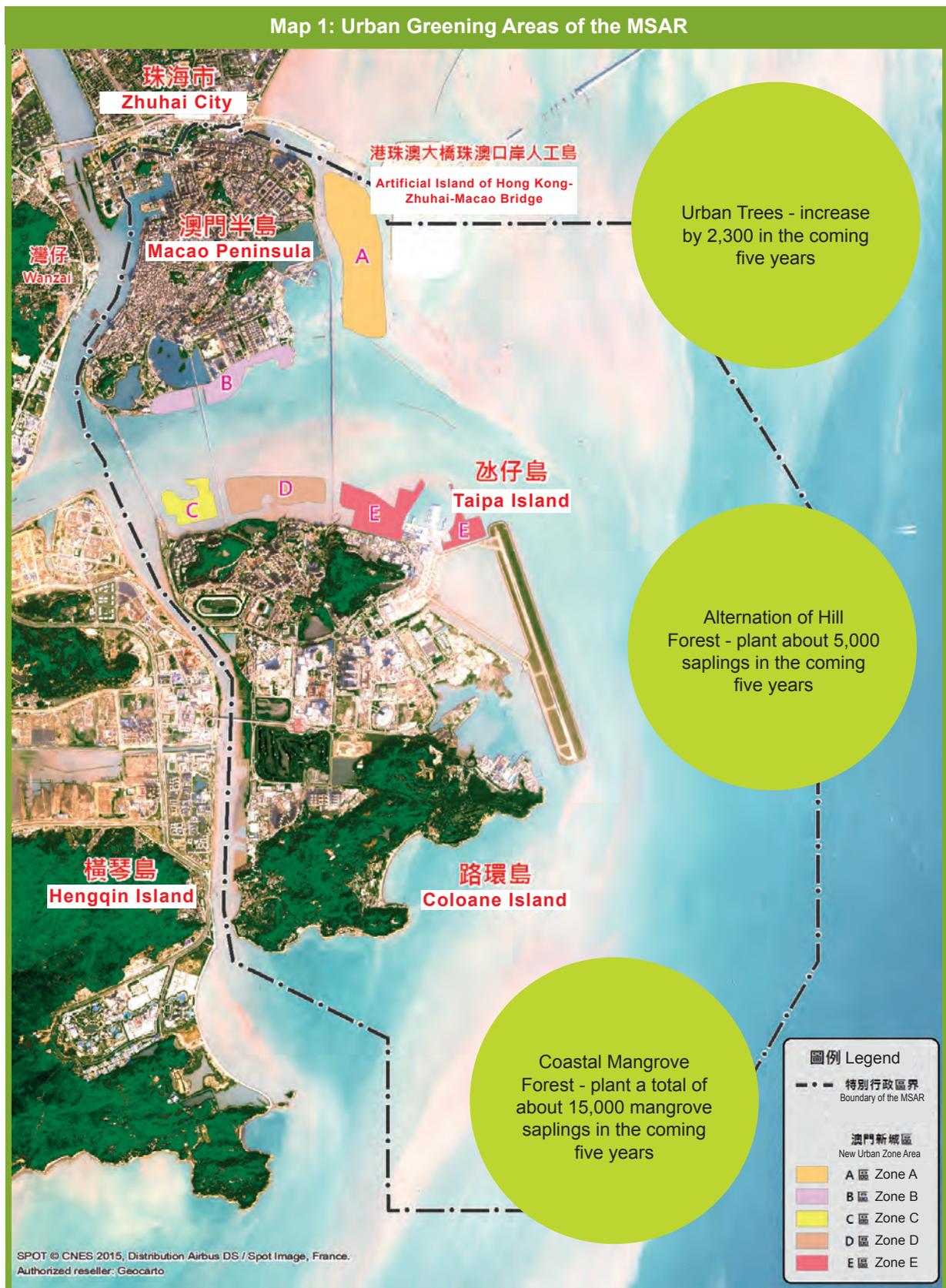
Note 10: This refers to the average value of various districts.

Note 11: Data is adapted from the monitoring stations in Taipa.

Note 12: This refers to the total amount of vegetation planted in urban green areas administered by the Civic and Municipal Affairs Bureau, excluding those in hill forests.

Note 13: Comprehensive forestry measures for altering the hill forest areas which fail to meet the requirements for vegetation species composition, forest form, canopy density and origins. The purpose is to transform them into quality forest areas with better ecological efficiency.

Information sources: Integrated information based on data provided by the Statistics and Census Service (DSEC) and other related departments



Section 4: Development Strategies

The development strategies to be adopted by Macao in the coming five years to achieve the short-term targets: The strategies will centre on enhancement of the city's competitiveness. Macao's overall status and influence in regional and international exchanges will be raised. The major development strategies and tactics will be formulated based on several factors related to the competitiveness indicator system, including human resources, economic strength, level of internationalisation, infrastructure, administration efficiency and quality of living.

1. We aim to enhance the concept of innovative development and establish a cooperation network in this regard.



We will be dedicated to promoting innovation as the basis of our economic and social development. We will expedite innovation of institutional arrangements and create a favourable environment for the development of "One Centre". We will attach great importance to the promotion of popular science education for technological advancement, and support innovation through talent cultivation. We will establish an innovation network connecting education, scientific research and industries, to promote applications of innovative information technology on urban development, and facilitate innovation in related industries. We will raise our competitiveness and pursue sustainable economic and social development of the MSAR through innovation.



2. We aim to build a new image of "cultural Macao" and raise the city's competitiveness.



Culture is the soft power that carries the spirit and essence of a city, and has become an increasingly important factor in measuring a city's comprehensive competitiveness. Based on Macao's glorious Chinese culture and advantages of a mix of Chinese and western cultures, we will enhance Macao's cultural soft power and demonstrate its unique charisma. We will put extra efforts into developing the cultural industry and produce cultural products and brands with core competitiveness. We will also promote the core value of loyalty to our country and to Macao, enhance our cultural innovation and communication ability, promote exchanges between Chinese and Portuguese cultures, establish a cultural exchange platform between China and Portuguese-speaking countries (PSCs), and build a new city image for "cultural Macao".



3. We aim to implement the strategy of “letting Macao thrive through education” and “building Macao with talent”.



Macao’s development relies on education, while education development depends on innovation. The Government will insist on prioritising education development to establish a modern and international education system. We will continue to innovate the concept of education, optimise education resources, raise the quality of education, and create the foundation for social equality through a fair education system. We will follow the development strategy to cultivate talented people, to establish a diverse and open vocational training system. Residents’ vocational capabilities and skills will be enhanced, and enterprises will be encouraged to provide more training and promotion opportunities for their employees. We will uphold our strategy for cultivating young people, promote learning

of Portuguese and cultivate bilingual professionals who are fluent in Chinese and Portuguese, and put emphasis on maintaining a bilingual talent pool in the commercial and legal sectors. We will guide young people to a healthy path of growth, provide them with a healthier, safer and more harmonious living environment, and offer more opportunities for them to learn, work and serve the community, as well as to brush up their skills.

4. We aim to improve *soft and hard infrastructure* and quality of tourism services.



Well-established soft and hard infrastructure is indispensable for a world-class tourism and leisure centre. The Government will continue to consolidate its resources for improving public infrastructure, including transport, communications, finance and security. We will speed up the flow of people, logistics, capital and information, thereby motivating diversification of industries. The Government will further enhance civil servants’ spirit, optimise the workflows of public services, and improve the establishment of public service channels and platforms. We will also advocate a customer-focused concept, and encourage enterprises, especially the tertiary industry, to improve their quality of service.

5. We aim to expedite smart city development and facilitate integration of industries and the Internet.



It is a significant trend for cities around the world to adopt smart city related methodology in their development. We will consolidate the strength of the Government, enterprises, organisations and consultation bodies, and make reference to local and overseas experiences in building smart cities. We will expand the development of infrastructure for information technology, develop different types of information resources, and encourage the public to learn and use information technology, thereby gradually creating a new paradigm in society. We will promote application of information technology in different industries, and enhance the ability of relevant personnel in using and applying major technologies in new businesses. We will also facilitate Internet linkage in both traditional and emerging industries, to revitalise the former and add growth momentum to the latter.

6. We aim to optimise the public decision-making system and enhance the effectiveness of macro policies.



We will improve the quality and efficiency of formulating and implementing government policies, and maintain a healthy and flexible market economy through informatisation. We will optimise the economic statistics system and complete the establishment of a statistical benchmark system for measuring progress with Macao's moderate economic diversification. The coordination and cohesion between fiscal, taxation and financial policies and investment, industrial, land and environmental protection policies will be enhanced. We will expedite the amendment of relevant laws and regulations, and will actively maintain the relationship between steady economic growth and adjustment of industrial structure, to facilitate well-coordinated economic development of high quality and efficiency.

7. We aim to improve the collaborative governance system and coordinate the development of "One Centre, One Platform".



We will exercise full strength in collaborative governance through the Committee for the Establishment of a World Tourism and Leisure Centre and the Committee for the Trade and Economic Cooperation Service Platform between China and PSCs in the development of "One Centre, One Platform". Through the relevant work and synergy of the two committees, we will strengthen the coordination of development planning and specific strategies, and amplify the effectiveness of such development. We will strive for social consensus and converge strength from all walks of life, for smooth implementation of the plan and the development of "One Centre, One Platform".

8. We aim to deepen regional cooperation and platform-based economic strategies, promote moderate economic diversification and integrate with national development.



The development of China is the biggest support and advantage for Macao's development. In the coming five years, Macao will keep in line with the major development strategies of China, based on its missions and responsibilities cited in the 13th National Five-Year Plan, to further enhance the position and functions of Macao in the economic development and opening up of China. Macao must leverage on its unique advantages in expanding and deepening its cooperation with Guangdong, Hong Kong, and the Pan-Pearl River Delta regions. We will establish a mutually beneficial relationship through joint development of the Guangdong-Hong Kong-Macao Big Bay Area, which will generate momentum for the implementation

of the national “Belt and Road” initiative. With its unique advantages in language, history and culture, Macao will actively facilitate economic, social and cultural exchanges and interaction between China and PSCs. We will develop a platform-based economy by establishing “One Platform”. Besides, we will spare no effort in promoting cooperation between small and medium-sized enterprises of Macao and those in PSCs,

and will facilitate the development of platform services, including branded conventions and exhibitions, financial and insurance services, mergers and acquisitions, and commercial arbitration. While working in synergy with the national development strategies, we will actively promote moderate economic diversification, and improve Macao’s comprehensive competitiveness and people’s wellbeing.





People's Livelihood

Chapter 2: Expediting the Development of a Liveable City

Building a liveable city is necessary for Macao's economic and social development, to improve people's livelihoods and provide decent housing and employment for the building of a prosperous and harmonious society. In a liveable city, all residents can enjoy a peaceful, comfortable, accessible and beautiful living environment. In the coming five years, the Government will uphold the basic principles of being objective, scientific and foresighted in carrying out its tasks, based on an urban development concept with modern ideology. We will coordinate the supporting development for different tasks, including urban development, housing, transportation and environmental protection. It is the responsibility and obligation of everyone, including both the Government and the public, to take action in achieving the target of building a liveable city.

Section 1: Building up a Land Reserve and Refining Urban Planning

The purpose of building up a land reserve is to provide usable land for Macao's development. While studying the feasibility of building up a land reserve, the Government should also coordinate land resources available for development through scientific planning, land intensification and integration and proper allocation, to fulfil the requirements for improving residents' living conditions. This will also cater for the needs of construction of various urban facilities, optimisation of the environment, and long-term sustainable economic and social development, which truly contribute to the people's wellbeing in a liveable city.

We need a robust system to manage land resources, and will expedite the development of a land use database so as to define scientific land categorisation and planning criteria. At present, we have commenced a series of measures, including the formulation of an overall urban plan, and resumption of unlawful occupied land and idle land which have not been developed on schedule. Through these measures, we will enhance the planning, development, management and use of land resources, thereby properly building up a land reserve.

Regarding the formulation of an overall urban plan

Scientific urban planning is conducive to the proper allocation of land resources and creation of a quality living environment. The Government will further improve urban planning by coordinating its future development from a more macro perspective. The MSAR Urban Development Strategy Study (2016-2030) will be completed in 2016. It is expected that the tender process for projects in the overall urban plan will be completed by the end of 2017. The related work will be commenced strictly in accordance with the contents of the corresponding projects, and striving for completion of the overall urban plan in 2019.

The Government will implement the detailed urban plan in an orderly manner. The plan for the 350 hectares of land of the new urban zone will be implemented in phases, supporting social development.



In the future development of Macao, we will leverage our unique advantages for rational and effective use of land, waters, and historic and cultural resources. Based on the actual situation of Macao, we will carry out scientific planning on the development scale and functions of Macao peninsula, Taipa, Coloane and the new urban reclamation area, maintain proper relations between the new and old urban areas, and optimise the urban spatial layout. Based on three levels of development positioning – at the national

level, regional level and local level – we will coordinate Macao's overall development and moderate economic diversification in future, and the relationship between balanced development of different industries and environmental protection and reasonable heritage protection. We will also explore the possibilities and means of multi-functional spatial development in a vertical manner, and will maintain Macao's inherent culture and characteristics as a city.



Regarding the processing of cases of land not developed in accordance with the contract

The 38 pieces of land with a total area of 285,911 m², which had not been developed on schedule or completed within the deadline, were revoked at the end of June 2016. Resumed land with a total area of 84,700 m² includes three lots: Avenida Wai Long, Estrada Pac On and Zone 6 of NAPE. Upon completion of the relevant procedures, other resumed land will be available for further use and become the foundation of the establishment of a land reserve. Besides, the reclamation land of the New Urban Zone will also be added to the land resources. The Government will prioritise the construction of public housing when using its land reserve.

The transition from redevelopment of old districts to urban renewal is a new concept. Adopting this concept, the Government will work on two major areas at the same time, namely the redevelopment of old districts and construction of new urban areas, as the backbone for Macao's urban development in the coming five years and beyond. The work in the two major areas is complementary, and must be properly and simultaneously managed. The Government will be dedicated to modifying, refining and formulating the related legal system. In accordance with the law, we will adopt the strategies of achieving breakthroughs at key points, fanning out from a point to an area, and working on different districts and sections, with a view to renovating old buildings and improving the surrounding environment in a gradual manner. Regarding redevelopment of old districts, the focus of our work will be on the northern part of Macao peninsula.

We will attach importance to maintaining the characteristics of Coloane's old town, and will strike a balance between conservation and development by commencing a series of studies that will serve as references for the overall plan.

The focus of the development of the new urban area will be on Taipa and the new reclamation area, which are important for the future urban development of Macao. We must retain Macao's characteristics while following modern development trend.

The Government will administer its waters and land boundaries as explicitly demarcated by the Central People's Government, and devise a comprehensive long-term plan to meet the needs for development in the coming 20 years, as well as to accord with the overall urban plan that is currently being compiled. We will gradually establish a framework system of waters administration that meets the national marine stewardship requirements, fulfils Macao's needs for future development, in consideration of promoting sustainable economic and social development of the Pearl River Delta region. We have set up the Commission for Coordination in the Management and Development of the Maritime Area to centralise the management of the use and development of the waters of the MSAR. We aim to complete the draft bill of Waters Framework Law in time for it to enter legislative procedures in 2017.

We will actively plan for constructing more public housing to satisfy people's basic housing needs. We will make good use of the market adjustment mechanism to meet the public's housing needs at different levels. We will focus on optimising housing supply and demand. Through market adjustments and policy-based guidance, we will gradually reduce the number of vacant buildings, and improve the standard of housing for the public.



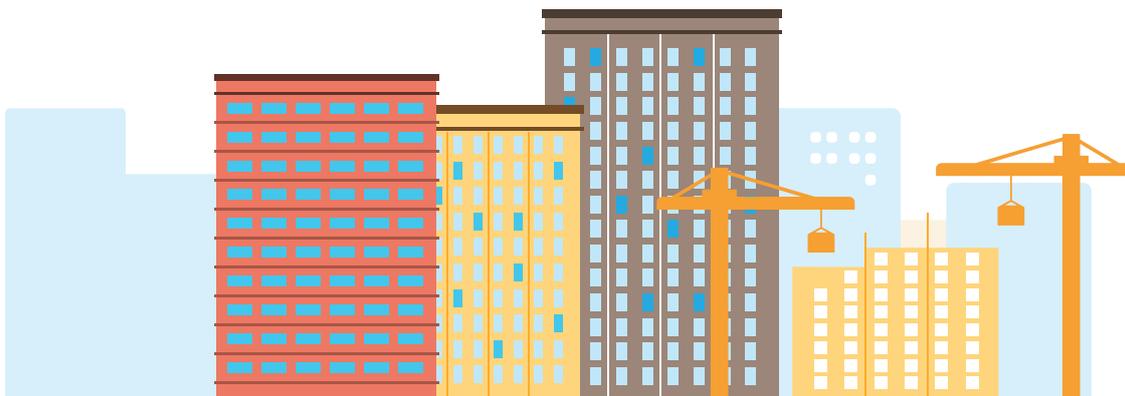


Table 3: Facilitating Urban Renewal and Optimising Housing Policy, Public Housing Planning and Construction

1. Efforts to Make Progress with Urban Renewal



Established in the first quarter of 2016, the Urban Renewal Committee assists in formulating urban renewal policies.

Expedite the drafting of the relevant laws and regulations, and aim to provide tax incentives for redevelopment projects of dangerous buildings or old buildings that fulfil the requirements.

Construct temporary housing, with a view to creating favourable conditions for urban renewal.

2. Promote Healthy Development of the Housing Market



We will be dedicated to promoting healthy development of the housing market, refining related laws and regulations, streamlining administrative procedures, improving administrative efficiency, and continuing to optimise the market's operational environment.

3. Review and Improve Laws and Regulations for Public Housing



Review and amend the Social Housing Law and set up an exit mechanism for well-off public housing tenants. We aim to commence the legislative procedures in the third quarter of 2016.

Review and amend the Economical Housing Law, and aim to commence the related work in 2017.

4. Make Progress with Work Related to Public Housing



Complete the final report on the study of public housing demand in Macao, digitalise the public housing application process by the end of 2017, and complete allocation of public housing units to about 3,800 households from 2015 to 2018.

Expedite the planning and construction of public housing, with a short to medium-term target of about 4,600 public housing units, and aiming to construct more than 8,000 public housing units on the lot at Avenida Wai Long.

According to long term planning, construct about 28,000 public housing units in New Urban Zone Area A.

Management of and solutions to road flooding problems are among the issues of prominent public interest. The Government attaches great importance to road flooding, with particular focus on addressing the flooding problem of Inner Harbour. We plan to construct sluices at Wanzai waterway between Zhuhai and Macao, and intend to base the proposal for the construction work on the national standard, and build sluices of a flood control standard that can resist the worst floods that occur once in a century or two, and a flood drainage standard enabling resistance to the worst cases that occur once in two decades. The construction requirements are in line with the navigation safety, and will ensure the sluices will form part of a spectacular view of the river bank. As the construction and future

operation and management of the sluices will involve interactions between Zhuhai, Zhongshan and Macao, we will enhance communications and cooperation with the parties concerned in mainland China, with the hope of reaching a consensus as soon as possible. Then, the overall plan for the construction of sluices will be submitted to the Central People's Government for approval, thereby leading to improved flood control and resilience in the Inner Harbour.

By 2020, we expect to see significant improvement in controlling road flooding through our efforts to expand the urban sewage system and the construction of sluices, thereby protecting the lives and property of Macao people.





Section 2: Infrastructure Construction

Enhancement of infrastructure can provide tremendous impetus to the momentum of economic development. It is a prerequisite for strengthening Macao's comprehensive competitiveness to achieve the overall target of establishing "One Centre". The Government will further coordinate and facilitate construction of large-scale public infrastructure,

enhance supervision of construction works, establish a safe, efficient and modernised infrastructure network with external transport connectivity, enhance the urban development capacity, and enrich the variety of public services for residents' everyday life. We need to ensure Macao is well-connected with bridges, and is well known in the world.

Regarding urban development, the focuses will be on three major projects:

Table 4: Major Urban Development Projects

1. Planning and Construction of New Urban Zone Area A



The reclamation for New Urban Zone Area A and commencement of the preliminary construction works are targeted for completion in 2017. With reference to the spatial structure of Area A set out in the Overall Plan for the New Urban Zone, the project will be divided into four sub-zones: North, Central North, Central South and South zones. The first three mainly comprise mixed development of public housing, public facilities and commercial establishments. For the South zone, it is planned to develop a quality waterfront area, together with streets and alleys with special features and landmarks of public buildings. Further consideration will be made to increasing New Urban Zone Area A's external connectivity, and a feasibility study on connecting Area A to the central district of Macao peninsula will be conducted. Compilation of the district planning for New Urban Zone Area A is targeted for completion in 2018.

2. Construct the Fourth Raw Water Pipeline



Continue to liaise and cooperate with waterworks departments in mainland China to facilitate the construction of the fourth raw water pipeline, to secure a safe water supply for Macao. The construction work is expected to be completed in 2018.

3. Effectively Secure a Safe Water Supply for Macao People



Carry out reservoir expansion and improvement work at Ka Ho and Seac Pai Van. Upon expansion, the total capacity of the two reservoirs will increase from about 300,000m³ to about 1,050,000m³.



Regarding transportation, we will focus on the planning and construction of three major projects, to create a better travel and living environment, and a more convenient regional transportation network.

Table 5: Major Transportation Projects

1. Light Rail Transit (LRT)



Resume and complete construction of the LRT depot, and carry out installation, adjustments and trial, system consolidation test and acceptance examinations for LRT trains and equipment. The first phase of construction work at the Estrada Governador Albano de Oliveira transport interchange will be completed in 2016, with the aim of commencing trial operation of Taipa line in 2019. Aim to confirm the LRT route on Macao peninsula and commence the construction work as soon as possible, to expedite the construction of LRT A-Ma station and proceed with the construction of A-Ma transport interchange, targeting commencement of operation as a temporary bus terminal by 2019.

2. New Guangdong-Macao Border Crossings



The entire project of the new Guangdong-Macao border crossing is divided into three phases. The first phase, involving construction of the new wholesale market, has begun. It is expected to be completed in early 2017 for relocation of the old wholesale market. In the second phase, Guangdong and Macao will synchronously commence the improvement work of Canal dos Patos, construction of the border crossing and preliminary preparations for the joint checkpoint building. The design and construction work will be implemented as soon as possible, targeting completion of the majority of the work by 2019. Construction of the building cluster comprising public housing, government offices buildings, social facilities and budget hotels of the third phase is expected to be completed in 2023.

3. The Fourth Cross-harbour Route



The route will be constructed in the form of a bridge. The preliminary design and a marine environment assessment have been completed, and were submitted to the Central People's Government in 2016. The fundamental construction work is targeted to commence in 2017, and the project will be basically completed in 2019. It is expected the adjustments, trial operation and opening of the route will be scheduled in 2020.

Map 3: Border Checkpoints of the MSAR



Regarding environmental protection, we will focus on four major projects to improve environmental protection facilities and promote a green lifestyle.

Table 6: Major Environmental Protection Projects

1. Expand and Optimise the Incineration Centre



The designed capacity of the new and old plants of the incineration centre totalled 1,728 tonnes. Upon expansion, the capacity will increase by about 50 percent compared with the current level.

In 2016, we commenced the feasibility study on the expansion and optimisation of the incineration centre, and began the preliminary design.

The project is expected to reach 80 percent completion in 2020, and the expansion and optimisation of the incineration centre will be fully completed in 2021.

2. Construct a Solidified Fly Ash Landfill



Construct a permanent disposal facility for solidified fly ash. The entire project will include 20 foundation pits, with a total capacity of about 63,000m³, which will improve the waste treatment and disposal process. Construction of the first five foundation pits of the solidified fly ash landfill project will be completed in 2020.

3. Optimise Macao Peninsula Sewage Treatment Plant



Under the prevailing spatial circumstances, the preliminary design for the optimisation of the Macao Peninsula Sewage Treatment Plant will commence, followed by the construction works. The current centralised treatment rate of the Macao Peninsula Sewage Treatment Plant is 50 percent. Upon completion of the optimisation project, it will increase to 60 percent. The project is expected to be 70 percent completed in 2020, and fully completed by 2021.

4. Complete the Design of the New Sewage Treatment Plant on the Artificial Island of Hong Kong-Zhuhai-Macao Bridge



A consultancy firm has already been commissioned to devise the preliminary design of a new sewage treatment plant and its auxiliary facilities that will be built on the artificial island of the Hong Kong-Zhuhai-Macao Bridge, including the new sewage pump house and rainwater cushion tanks. A geological survey and an environmental impact assessment for the land lot will be conducted. This process is expected to be completed in 2019, and followed by an open tender process and construction of the sewage treatment plant in phases.

The daily treatment capacity of the new plant is estimated at 300,000m³. The quality of treated effluent will meet the national Grade 1A discharge standard.

Regarding healthcare, we will focus on two major projects, through which we intend to support and facilitate establishment of a healthy city, by raising Macao's overall healthcare standard, and providing quality medical services to the public.

Table 7: Major Healthcare Projects

1. Construct the Islands District Medical Complex



Expedite all construction projects of the Islands District Medical Complex. The nursing academy and staff dormitory are expected to be completed in 2019, followed by the general hospital, auxiliary building, central laboratory building, and general administration building, subject to the amount of work required.

2. Construct the Public Health and Infectious Diseases Building



Tenders will be called for the construction work after the building design is revised. The first phase of demolition work began in 2016.

Regarding security and safety, we will focus on the following project.

Table 8: Major Security and Safety Project

1. Construct the Macao Urban Electronic Surveillance System



This project will be a major component of the city's security and safety system. Subject to the Personal Data Protection Act and Regulations on Surveillance Video in Public Places, a total of 1,620 cameras will be installed in four phases at various locations throughout Macao in the coming five years. In the first phase, 219 cameras were installed, and the system control centre commenced operations in 2016.

Section 3: Accessible Environment and Smart City

A sound transportation system is essential for a liveable and accessible city. We will strive to develop our city with safety as the priority, and coordination between economic development and urban space allocation as the principle. We will use informatisation and intelligent means of comprehensive governance to build a modern city traffic system covering every mode of transportation.

We will make the best effort to enhance the overall system of transportation, with land transport coming first, followed by marine and air transport. Refining infrastructure and improving services are the two ways to support this enhancement. We will also strive for closer regional cooperation, promote transport connectivity, and widen and optimise the accessibility and convenience of Macao transport.

Land transport:

We will aim at the principles of “public transport optimisation”, “control growth in vehicle numbers”, “ease traffic pressure on roads” and “encourage walking”. Through integrated adjustment and control, we will enhance policies and measures related to urban road networks, car parks and road safety infrastructure, to constantly improve Macao’s traffic situation. At present, we have achieved new progress in controlling the growth in number of vehicles. In future, upon the commencement of operations of the LRT, the Guangdong-Macao new border-crossing checkpoint and the fourth cross-harbour route, land transport in Macao will be significantly improved.

In 2015, there was an average of 540,000 passengers travelling by bus every day, and the number is expected to rise to 700,000 by 2020. We

will review all bus franchise contracts, gradually phase out the Euro III buses or older models, and consider introducing bigger and more environmentally friendly vehicles. At the same time, we will make use of an intelligent transport platform to provide passengers with bus arrival times, and consider providing real time traffic information about major roads for easier and more readily planned travelling.

Focusing on the existing road network, especially 30 traffic jam spots on the Macao peninsula and 17 in Taipa, we will commence a study to solve the problems in an orderly manner. Depending on particular traffic situations at individual spots, we will ease traffic congestion by widening roads, and optimising the traffic light system, the road surveillance system and the electronic traffic citation system. We will take into account the development of the new urban reclamation area, and synchronously commence transportation planning, as advanced preparations for future transportation arrangements.

We will implement the construction of Hong Kong–Zhuhai–Macao Bridge in an orderly manner, to realise the economic and social effectiveness of synergies and cooperation among the three regions. Currently, design and construction of Zhuhai-Macao Port Artificial Island have commenced in phases. Progress with the partial construction of the checkpoint building at the Macao Port Management District will be in tandem with the opening and commencement of operations of the main structure of the Hong Kong–Zhuhai–Macao Bridge. Other parts of the construction are expected to be completed and available for inspection and commissioning in 2018.



Marine transport:

In addition to the renovation of the Macao Ferry Terminal, we will continue to optimise ancillary facilities. We strive to complete the Taipa Ferry Terminal and expedite its optimisation, along with commencement of ferry terminal operations. This will enhance the capacity of Macao’s marine transport and provide another alternative sea port for local residents and tourists, to meet the increasing needs of maritime passenger transportation services between Macao and other cities of the Pearl River Delta region. To support large scale infrastructure, such as the LRT and Hong Kong–Zhuhai–Macao Bridge, we will consider and formulate a sea-and-air multi-mode transportation development plan, promoting Macao’s external connectivity.



Air transport:

We will review and analyse the limitations and update the content of the Master Development Plan of Macau International Airport, in response to the sustainable development of air transport. The expansion of the international airport will be carried out in phases. Air routes and number of flights will also be increased to enhance airport handling capacity, strengthening the role of the airport as an important gateway of Macao in connecting with the world, and a convenient air transportation channel for local residents and tourists. We will fully realise the airport’s functions to support and secure the establishment of “One Centre, One Platform”.

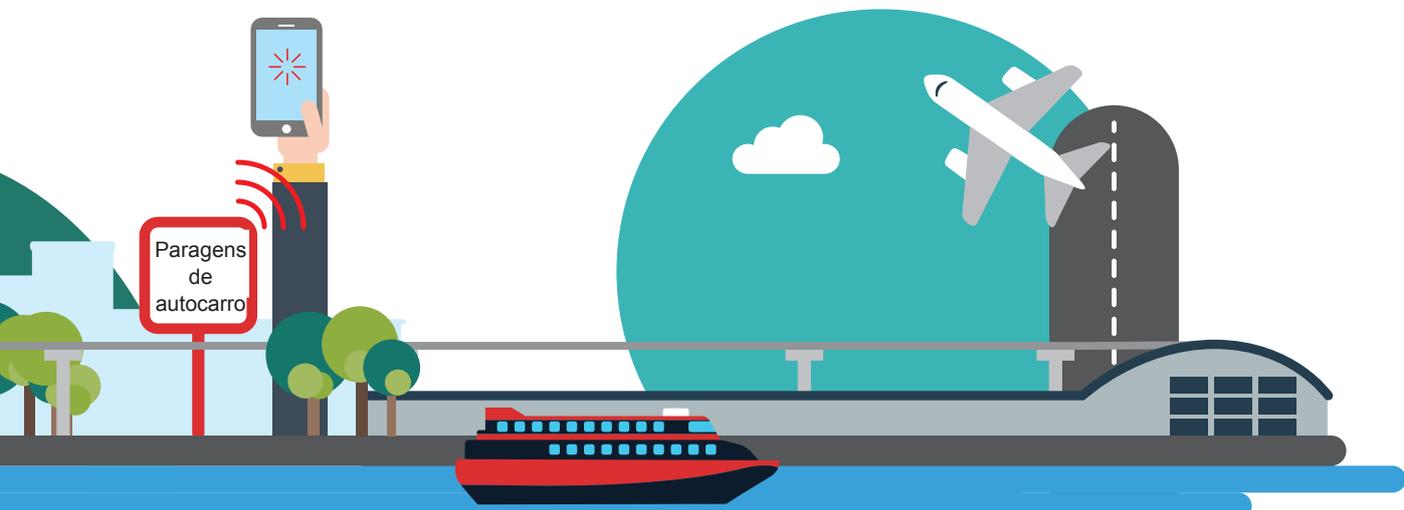


Table 9: Land Transport Optimisation Policies and Measures

1. Control Growth in Number of Vehicles and Improve Vehicle Management



The targeted annual growth in numbers of vehicles by 2020 will be controlled at 3.5 percent. We will follow up regarding the implementation of taxes related to purchasing, owning and using new vehicles. The new vehicle inspection centre was opened in the second half of 2016. In 2017, we will shorten the examination intervals for vehicles and implement new exhaust emissions standards for in-use vehicles, to phase out old vehicles. We will strive to complete the relevant legislation in 2016, refining private vehicle management through economic, technical and legal means, and reaching the policy goal by continuous supervision, timely evaluation of the effectiveness of implementation, and adjustment of enforcement of measures.

2. Optimise Public Transport and Service Quality



We will enhance the quality of bus services and promote "green buses". In 2016, 25 natural-gas buses were added, and up to 120 natural-gas buses will be added by 2020. The proportion of accessible buses will increase to 70 percent of the total number of large and medium-size buses. Old buses will be replaced with low-floor buses equipped with ancillary facilities for wheelchairs. Bus stops will be optimised with accessible facilities to improve bus waiting environments, and seats will be added to bus stop pavilions if appropriate.

The quality of taxis will also be improved by introducing 100 special taxis in phases from 2017, to fulfil the needs of local residents and tourists. We will amend laws and regulations, strengthen promotion and education, continue optimisation to improve taxi operations and services.

3. Bus Arrival Alert System for Travellers' Convenience



In 2016, a bus arrival alert mobile application was launched to provide passengers with real time bus arrival information. From 2016 to 2018, electronic displays will be installed at 30 bus stops in phases, providing bus arrival information for the convenience of passengers, six of which will start operating from the end of 2016. In 2017, information related to buses will be optimised to provide more relevant travelling information to passengers.

Feasible solutions will be studied for visually impaired passengers to receive bus arrival information through mobile applications. An analysis of the needs of such passengers will be completed in 2016. It is anticipated that installation of the system on buses and at bus stops will commence in phases from 2017.

4. Expand Walking Route Network



Construct a walking route network connecting the NAPE with Colina da Guia and Bairro Horta da Mitra. The "Beautification of Rua da Encosta and of the Pedestrian Access between NAPE and Colina da Guia" and "Rua da Surpresa Escalator and Walkway System" projects have been completed in 2016, while the plan for constructing Guia Hill pedestrian tunnel will be implemented in 2019.

Aim to conduct a study regarding and construct more walking facilities from 2016 to 2020, especially the Avenida Doutor Mario Soares walkway, the Estrada de Nossa Senhora de Ka Ho walkway, and the walkway between Taipa Island Lakeside Garden and Taipa Houses Museum.

Accessible facilities will also be enhanced, to optimise walking route environments with the support of road construction and street beautification works.

Smart city:

We will promote popular science education and science and technology application, utilising information technology to link up all public services systems, to realise intensified and efficient use of various resources, strengthen city administration, enhance people's standard of living, the industrial environment, and the city's competitiveness, and facilitate Macao's sustainable development.

We will actively implement a big data strategy in coordination with the 13th National Five-Year Plan, and promote informationisation and smart city initiatives that integrate with Macao's economic and social development. Consolidating the experiences and wisdom of all walks of life, we will focus on Macao's specific positioning and adopt a top-down approach for the planning design. We aim to complete the study on the Macao's development plan for the big data era by 2017, pragmatically implement our strategies, fulfill the needs of the city's transformation and changes in the ways of administration, and share the fruits of building a smart city in cooperation with the public.

We will act according to the basic principles of positive utilisation, scientific development, management pursuant to the law, and firm security, to strengthen construction and management of information networks and infrastructure. Coverage of the WiFi Go service provided by the Government will be expanded, and 100 percent international accessibility will be secured. The

establishment of strategies and a system regarding integrating the three telecommunication networks will be accelerated, and timely updates of and improvements to telecommunication emergency reporting, response and handling mechanisms will be implemented.

We will develop the Government's information analysis system, to promote mutually beneficial effects between Government data and social information, and enhance accuracy and effectiveness of integration and utilisation of information. We will learn from other countries and regions in bringing people's wisdom into play, and gradually make government data publicly accessible, provided that this information does not involve confidentiality and privacy.

We will develop "Smart Tourism" by helping enterprises to provide all-round services and information via the Internet. "Smart Transport" will also be explored, to improve management and quality of services of Macao's transportation system through informatisation, and to enhance the public's convenient travel experiences. To promote public health, "Smart Healthcare" services will be encouraged by incorporating more IT solutions into medical and health services, for the convenience of residents seeking medical consultations. The building of "Smart Government" will be expedited by implementing the Master Plan for MSAR e-Government, studying the use of big data technology for analysing public information, enhancing policymaking, and strengthening emergency handling ability.





Table 10: Major Tasks for Building a Smart City

1. Development and Application of Information Technology



Further promote application of mobile networks, study the strategy for the development of big data and cloud computing in Macao, explore the feasibility of applying the Internet of Things, promote learning and mastering information technology for all, utilise information technology to optimise urban management, improve people’s quality of life, and promote economic development.

2. Establish a Publicly Accessible Data Centre



To support development and application of big data, a publicly accessible database will be established. Criteria for data collection and releasing regarding urban administration and management of big data will be formulated. This will facilitate information sharing, lead to progress for the city and all industries, and contribute to the goal of achieving higher standards of living, work, transportation, tourism and entertainment.

3. Enhance Wi-Fi Coverage and Global Telecommunication Quality



As at end of June 2016, there were 183 WiFi Go service spots in Macao. In the next five years, more service spots will be added at World Heritage tourist attractions and bus stops, busy streets, LRT stations and public facilities in new urban areas. The number of Wi-Fi service spots will be increased to 260 by 2020, representing a rise of 40 percent.

Moreover, the Government will urge private organisations and enterprises to provide more Wi-Fi service spots to constantly expand Macao’s Wi-Fi coverage.

In 2014, the accessibility of global telecommunication services in Macao reached 100 percent, and the Government will strive to maintain the level at 100 percent in the future.

4. Update and Improve Telecommunication Emergency Reporting, Responding and Handling Mechanisms



Since 2016, the updated telecommunication emergency reporting, responding and handling mechanisms were implemented to enhance responsiveness on telecommunication network and service quality. From 2017 to 2020, the supervision work on optimising network quality and standards will continuously be implemented.



Table 10: Major Tasks for Building a Smart City (continued)

5. Accelerate the Establishment of the Three Networks Integration System



Complete the formulation of laws and regulations, licensing mechanism and technological support; motivate operators to improve network quality through adequate monitoring; and maintain market order in the telecommunication industry to leverage the market mechanism, thus improving the overall quality of telecommunication services; and launch the three-network integrated services in 2019, subject to conditions.

6. Build a Three-dimensional City



Implement the three-dimensional city information solution, and strive for a 10 percent annual increase in geographical information of Macao. Information regarding urban planning, transportation, land, economy and society, and humanity will be incorporated to perfect the information platform.



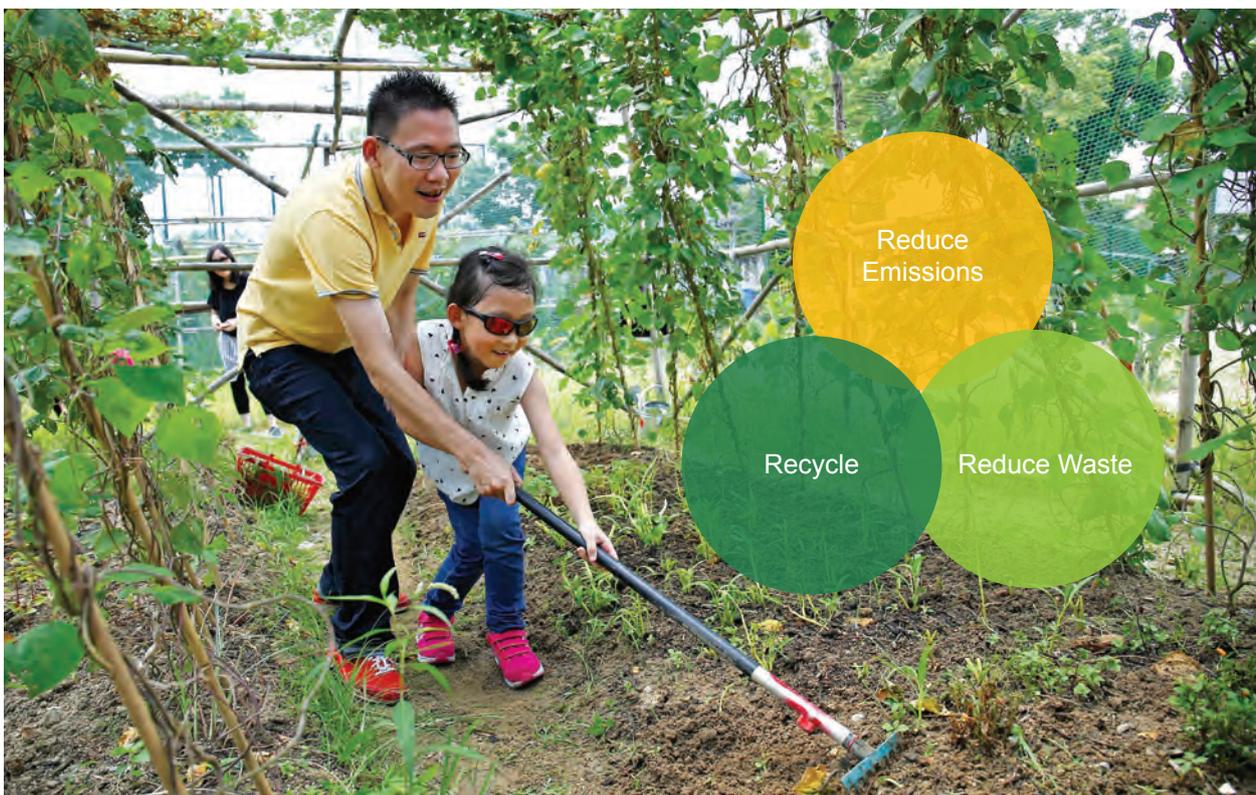
Section 4: Promote Environmental Protection and Green Living

Coordination between humans and nature is currently one of the core issues of world development. Mankind's activities have, both positively and negatively, influenced the natural environment. To enhance the positive effects and minimise adverse effects, the common value of coordinating social and economic development with protection of the natural environment must be reached among the public.

We uphold the value of respecting nature, following nature and protecting nature, and realising coexistence of man and nature. We persist with both conservation and development. On the basis of economic development and improvement of livelihoods, environmental conservation can promote development, while development may protect the environment. Through coordination of various aspects such as legislation, urban planning, land usage, environment management and control, education and regional cooperation on environmental protection, we can protect nature more effectively and pursue balance and coordination between city development and environmental protection.

We will establish guidelines and principles for protecting and maintaining the environment, nature, ecological balance and sustainable development in overall urban planning. In detailed planning, we will list items, measures and actions in accordance with environmental policy. We will strictly follow the principles of ecological conservation, low carbon consumption, landscape preservation and coordinated development, to come up with an objective, scientific and long-term arrangement of Macao's future city development, strike a balance between ecological protection and social economic development, realise harmony between mankind and nature, and build a beautiful and liveable metropolis.

We will actively follow the country's green development strategy, and encourage a green, low carbon, low emission, modern and healthy lifestyle. We strive for a joint administration system that is led by the Government, adjusted by the market and has participation by society, to strengthen environmental protection with integrated measures such as reducing emissions, reducing waste, and recycling and reuse.





Coexistence of Man and Nature

We will implement in an orderly manner a series of air quality improvement measures, including establishing standards and regulating mechanical exhaust emissions and stationary air pollution sources.

We will strengthen prevention of water pollution and protection of aquatic environments, enhance timely reactions to sudden marine pollution incidents, raise awareness of residents, groups and organisations regarding aquatic environmental protection and keeping the sea clean, as well as accelerate establishment of laws and regulations related to protection of aquatic environments.

We will create an action plan for controlling noise pollution, including through promoting and implementing noise prevention measures on a trial basis, refining and establishing technical guidelines for controlling noise in industrial and commercial facilities, and establishing a rational road network in new urban areas.

In 2017, we will issue the Macao Solid Waste Resources Management Programme, set out an action plan for Macao's future solid waste policy, optimise environmental protection infrastructure, strive for waste reduction and recycling of resources, and join hands with all sectors of society to improve waste disposal and promote recycling of resources.

We will strengthen regional cooperation, innovate regional cooperation and a coordinated governance model, to build a quality and ecologically advanced environment for residents.

We will continue to promote the use of natural gas and construction of related facilities. Currently 80 percent of the trunk pipe network on Coloane and Taipa has been completed, and the remainder will be completed within 2016. We will also commence modification of the sewage pipe network and separation of rainwater and sewage drainage in old districts, to improve standards for living and tourism environment. Following the commencement of environmental protection and energy saving projects, there will be growth of related and supporting industries and services, which will create more job opportunities. Through training and upgrading skills, employees of other traditional industries can step up and move to other careers with developing environmental companies.

Table 11: Environmental Protection Enhancement Plan

1. Promote Electric Vehicles



Formulate short-, medium- and long-term planning for promotion of environment-friendly vehicles, such as electric vehicles. This planning is expected to be completed in 2016. By strengthening coordination with bus companies, electric buses are expected to be launched soon. A study of reserving space for electric chargers when building public transportation terminals will also be conducted to facilitate use of electric buses.

Aim to install 200 electric chargers, in phases, in suitable public car parks from 2016 to 2019, plan to reserve spaces for electric chargers in new public car parks and encourage private car parks to reserve spaces for chargers. An interim review of the plan will be conducted in 2018, and will serve as the basis for further planning of new charger installations in 2020.

2. Improve Quality of Vehicle Fuel



The administrative regulation on Unleaded Gasoline and Light Diesel Oil for Motor Vehicles, effective from June 2016, stipulates that the standard of unleaded gasoline and light diesel used by vehicles in Macao will be the same as Euro V standard. Upon the new regulation coming into effect, monitoring will be enhanced and quality of unleaded gasoline and light diesel will be improved.

3. Establish Operation and Supervision Systems for Inter-regional Transfers of Scrapped Vehicles



In 2016, a software and hardware supervision system for regional transfer of scrapped vehicles was set up. We will strive for completion of the pretreatment facility in 2019, which are expected to become operational from 2020.

4. Disposal of Inert Construction and Demolition Materials



Develop and implement a solution for disposal of inert construction and demolition materials in mainland China waters, and construct a sorting and collection facility for these materials. The first phase of the plant for sorting inert construction and demolition materials will be able to handle 2,000 tonnes of materials per day. The cross-regional inert construction and demolition materials disposal project is targeted for commencement of operation in 2019, with a review and assessment of the material management workflow in the following year.

5. Reduce Emissions and Waste at Source



Aim to set up an integrated system to manage mobile pollution sources by 2020, to further reduce emissions at source. Continue to encourage reduction of waste at source through publicity, education and various feasible measures, such as implementation of the polluter-pays principle.

Table 12: Urban Greening Action Plan

1. Recycling and Reuse of Wooden Materials

The related plan was initiated in 2016, and will be implemented in 2017. It is expected that 2,000 tonnes of wooden materials can be recycled by 2020, reaching a recycling rate of 75 percent.

2. Green Resources Recycling Centre

The green resources recycling centre was constructed in 2016 and will commence operation in 2017. It is expected that 1,000 tonnes of green waste can be recycled to produce 400 tonnes of fertiliser by 2020.

3. Seac Pai Van Freshwater Wetland Restoration

This project was planned in 2016 and will be completed in 2020. The plan covers a total area of 22,000 square metres. It is expected that 90 percent of Macao's original river species can be restored. Applications for group visits will be accepted in phase, as this will be a site for popular science education regarding Macao species restoration.

4. LRT Station Greenery Restoration Project

Cooperate with scientific research institutions to plan a greenery restoration project for LRT stations along the 9.3 kilometre long Taipa line. The restoration work will commence in phases from 2018, and is expected to result in restoration of 12,000 square metres of greenery each year, and complete the whole project in 2020.

5. Three-dimensional Greening Strategy

Planning and initiating three-dimensional greening work began in 2016. It is expected that 15 or more green pavilions will be added to leisure and public facilities within five years.

6. Expand Urban Greening Spots with Flowers and Fragrant Plants

Preparation for the project started in 2016, with the aim of establishing 50 greening spots with flowers and fragrant plants each year from 2017, and establishing a total of 200 greening spots by 2020.

Section 5: Enhance Crisis Management and Build a Safe City

A city's safety ensures, and is the base of, social harmony and contentment in living and working. A long term goal for a safe city is to build an integrated police administration system that incorporates the function of providing alerts and command during emergencies, and aims to reduce potential safety risks and create a safe environment for economic development and social life. When there is a substantial safety issue, the surveillance system will enable various units to conduct rescues more swiftly and accurately, and more effectively handle emergencies.



We will continue to improve the police force through adoption of scientific technology, strengthen application and progress with scientific and technological measures, promote proactive policing, community policing and police public relations, as well as ensure sufficient logistics support, for more effective provision of resources and combating of crime, higher capability for law enforcement and more efficient management.

We will optimise electronic equipment for ensuring safety and order, provide skills training, and improve procedures to enhance law enforcement capability. Through the use of electronic devices, and working in concert with the media, we aim to build a speedy and effective reporting system.



We will strengthen safety in tourist spots and public facilities, conduct comprehensive and mobile surveillance and assessment of potential risks, study the use of electronic equipment in controlling foot traffic, and implement related measures to strictly control the potential risks arising when large crowds congregate.

We attach importance to police training, and will continue to enhance policing, police-community relations and emergency response capability.

We will strengthen regional security cooperation, and optimise the emergency response system for a more effectively coordinated cross-regional force, to enable swift responses to emergencies.

Reducing public safety risks is closely related to residents' interests, and is strongly emphasised by the Government. We must optimise the cross-departmental risk management system, enhance awareness of potential risks and crises, and strengthen education and promotion of safety and overall ability to respond to crisis. The Government shall join hands with citizens to increase the ability to respond to traffic accidents, fires, natural disasters, and violence, to protect citizens' lives and property.



Table13: Major Tasks for City Safety

1. Strengthen Policing by Means of Science and Technology



Strengthen technology for collecting and analysing information on crime;
 Enhance technology for identifying criminals;
 Update information technology and equipment for forensic purposes;
 Research and development for the first-generation policing system, to enhance efficiency;
 Review locations of patrolling spots and implement the use of smartphones for signing patrol log books;
 Adding publicity facilities; and
 Upgrade the Customs service information system.

2. Build an Online Safety System



Constantly review, amend and formulate laws and regulations regarding online safety, continue to improve software and hardware for ensuring online safety, and enhance regional exchanges and cooperation to provide a safer local online network.

3. Enhance Preventive Measures and Controls Regarding Food Safety



Establish or update two food safety standards in each of 2016 and 2017, and conduct reviews from 2018 to 2020.
 Strengthen monitoring and complete the formulation of standards stipulated in Article 7 of the Food Safety Law.
 Widen publicity through all possible channels to raise public and industry awareness of food safety.

Table13: Major Tasks for City Safety (continued)

4. Refine the Public Health Emergency Response Mechanism



Continue improving laws and regulations on disease prevention, perfect disaster response planning, enhance staff training, strengthen facilities for preventing infectious diseases, strengthen regional cooperation, and consolidate the infectious disease prevention and response mechanism.

5. Establish Guangdong-Macao Emergency Response Platform



This platform is established for daily coordination and fast communications between Guangdong and Macao in the event of emergency. Cooperation between the two regions regarding this matter will be enhanced, to exchange anticipation and alerts, develop channels to strengthen data exchanges and system sharing, and share essential data and information on a timely basis when responding to emergencies.

Macao's part of the platform has been completed, and Macao will follow up with Guangdong regarding connections between the two platform components. It is expected that other detailed arrangements will be implemented in 2017, and an interim review will be conducted in 2019. Optimisation of the platform will commence in 2020.

6. Strengthen Security and Safety of Macao Waters



Actively prepare for implementing relevant measures to ensure law enforcement within the waters under Macao's jurisdiction specified by the Central People's Government.

Enhance human resources to support maritime law enforcement and constantly boost law enforcement capability to ensure maritime order.

Strengthen regional cooperation and maintain close communications with mainland China's maritime law enforcement departments, to jointly combat illegal activities.

Three marine operation bases will be added in 2016, to realise regular operation of the "30-minute emergency response circle".

Upgrade professional equipment for maritime law enforcement from 2016 to 2018.

Gradually strengthen the patrol fleet from 2017.



Chapters 3: Enhance People's Livelihoods

In the coming five years, even though rapid economic growth will slow to a moderate pace, the Government will continue to prioritise improvement of livelihoods, and make every effort to enhance people's wellbeing.

Section 1: Advocate Coherence of Humanity and Advocate the Core Value of Our Love for the Country and for Macao

We will consolidate and spread the publicly recognised core value of our love for the country and for Macao. We will more strongly uphold standards of morals and civilisation based on this core value. We will also promote learning of the country's situation, strengthen the sense of recognition of the motherland, and the sense of togetherness, co-development and sharing.

We will enhance patriotic education for young people. Through bringing-in, going-global, interactions

and exchanges, we aim to enrich the substance of education, enhance the effectiveness of communication, encourage young people to create, pursue and realise their dreams, and strengthen their competitiveness. In the coming three years, we will organise mainland China exchange programmes for 3,000 young people through the Thousand Talents Programme, to enhance their understanding of the country's development and their overall quality, and spread the spirit of loving our country and Macao.

Macao's culture has inherited the Ling Nan culture, which is part of Chinese culture, the mainstream of Macao culture. Four hundred years ago, under special political and geographical circumstances, Western knowledge spread to the East, while Chinese knowledge also spread to the West. Macao became a place where the East meets West, and where people of different races, religions and cultures live in harmony. Macao has served as an important bridge for cultural exchanges between the West and China.



We must inherit Macao's integrated cultural characteristics to build an open, inclusive and harmonious society, leverage the pro-activeness of Macanese and Portuguese residents in Macao, and jointly build "One Centre". We must make use of the advantage of Chinese and Portuguese cultural integration, jointly maintain and demonstrate Macao's role as a bridge and a hub between China and PSCs, promote cultural exchanges between China and PSCs and further expand and strengthen the development of "One Platform".

We will continue to refine and construct more cultural and arts facilities, libraries and museums,

strengthen cultural education and enhance public awareness of preservation of antiques and world heritage. We will also further utilise traditional and new media to cultivate a culturally enriched and innovative atmosphere. We will focus on cultivating local cultural talents, and enriching Macao people's cultural life, to develop Macao as a city of culture.



Table 14: Heritage Protection Action Plan and Major Tasks for Optimising Cultural Facilities**1. Conservation of the Historic Centre of Macao**

Complete public consultation regarding and compilation of the Plan for Protection and Management of the Historic Centre of Macao within the period from 2014 to 2017, and complete the legislation process for the related administrative regulation and its enforcement within the period from 2018 to 2020.

2. Continue Census on Real Estate and Intangible Cultural Heritage in Macao

Complete the census regarding 100 real estate projects and 10 potential intangible cultural heritage items, followed by selecting 30 real estate properties and four intangible cultural heritage items for the assessment process. The next phase of the census will be conducted from 2018 to 2020.

3. Major Library Construction Projects

The new Patane Library, a total area of 1,000 square metres, houses a collection of 60,000 books and is scheduled for opening to the public in the fourth quarter of 2016.

Seac Pai Van Library is under planning and construction, and is scheduled to commence operation by the end of 2019.

Construction of the new Macao Central Library is under planning. The foundation works are expected to be completed in 2020. The new library is preliminarily scheduled to open in 2022.

Commence the 24 hours per day library services pilot scheme at the Red Market Library in the fourth quarter of 2016.

4. Major Museum Construction Projects

Plan to establish Xian Xing Hai Memorial Centre, which is expected to be completed in the fourth quarter of 2017.

Implement the project to optimise Taipa Houses Museum and add a multi-cultural leisure area, to build a platform for showcasing the cultures of PSCs and for international cultural exchanges. It is expected to commence operation in the second quarter of 2017.

Revitalise the building at No. 80 Rua das Estalagens, and transform it into a permanent gallery. Through themed exhibitions – “Sun Yat-sen and Macao” and “Culture and History of Rua das Estalagens” – this will aim to deepen the public's understanding of cultural history. The building and archaeological findings are expected to open to the public in the fourth quarter of 2016. Planning for exhibitions in the permanent gallery will continue in 2017.

Section 2: Safeguard Employment Priority for Local Citizens and Build a City with a Favourable Working Environment

Residents' employment is critical to thousands of families. A stable labour market ensures speedy construction of "One Centre" and building of "One Platform". In recent years, the employment rate in Macao has been satisfactory, with the unemployment rate remaining low. The whole community must make concerted efforts to build a high quality and competitive society with full employment.

The Government actively promotes moderate economic diversification, and introduces new technology and knowledge-based elements into industries, to bring a new model to management of enterprises and governance of the city. These measures not only help create more knowledge-based job opportunities, but also foster transformation of the labour market from uniform to diverse. Thus, there will be more job opportunities and more types of jobs to choose from. Stable income for residents will then be ensured, and conditions will be created for horizontal and upward mobility, for a better working environment.

Regarding policies, the Government ensures priority of employment for local residents. The Government sticks to the principle of importing foreign workers only as a supplement, making up for inadequacies in local labour. The government is highly concerned about the changes in supply and demand in the labour market, adjusts the numbers of imported workers and refines the unemployment system for imported workers accordingly. This term of Government firmly prohibits the import of foreign workers for gaming dealer posts, encourages an increase in the promotions of local employees to middle and senior management – striving for the percentage of locals in these roles to rise from 81.9 percent in 2015 to 85 percent in 2020. The Government is also striving for the proportion of local employees in industries other than gaming to increase from 78.9 percent in 2015.





Regarding allocation of resources, we will introduce more education resources to safeguard opportunities for education, continuous learning and life-long learning of residents, and ensure fair education. We will strengthen and refine human resources training, providing both practical basic training and professional, knowledge-base training, to fulfil the needs for talents during moderate economic diversification. We will encourage local residents to strengthen their competitiveness in terms of employment and starting businesses, provide further guidance and support for young people regarding employment and starting businesses, and pay attention to and provide assistance with training, retraining, seeking employment and reemployment of middle-aged people with low education levels and minorities .

Regarding system establishment, we will perfect laws and regulations related to labour and employment to protect workers' legal rights. We will continue to enhance occupational health and safety, and assist enterprises with providing safe and healthy working conditions to employees. We will accelerate the establishment of a professional accreditation system and a vocational skills assessment system, and introduce international accreditation and expand relevant accreditation courses according to industry needs. We aim to fulfil our promise to implement a minimum wage in 2019.

Regarding upward mobility of labour, we are striving to create more favourable conditions for Macao residents to enjoy upward mobility. We will urge enterprises, especially large-scale enterprises, to strengthen staff training and promotion systems, and encourage industries to make concerted efforts to create opportunities and channels for Macao residents' career development, in order to improve livelihoods through upward mobility, and in turn enhance society's overall competitiveness.



Section 3: Press Ahead with the Implementation of the Principles of Letting Macao Thrive Through Education and Building Macao with Talent

To meet challenges in an era of knowledge-based economy, the Government will enhance Macao's education and talent cultivation models with a focus on unlocking students' potential by promoting creative thinking, improving the quality of innovation, and strengthening their ability to innovate. Nurturing innovative talents will help Macao to overcome bottlenecks resulting from manpower shortfalls in the course of industrial diversification. The Government will also continue to reform and improve education system to ensure that it accords with the spirit of innovation, as well as to create a learning and social environment favourable to the growth of innovative talents. While safeguarding equality in education, we will also strive to create a favourable environment for lifelong learning and provide opportunities for all citizens to receive a high level of education, instil their interest in learning, and cultivate their learning ability, so that they will benefit from education and succeed.

Regarding non-tertiary education

Based on Macao's long-term development needs, the Government will make use of the reasonable elements and effective mechanism in Macao's traditional education and innovative education ideas and curricula, to establish an education system that will significantly improve the quality of education and capacity to innovate with a combination of formal and continuing education. Efforts will be made to nurture talents needed by emerging industries for the

sustainable development of Macao. The Government will also strengthen the integrated assessment of non-tertiary education and accelerate the establishment and development of a school self-evaluation mechanism. In 2016, all schools in Macao have completed the first round of assessment. In 2018, a new integrated assessment model with school self-evaluation as the core, supplemented by external evaluation, will be introduced as a pilot scheme. Starting from 2020, the model will be gradually expanded to include all schools.

In addition, the Government will continue to facilitate healthy development of vocational education and special education through multiple ways, including nurturing professionals, investing resources and refining the related laws and regulations. We will also proactively promote vocational education by improving the system and mechanism, such as by inviting industry participation, soliciting recognition from parents, attracting more students for enrolment, and facilitating innovation in vocational and technical education. Both hardware and software facilities for special education will be increased, and more support will be given to students from families with financial difficulties, in tandem with expanding the scope of special education.

The Government will also formulate short-term, medium-term and long-term plans to solve the problems of schools operating on podiums, and facilitate the progressive implementation of related work to improve students' learning environments.





Regarding tertiary education

According to international standards, higher education in Macao, with a 70 percent gross enrolment ratio, has entered a stage of popularisation. In the coming five years, to ensure sustainable and healthy development of tertiary education, we will strive to perfect the higher education system, in order to support Macao's positioning and moderate industrial diversification. We will stimulate innovation and gain new momentum through proper policy guidance and investment of resources, thus improving the quality of innovation, building capacity to innovate and nurturing innovative talents, to enhance Macao's overall competitiveness and move society forward.

We will also continue to strengthen cooperation in academic studies between Macao's institutions and between local and overseas higher education institutions, and enhance education quality, in order to broaden students' global perspective and foster their whole-person development. We will also enhance the professional competence of both academic and

administrative staff, and continue to promote closer cooperation between the industrial, academic and research and development sectors, so that higher institutions can take a further step towards leading in science and technology in Macao's development, as well as leverage their unique advantages and acquire reputations for academic disciplines with Macao characteristics.

We will step up our efforts to cultivate bilingual talents in Chinese and Portuguese, to foster reliable talented professionals for the establishment of "One Platform". These include creating a favourable environment for learning Portuguese and promoting and improving the Portuguese learning system.

The Government will take the lead in establishing a quality assurance system and an evaluation mechanism for higher education institutions that are on a par with international standards. We will also establish and enhance internal management systems to provide incentives for improvement, so as to create an efficient and pragmatic team of teaching and administrative staff.

The Government will pursue a strategy of giving priority to talent cultivation to ensure concrete progress in talent cultivation.

The Five-year Action Plan for Talent Cultivation will be implemented to enlarge our talent pool, while research will be conducted to ascertain which key industries are facing manpower shortages. The Talent Development Committee has commissioned a tertiary education institution to conduct research on manpower needs in the gaming, retail, hotel, catering and convention and exhibition industries. The research began in 2014 and was completed in the first quarter of 2016, and the results have been released on the related website. Meanwhile, research on manpower needs in the construction and finance industries commenced in the third quarter of 2016. The results, targeted for release in 2017, will provide a basis for formulating solutions to the problem of manpower shortages in the industries. In addition, to lay a foundation for long-term talent development, medium-term measures to nurture talents will commence in 2019 to early 2020. While continuing to expand the work of the Talent Development Committee, the Government will also strengthen communication and coordination with various institutions and related organisations regarding improving manpower quality.

We will enhance the subsidy schemes for young talents and support Macao tertiary students and eligible young teaching and research staff of tertiary institutions

to participate in exchanges and study visits to renowned overseas universities and international organisations, which will enable them to develop global vision, gain knowledge and experience, develop innovative thinking and make achievements. Furthermore, in the coming two years, the Talent Development Committee will launch a pilot scheme to select outstanding young persons to work in UNESCO as interns.

We will proactively consider feasible and effective policies and measures to attract professionals to Macao to support the establishment of “One Centre, One Platform”, as well as to encourage Macao talents who are currently abroad to return and support the development of Macao.

As young people are Macao’s future and hope, the Government will strive to ensure that they grow healthily by providing more career guidance and life planning support to pave a better way for their life development, enabling every youngster to attain all-around development in ethics, intellect, physique, social skills and aesthetics, and pursue their dreams.

The Government will continue to implement various youth policies. For instance, it will announce the findings of the interim review of the Macao Youth Policy (2012-2020) in 2017, and strive to complete over 95 percent of the tasks listed by 2020, to ensure that all the work is completed before commencing a new round of policy planning.

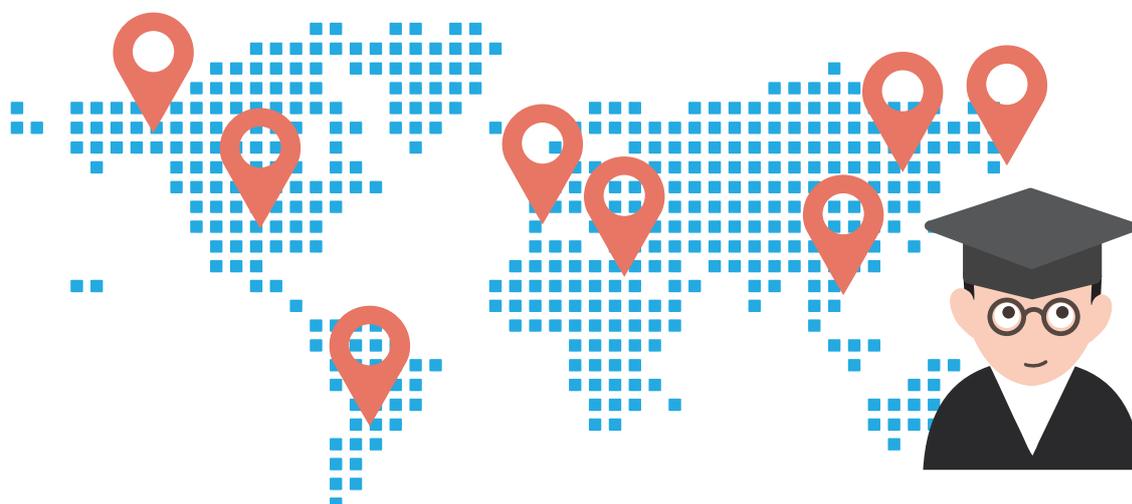




Table 15: Major Tasks for Enhancing Non-tertiary Education Development

1. Implement the Ten Year Plan for the Development of Non-Tertiary Education (2011-2020)



Strive to expand 15-year compulsory education to over 80 percent of schools and students, and achieve over 90 percent of the goals listed in the Ten-year Development Plan for Non-tertiary Education (2011-2020) by 2020.

2. Complete the Amendments to Laws and Regulations on Vocational and Technical Education



Spare no effort in finalising the amendments to laws and regulations on vocational and technical education, with a target to commence legislation by 2017, gradually perfecting the vocational and technical education system and related protection measures.

3. Complete Amendments to the Special Education System



To meet society's needs for special education, various special education policies and measures will be optimised to perfect the Special Education System, such as establishing a comprehensive support system for students with special education needs, improving learning environments, developing innovative modes of education, and providing appropriate education and career planning guidance, to help students unleash their potential and integrate into society. The legislative process is expected to commence in 2016, and the related regulations will be implemented in an orderly manner after the relevant law has taken effect.

4. Continue Promotion of Recurrent Education



Recurrent education subsidies, class-teacher ratio subsidies and vocational and technical education subsidies will be provided to schools. The funding for recurrent education will also be gradually increased, to ensure efficient operation of schools providing recurrent education.

In the coming five years, the by-laws on the framework for recurrent education curricula and the recurrent education subsidies scheme will be completed. Start up subsidies, supplementary subsidies and equipment upgrade allowances will be offered to schools providing recurrent vocational and technical education, to enhance the education level and social competitiveness of the students receiving recurrent education.

Table 16: Action Plan for Letting Macao Thrive Through Education and Building Macao With Talent

1. Expedite Promotion of Popular Science Education



Guide and regulate the curriculum modes and contents of science education in schools through the Framework of Formal Education Curriculum and the Requirements of Basic Academic Attainments in Formal Education in the coming five years. All schools must ensure that time allocated for teaching the relevant subjects meets specified requirements.

Continue to support secondary and primary schools in provision of popular science education through the Education Development Fund.

Make use of the advanced equipment and scientific environments of the laboratories of local universities to enhance students' practical skills and scientific research capability.

Coordinate and support students' participation in local and overseas popular science competitions.

Encourage schools to cooperate with higher education institutions and popular science organisations to provide training for popular science teachers and judges for competitions, as well as technical support to the teams participating in overseas competitions.

Strive to gradually increase the ratio of students who attain medium to high levels in scientific literacy in the Programme for International Student Assessment (PISA).

2. Continue Optimisation of the Major Action Plan for Tri-literacy and Quadri-lingualism Education



Starting from the 2016/2017 school year, Portuguese courses have been accorded priority for the Education Development Fund, and minimum teaching hours have been established for Portuguese courses in private schools.

Increase the number of private schools that offer Portuguese programmes and the number of Portuguese courses offered through formal education, to popularise Portuguese learning.

Cooperate with education institutes in Portugal to provide more choices for students who pursue their studies in Portugal.

Increase the number of places for special subsidies under the Tertiary Scholarship Scheme for tertiary students studying Portuguese or Chinese–Portuguese translation.

Increase the number of places, categories and geographical areas under the subsidy the Education Development Fund offered to Macao teaching staff and students taking qualifying examinations for languages and professional skills.

Consider establishing a Putonghua standard with the aim to improve the Putonghua level of Chinese and Putonghua teachers, and encourage teachers to participate in the internationally accredited Putonghua Shuiping Ceshi (PSC) organised by the State Language Commission of China. From 2016 onward, it is planned that through cooperation with mainland China institutions, Macao Chinese and Putonghua teachers will be sent to mainland China for Putonghua Shuiping Ceshi courses.

Plan to construct a language training centre in Seac Pai Van, with preparatory work – such as development of a plan for courses and activities to be held in the first year of operation and staff allocation – commencing in 2016. Construction is expected to begin in 2017, enrolment of students is expected to start from 2018, and the centre is expected to open in 2019. Upon completion of the assessment of courses, activities and services in the initial year, both the number and target of various language training activities will be expanded, to provide a favourable learning environment for enhancing Macao citizens' and students' proficiency and confidence in Putonghua, Portuguese and English.

Table 16: Action Plan for Letting Macao Thrive Through Education and Building Macao With Talent (continued)

3. Establish a Talent Information System



In the coming five years, the Talent Development Committee will further improve the function of the talent database. A database of talents who have acquired professional qualifications and accreditation will be developed.; and a database of various professionals who have passed vocational examinations will be established.

To nurture technically-proficient personnel, a professional licences information platform system was established in 2016, to ensure timely release of information on vocational training and courses preparing for licence examinations. Information on various locally, nationally and internationally recognised vocational licences, examination application procedures and related training courses will be provided to citizens, in an effort to nurture more technically-proficient personnel to support Macao's moderate economic diversification.

4. Develop Innovative Spirit in Education



Push forward the Training Programme for Students with Innovative Quality, and include "developing students' innovative thinking" as an indicator in the integrated quality assurance of schools, supported by related internal assessment tools to evaluate the innovative capacity of students, so as to develop students' innovative spirit.

Enhance Macao students' scientific innovation through the Programme for Cultivating Gifted Young Scientists.

Continue to launch the Scheme for Young Entrepreneurs and Innovatists and organise the Study Tour for Macao Young Entrepreneurs and Innovatists, to allow local young people to gain a better understanding of the development trend of entrepreneurship and innovation in mainland China.

Encourage and support Macao tertiary students to join and organise various activities to enrich their practical experiences, widen their global perspective, stimulate innovative ideas, and enhance overall competitiveness.

Through the Professional Development Assistance Scheme for Teaching and Research Staff of Higher Education Institutions, as well as organising courses jointly with internationally renowned higher education institutions, more professional development opportunities for teaching and research staff of Macao's higher education institutions will be created, to continue promoting innovations in teaching and research.

5. Build and Perfect a Knowledge-based Society



Encourage citizens to pursue continuing education and lifelong learning. Flexibility of application procedures for professional accreditation examinations will be enhanced to encourage more citizens to obtain professional licences. Under the Life-long Learning Incentive Award Scheme, additional dedicated awards to be introduced in 2017 to encourage citizens to acquire vocational licences.

By organising Life-long Learning Week and cooperating with various community groups and organisations, promote the concept of life-long learning, and encourage more educational bodies and organisations to jointly build a knowledge-based society.

Continue providing favourable arrangements to encourage more elderly persons to engage in life-long learning.

Consistently build and perfect a knowledge-based society, and train and encourage more people who are enthusiastic regarding life-long learning to organise learning activities in the community.

Section 4: Improve People’s Wellbeing and Care for the Underprivileged

It is the responsibility of the Government and the whole society to care for the underprivileged and safeguard people’s well-being. We will promote specific support measures and provide the underprivileged with support for living and development opportunities, to prevent them from falling out of the subsistence safety net; facilitate the mastering of employment skills and nurture the potential of the underprivileged, to help them turn a new page in their lives through education and training; promote fairness in education to ensure residents do not lose education opportunities because of family problems and enable children from poor families to acquire knowledge and skills, so they can be self-sufficient regarding employment – and thus, intergenerational poverty can be eradicated. We are determined to develop our social security system towards equality and sustainability. We will also provide comprehensive support and multi-level coverage in order to improve security for people’s basic quality of life.

We will closely monitor the changes in economic and social development and impacts of price changes

on residents’ livelihoods and business operations, and implement measures as appropriate, to provide residents in need with suitable services.

We will continue improving the minimum subsistence index and regularly examine its implementation. We will review the adjustment mechanism for the minimum subsistence index in 2019, and adjust the index according to real needs in 2020.

We will improve the protection system for the disabled, optimise the existing subsidy and allowance schemes, and convert temporary disability allowances into a long-term welfare measure through legislation or amendment to the law, in order to provide the disabled with appropriate protection.

We will expedite the establishment and implementation of the Professional Accreditation and Licensing for Social Workers, to deepen the development of human resources for social work and enhance the overall quality of services.

Table 17: Major Tasks for Caring for the Underprivileged

1. Overall Increase in Quotas for Various Rehabilitation Services



From 2016 to 2018, the quotas for residential services, day job placement services, vocational rehabilitation services and early training services will be increased by about 300, 70, 140 and 180, respectively, resulting in a total increase of nearly 700. Compared to the 1,667 quotas of rehabilitation services for all Macao residents in 2015, this will represent a 40 percent increase.

It is estimated that two additional rehabilitation service centres will be established from 2019 to 2020, to increase around 150 quotas for services.

2. Strengthen Early Prevention Measures for Dementia and Related Healthcare Services



Establish and expand the community supportive nursing teams and home care support services, strengthen the early prevention measures for dementia, and gradually establish the related health care services. The total number of quotas of dementia day-care services is forecast to increase from 60 in 2015 to around 170 in 2018.

Table 17: Major Tasks for Caring for the Underprivileged (continued)

3. Strong Support for the Disabled and Mentally Handicapped



Continue to implement and optimise the Benefit Programme for Disability Evaluation Registration Card Holders. Special investigations of the health conditions of the Disability Evaluation Registration Card holders will be conducted from 2016 to 2017. Stricter and more comprehensive monitoring of the disability assessment measures will be implemented from 2018 to 2020.

A study to assess demand and planning of residential services for the disabled will commence. New quotas for temporary residential services will be created in new residential homes. Staff training will also be encouraged, to improve the quality of residential services.

Formulate the Design Guidelines for Universal Accessibility for Macao, to improve accessibility to social services facilities.

Increase the number of rehabilitation buses with extended service hours. Standard quality guidelines and evaluation mechanisms for the rehabilitation bus services will be developed.

Commence assessment of demands for community support services for the disabled, and subsidise disabled persons to improve their barrier-free homes.

Launch first aid training courses on mental illness, and commence studies of community health rehabilitation services.

Provide child-care centre staff with training on early identification of infants and young children with special needs, commence studies on demand assessment and planning of early treatment services, invest resources to support early treatment service providers, strengthen family support, and consider establishing a mandatory notification mechanism for early intervention.

Support social organisations that provide families with autistic persons with required services.

Complete and implement the Ten-year Development Plan for Rehabilitation Services 2016-2025, to expand the quotas for various rehabilitation services. The targeted completion rates are: short-term (2016-2017) - complete 150 measures, representing around 40 percent of the total; and medium-term (2018-2020) - complete 120 measures, to achieve around 72 percent of the total.

4. Enhance Targeting of Social Support and Rationalise Social Welfare Planning



Launch relief measures on a timely basis, to support and protect the underprivileged and provide financial assistance to poor families or individuals, regularly review the effectiveness of allowances, and optimise administrative procedures.

Complete the classification of the existing 10,000 poverty alleviation cases from 2016 to 2017, and implement targeted assistance schemes; encourage members of recipient families who are able to work to regain employment and resume normal family life patterns, so they can eventually exit the assistance network.

Build a community-based family support network. As of 2019, the Government will collaborate with 11 integrated family service centres, and is expected to handle up to 2,000 family cases. In 2020, studies and planning regarding satisfying the needs of various family and community services will be conducted. The next five-year welfare service plan will be formulated, to continue developing the blueprint for tertiary preventive services.

Initiate and expand different assistance schemes, strive to implement the related long-term mechanism as soon as possible, and continue improving various existing social welfare services, to build a harmonious society.

Table 18: Major Tasks for Optimisation of Social Security and Social Services

1. Formulate the Two-tier Social Security System



A gradual transition from non-mandatory to mandatory participation will be adopted. The second tier protection of the central provident fund system will be established. The Non-mandatory Central Provident Fund System has passed its first reading at the Legislative Assembly.

2. Disburse Extra Sums from Budgetary Surplus



As a special arrangement, funds from the budgetary surplus will be injected into the Central Provident Fund account of every eligible Macao resident as appropriate, considering the economic situation, to gradually consolidate the retirement benefits. In 2015, about 360,000 people received an extra sum from the budgetary surplus. From 2016 to 2020, an annual increase of 3.5 percent to 4.5 percent in the number of beneficiaries is expected.

3. Increase Quota for Child-care Services



Increase the quota for child-care services to about 10,000 in 2016, and about 11,000 by 2018. In between, over 7,000 quota for child-care services for 2-year-old toddlers will be provided in 2017, to essentially meet the needs for child-care services for this age group.

4. Actively Promote Family-friendly Policies



Based on the review of the Family Policy Framework Law, strengthen community education to promote the spirit of the framework law and implement related objectives.

Implement family-friendly policies. From 2016 to 2020, strengthen inter-departmental cooperation, whilst facilitating cooperation with non-governmental organisations to promote these family-friendly policies, encourage provision of additional facilities in public areas – such as baby care rooms and barrier-free facilities, and encourage employers to implement flexible and diverse working hours, to help employees fulfil both their work and family responsibilities.

5. Improve Food Price Adjustment Mechanism and Protect Consumers' Rights



Improve the laws and regulations for protecting consumers' rights. The Review of the Legal System for Protection of Consumers' Rights is expected to enter legislative procedures in 2016. In the coming five years, the inter-departmental working group on food price adjustments will continue enhancing communications with local vendors, strengthen the Government's efforts to monitor food supplies and price fluctuations, enhance price transparency, and actively explore more sources – to provide consumers with more choices, improve the competitive landscape of the fresh food market, and improve the price adjustment mechanism.

Section 5: Implement Strategy in Response to Population Ageing

Living healthy, long lives is necessary for improving people's well-being and achieving comprehensive development. The average life expectancy of Macao residents ranks among the highest in the world. Meanwhile, due to the continuous trend of population ageing, by 2020, the population of elderly citizens aged 65 or above in Macao is expected to account for about 14.2 percent of the local population.

Comprehensive caring for the elderly is the foremost strategy of the Government in response to population ageing. The aim is to give elderly citizens a sense of security, a sense of belonging and a feeling of health and worthiness when enjoying their retirement lives. The elderly have made significant contributions to Macao's economic and social development, and they are invaluable assets of society. Families, the Government and society should care for and treasure them.

We will continue to advocate the spirit of respecting and caring for the elderly, and play an active role in families and the community to satisfy their daily needs for services, enhance and improve their health, and offer them a quality, convenient and safe living environment. We will also deepen cooperation with professional organisations, community associations and institutions; and encourage construction of elderly service facilities and create more suitable living conditions for ageing in place for the elderly. We will refer to overseas experience and take Macao's

situation into account to develop the elderly-oriented industry.

Society should take concerted actions to tackle the challenge of population ageing. We will develop comprehensive population development strategies, with policies and measures targeting different stages of life, including birth, education, employment and retirement.

For the birth stage, we will protect maternal and child health, encourage healthy births and provide women with appropriate support measures, including incentives promoting childbirth and child care allowances.

For the education stage, we will strengthen the long-term mechanism for education, to enhance local residents' competitiveness and productivity through education, and provide the elderly with opportunities to acquire knowledge, so they can further contribute to society.

For the employment stage, we will strengthen employment protection, enhance working initiative and efficiency, and provide assistance to older residents who are still willing to work, to enhance their employability and employment prospects, thus creating a wealthier society.

For the retirement stage, we will offer a good environment for the elderly to live healthily and happily in their familiar places, with consolidated and perfect retirement protection.



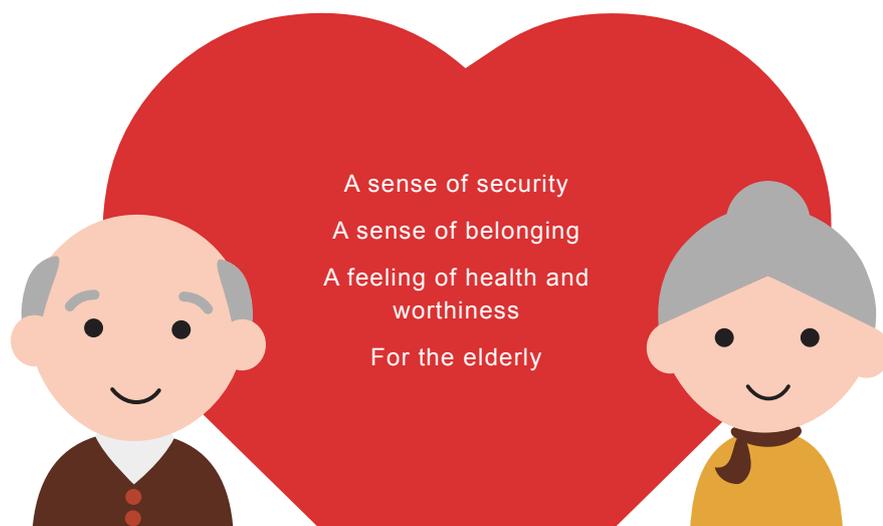


Table 19: Major Tasks for Responding to Population Ageing

1. Increase Subsidised Places for Residential Services



In 2018, the total subsidised places in homes for the elderly will be increased by 35 percent from the current 1,700 to 2,300.

2. Support Families with Taking Care of the Elderly



Enhance cooperation with various sectors to continue optimising the quality of various long-term care services; develop a mechanism for assessing related services; expand the coverage of rehabilitation bus services; set up support service centres to provide one-stop support services to carers of elderly persons; enhance promotion, education and training to relevant persons; and consider providing financial subsidies to support carers in need.

3. Improve Retirement Protection



Continue distributing pensions to eligible elderly citizens, and adjust the pension and other payments as appropriate by taking into account the level of contributions, population structure, social economic development, inflation data and affordability of the Social Security Fund. In 2015, around 85,000 people were receiving pensions. It is anticipated that the number of pension receivers will increase by 7 to 11 percent annually from 2016 to 2020.

4. Increase Number of Cases Eligible for Receiving Old Age Allowance



In 2015, there were 67,319 cases eligible for receiving old age allowances. It is anticipated that the annual growth rate will be 5 percent from 2016 to 2020.

Table 19: Major Tasks for Responding to Population Ageing (continued)

5. Implement the Ten-year Action Plan for the Provision of Services for the Elderly (2016-2025)



Implement the Policy Framework for Macao's Retirement Protection Mechanism (2016-2025). The targeted completion rates are: short-term (2016-2017) - complete 180 measures, representing around 43 percent of the total; and medium-term (2018-2020) - complete 141 measures, to achieve around 76 percent of the total.

Formulate the Legal System for Protection of Rights of the Elderly and gradually introduce the related measures after it is passed by the Legislative Assembly.

6. Improve Elderly Healthcare Services



The Government attaches great importance to elderly healthcare services. This will be achieved through establishing a geriatric out-patient clinic, a clinic providing out-patient services for elderly persons with impaired memory, an elderly healthcare clinic and medical wards, establishing an inter-departmental working unit to enhance nursing and medication counselling, and expanding the Taipa Elderly Health Station. Discharge plans and prioritised medical appointments and registration for the elderly will also be implemented, likewise enhancing elderly healthcare services.

7. Assist Senior Residents to Enter Desired Employment



Short-term measures (2016-2017): Provide senior citizens with appropriate employment support; encourage enterprises and social organisations to employ senior citizens and provide the middle-aged with career planning services; assist the elderly to master vocational skills and provide them with free vocational training.

Medium-term measures (2018-2020): Formulate the Labour Relations Law for Part-time Labour to provide flexible working modes and create more favourable employment conditions for the elderly, so that they can strike a better balance between careers and retirement lives; and commence a study of employment of the elderly and adjust the related support measures as appropriate.



Section 6: Improve the Healthcare System and Build a Healthy City

The Government will put people's health first. Through raising people's health knowledge and mobilising the public to cooperate with the Government and social organisations, we will develop effective environmental support, healthcare services and medical systems, to improve the urban living environment and residents' health. We will encourage all residents to participate in healthy physical activities, and develop an environment and health monitoring and risk assessment mechanism to build a healthy city.

We will uphold the public health policy of focusing on better medical services and prioritising disease prevention, and follow the principle of three-level prevention to improve the physical and mental health of Macao people.



Primary prevention:

We will strengthen public health information reporting and disease monitoring, optimise prevention of infectious diseases and chronic diseases, enhance the public health emergency team and medicine reserves, improve regional synergy on health emergency responses, and develop various contingency plans. We will enhance health education to promote healthy lifestyles, and unite people from all walks of life to build a healthy city.

Secondary prevention:

Through introducing international accreditations and performance evaluation mechanisms, we will continue to improve the capabilities and standards of disease diagnosis and treatment, and develop chronic disease self-management programmes, such as the "My Health Depends on Me", to assist residents with managing their own health and securing their personal health and quality of life. We will also commence a territory-wide health survey to achieve the goals of early prevention, early detection and early treatment.

Tertiary prevention:

We will actively implement a pilot programme to follow up on discharged patients, establish an elderly healthcare support hotline and elderly healthcare service scheme, expand the patient resources centre, and set up geriatric centres and geriatric outpatient clinics to facilitate patients' recoveries and enhance their reintegration into the community.





We will continue to improve the medical and health system formed by the Government, non-profit medical services institutions and private medical institutions; and facilitate cooperation and development of the three systems, to achieve a complementary effect and a win-win solution through qualification reviews, training, supervision and reasonable funding.

Since the implementation of the medical subsidy scheme in 2009, the usage rate of printed healthcare vouchers has reached about 90 percent, effectively subsidising medical expenses of local residents, encouraging them to adopt the concept of family doctors, and further supporting the operation and development of private medical institutions.

In 2015, around 624,000 places for services offered by non-profit healthcare organisations were eligible for Health Bureau subsidies. As projected based on the rate of increase in the past five years, it is estimated that the number of subsidised places will reach 634,000 by 2020. We will assist the non-profit healthcare organisations and private medical institutions to commence training for medical staff to improve standards of medical services in Macao.

We will improve the existing overall system, including through free medical services for Macao residents. We will continue providing residents with free vaccination against seasonal influenza, and consolidate and enhance Macao's primary healthcare network,



which is recognised as a model by the World Health Organization. The Government will not unilaterally expand the scale of the network, but instead focus on optimising the rationality of its distribution and improving its services.

Through regional cooperation, we will establish a common training base for professional medical personnel and a medical research organisation, set up an academy for specialist training to raise the capability of training medical personnel, improve the system for professional qualification and registration of medical workers, optimise medical facilities, and raise the standard of services.

The Traditional Medicine Centre co-founded with the World Health Organization, has been established. The Government will adequately increase the investment of resources for the development of the Chinese medicine industry, and continue to foster Chinese medicine professionals, enhance their qualifications and service quality, and further expand the application of Chinese medicine in the community.

Table 20: Major Tasks for Healthcare System

1. Consistently Improve Primary Healthcare Facilities



It is estimated that the number of healthcare centres will increase from seven to nine by 2020, with two new centres planned to be built in the new reclamation area. Training of medical staff will be enhanced to improve service quality, to meet the needs for future development.

2. Perfect Establishment of the Healthcare System



Endeavour to complete the Plan for Improvement of the Medical and Healthcare System. It is anticipated that around 80 percent of the work will be completed by 2020. Primary healthcare will remain of a high standard. The ratios of hospital beds, doctors and nurses to every thousand persons in the population will increase, to achieve the set targets.

3. Enhance Cooperation Between and Complementary Service Offerings From the Government and Non-profit and Privately-owned Healthcare Organisations



Enhance cooperation with non-profit and privately-owned medical and healthcare organisations, jointly commence publicity on disease prevention, and continue to support and guide the development of the non-governmental healthcare system through direct and indirect funding models, to expand service coverage and enhance flexibility, in order to provide the public with better medical services.

4. Implement the Territory-wide Health Survey Scheme



A survey based on the territory-wide health survey pilot scheme officially commenced in 2016. The survey report is expected to be completed in the first quarter of 2017, to provide a scientific basis for developing more focused medical and healthcare services.



Table 20: Major Tasks for Healthcare System (continued)

5. Free Healthcare Services Provided by the Government



Macao residents receive totally free primary healthcare services in health centres, including free pre-natal, children and adult healthcare services. Residents are entitled to free supplementary check-ups at public hospitals by referral from health centres. In 2015, the ten health centres and health stations in Macao efficiently served 683,000 patients.

More than 50 percent of Macao residents are now receiving free specialist medical services in public hospitals. The percentage is expected to increase to around 55 percent by 2020. Residents eligible for free specialist medical services are mainly aged 65 or above and children aged 10 or below; local residents of other age groups also receive a waiver of 30 percent on medical expenses. In addition, the Government provides assistance to residents with financial difficulties who are not eligible for free medical treatment.

6. Enhance Training of Medical Specialists



A preparatory working group for the establishment of an academy for medical specialist training has been formed, to plan the related work to upgrade medical practitioners to become medical specialists through an on-the-job training programme in hospitals. Medical specialists' professional competencies and standards will be enhanced through technological advances in specialised medical areas.

Commence training of 275 medical specialists during 2014 to 2020. As of the first half of 2016, 112 doctors had passed the admission test, and enrolled in the programme in batches.

Through developing an overall human resources plan for medical workers, develop and implement training programmes for different types of professional medical workers, to support long-term development of medical and healthcare services.

7. Achieve Progress in Developing Professional Accreditation for Medical Workers



Enhance legislation regarding the medical and healthcare related registration system, prioritise the follow up work on the legal support system for the establishment of a medical professional committee and disciplinary proceedings, formulate a detailed execution plan for continuous professional development and the code of ethics for medical workers, stipulate the scope of practice for various types of professional medical workers, and draft the regulations for qualification examinations and on-the-job training to facilitate future implementation of the registration system. The Government aims to commence legislative procedures for the System for Professional Qualification and Licensing for Medical Workers as soon as possible.

The Government will fully leverage the comprehensive functions of sports to improve residents' physical fitness, health and quality of life, and attach great importance to enhancing adolescents' physical fitness. We will improve hardware and software sport facilities and provide residents with more choices in sports to improve their health and life-long fitness.

We will enhance training to establish sport talent resources, and encourage coaches and referees to obtain international professional certification, to promote the development of competitive sports in Macao.

We are also committed to developing a platform for quality international sport events, to establish Macao as a destination for leisure tourism integrated with commercial, tourism, cultural entertainment and recreational elements.

Table 21: Major Tasks for Sports Development

1. Annual Participation in Sport for All



In 2015, a total of 255,897 people participated in Sport for All events. It is expected that the number of participants will increase by 35,200 in the coming five years, with an annual increase of 6,500 to 8,000, and growth rate of 2.5 percent to 3 percent.

2. Optimise Training Systems of Sports Associations



At present, 20 of the 57 sports associations maintain a talent pool. The number is expected to increase to 28 in five years, accounting for 49 percent of all sports associations.

3. Physical Fitness Assessment and Health Management



Continue conducting regular physical fitness assessments, to gain an understanding of the changing patterns of residents' physical fitness, and provide scientific data as a reference for improving public health and physical fitness, and formulating future sports and healthcare policies.



Map 4: Public Healthcare Facilities in the MSAR







Chapter 4: Promote Moderate Economic Diversification

The Government adopts a positive approach to fostering moderate economic diversification, in order to enhance Macao people's wellbeing. Moderate economic diversification helps with creating more opportunities for entrepreneurs, offering the working population more employment choices, producing a wider range of products for the public, strengthening capability to resist risks in social economic development, restoring positive economic growth, and promoting social harmony. With our unique advantage of multiculturalism, we will implement economic development strategies – with facilitating healthy development of pillar industries as the core, to promote upgrading of industries and fostering emerging industries.

Section 1: Promote Synergic Development of Gaming and Non-gaming industries

Gaming is one of Macao's pillar industries, with a long history of development and unique features. We need to promote healthy development of the gaming industry.

We will persist with the policy of “moderate scale, regulated management and sustainable development”, restraining the average annual growth of the number of gaming tables in casinos at below 3 percent within the ten years from 2013.

We will not pursue expansion in scale, but focus on improving quality and utilise existing modern gaming tourism building clusters to facilitate development

of non-gaming elements. We also encourage gaming operators to add more services focusing on leisure, comfort, sports and recreation, business and trade, convention and exhibition and multi-cultural experiences; enhance product and service quality; and optimise the internal structure of the industry, to leverage synergy with and diversification of pillar industries and promote interactive growth of related industries.

We will guide the gaming industry to become stronger and more specialised instead of larger in scale, and focus on integrity and quality, to create an entertaining environment with unique features and greater international competitiveness.

Through a goal-oriented approach, policy guidance and industrial cooperation, we strive to increase the percentage of non-gaming revenue compared to total gaming revenue from 6.6 percent in 2014 to over 9 percent by 2020.

We will complete the interim review of the gaming industry, improve the laws and regulations associated with gaming, and promote responsible gaming, to lay a foundation for rule of law and social responsibility in the entertainment environment. We will intensively develop manpower resources for the industry, and continue to lower the proportion of employees without tertiary education background to the total employment population of the industry, aiming to lower it from 80 percent in 2015 to about 76 percent by 2020. We will also continue to improve the business environment and enhance software facilities for the gaming industry, to achieve new development with a new approach.

In recent years, non-gaming industries have improved to varying degrees, especially the hotel, wholesale and retail, food and beverage, and financial industries. We will continue working closely with non-gaming industries, to promote their stable development, and consolidate and strengthen the growth of service industries, aiming to improve quality and efficiency, and create a unique entertainment environment for local residents and tourists.

The traditional processing industry is an important part of Macao industrial structure that cannot be ignored. We will encourage enterprises to make good use of the existing supportive policies, whilst developing specific policies and measures and working with the industry to achieve new development and transformation. We will also encourage enterprises to use advanced production and management technologies, to boost quality and production capacity and so achieve steady growth. We also support brand building for Macao's industries by developing the first batch of "Made in Macao" and "Macao Creations" branded products, and accelerating the study on repositioning Macao's industries.

In supporting Macao's industrial upgrading and transformation, we will consider amending the Legal System for Industrial Licensing, to facilitate long-term development of Macao's industries.

We will consider developing the specialised financial industry, to promote diversification of financial services. An inter-departmental working group has been established to develop and improve relevant policies, and conduct quarterly surveys on the specialised financial industry to provide objective data for related policy formulation. We will leverage our advantages to assist the industry with expanding major specialised financial businesses, such as financial leasing and wealth management; review the legal system regarding financial leasing, including Decree-Law No. 51/93/M; broaden the scope for developing financial leasing; and strive to complete bill drafting and consultation in 2016.

After defining the positioning for economic development, human resources will be the decisive factor. The Government will implement its talent cultivation strategy, intensify its support to enterprises for exploring human resources, cultivate more technology-, management- and application-oriented professionals to meet the needs for moderate economic diversification, and facilitate the establishment of "One Centre, One Platform".

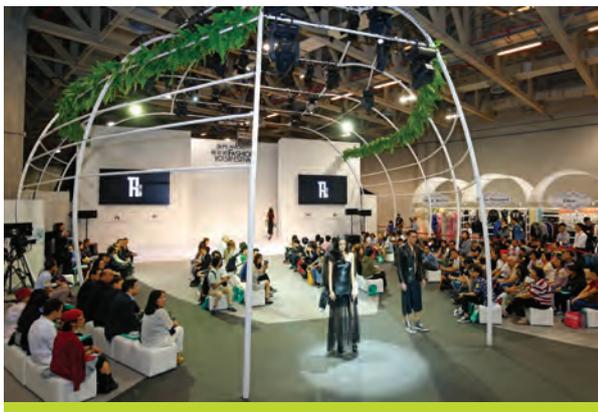


Table 22: Major Objectives of Anticipated Development of Leading Industries

1. Retail Industry

Employees working in the retail industry will account for a higher proportion of the total employed population. We strive to increase the proportion from 8.5 percent in 2015 to around 10 percent by 2020.

2. Hotel Industry

From 2016 to 2020, the number of hotel rooms is expected to increase by 12,000, along with an increase of at least 14,400 job vacancies.

3. Catering industry

In 2015, the employed population of the food and beverage industry accounted for 6.6 percent of the total employed population, and is expected to continue growing steadily from 2016 to 2020.

4. Manufacturing Industry

The proportion of employed population of the manufacturing industry to the total employed population is expected to remain at around 1.7 percent as in 2015.

5. Construction Industry

With the continued progress in construction of large-scale public infrastructures, the construction industry is expected to maintain steady development.

6. Financial Industry

Fully leverage the financial industry's effect in boosting moderate economic diversification, strengthen the construction of Macao's financial infrastructure, and actively facilitate the development of a credit information database, a non-bank payment institution, and an electronic bill settlement system.

Section 2: Establish an Overall Business Structure for the Tourism and Leisure Industry and Construct a Tourism and Entertainment Friendly City

The tourism industry is one of the pillar industries of Macao and makes significant contributions to its social and economic development, as it creates more job opportunities, motivates economic growth, and facilitates the development of associated industries. The unique tourism environment is Macao's most attractive and competitive advantage and prime strategic resource.

Rational optimisation of tourism carrying capacity is an important task in the establishment of "One Centre", and is of significant public concern. The Government attaches great importance to the on-going study and orderly improvement of Macao's tourism carrying capacity. In the light of the dynamic nature of tourism carrying capacity, we conduct a study every year to effectively keep track of the changing trends.

With the target of "quality tourism" and "exquisite tourism", we will enhance the diversity, modernity and internationalisation of Macao as a tourism city, thereby promoting continuous development of the tourism industry. We will begin with the establishment of major tourism and leisure industries, to strengthen the synergy within the tourism industry between hotel, food and beverage, entertainment, retailing, convention and exhibition and commerce sectors, to achieve common development. We will promote interactions between specialised finance services, education and training, modern logistics, cultural and creative, and leisure industries, as well as their in-depth integration. We will explore cultural, leisure, marine, healthcare and community tourism, and will continuously design new tourism product series and services. We will continue to enrich the tourism and leisure industry and extend the industrial chain, while increasing its efficiency and promoting innovation, so that both residents and tourists can truly enjoy a tourism and entertainment friendly city.



We will enhance the overall development of the tourism industry.

In 2017, we will complete the Master Plan for Tourism Industry Development of Macao in order to coordinate the short-, medium- and long-term development of the tourism industry. In line with the implementation of this plan, we will improve the laws and regulations regarding tourism and its associated industries, to facilitate a healthy growth of integrated tourism and ensure steady development of the related industries.

We will consolidate and develop the current tourism market and visitor sources, and actively explore new markets and sources. In the coming few years, in addition to deepening the development of the Greater China market, we will actively explore the markets in other Asian cities, Europe, the US, Australia and New Zealand. We will gradually launch new tourism products to meet the needs of tourists from the new markets. We will enhance the cooperation in tourism with the mainland China market, explore mid-western markets, proactively develop joint tours in Hong Kong, Zhuhai and Macao; Guangdong and Macao; and the Pan Pearl River Delta Region. We will work with mainland China in developing the international tourism market for better tourism efficiency and benefits.

We will enhance integrated tourism projects. The existing large-scale integrated tourism projects in Macao have the essential characteristics of diversified tourism. In the coming five years, we will encourage joint development of large-scale integrated tourism projects with small and medium-sized enterprises, to facilitate participation by long-established local shops in large-scale integrated tourism projects, thereby leveraging more diverse tourism elements, and showing Macao's charisma as a tourism city.

We will give full play to Macao's uniqueness in wide community networking and well established community services, to promote development of community tourism. We will introduce tourism projects that appeal to local residents and are attractive to tourists, to improve the community's business, cultural and natural environments.



We will consider expanding the core tourist areas or adding more pedestrian streets, optimise walking and shopping environments, improve safety, continue improving the auxiliary facilities in neighbourhoods for the convenience of local residents and tourists, and spread the economic benefits of tourism to neighbouring communities, to spur community economic growth.

We will continuously improve the tourism environment and the tourism information platform, enabling residents and tourists to more conveniently obtain information about local attractions and the overseas tourism market, and promote development of new smart tourism products.

We will enhance conservation and management of local tourist attractions, and raise public awareness of protection of facilities at tourist attractions and historical heritage in the city. We will promote the "customer first" concept and enhance external promotion with a view to demonstrating Macao's attractiveness as a tourism city to the world.

We will strive to foster new development of cultural tourism.

Macao culture has significant historical value, cultural connotations, diverse cultural features, leisure and tolerance, which all add to the spirit of the city. Also, Macao has the advantage of integrating Chinese and Western cultures, which establishes an important connection between Macao and the rest of the world. Backed by mainland China, we will promote development of cultural tourism with an international vision, and establish a unique world tourism city.

We are dedicated to shaping a new image for Macao's cultural tourism. Through enhancing international exchanges, we will leverage the features of Macao's multiculturalism and the traditional functions of its long-standing Chinese and Portuguese cultures, to raise the popularity of Macao's cultural tourism. We will make good use of the Internet, new media and audio visual media, to promote Macao's new image to the world.

We will open up a new market for cultural tourism. With an innovative mindset, we will develop the plan and promotion and publicity strategies for exploring multi-cultural tourism markets, and enable the world to continue experiencing the attractiveness of Macao's cultural tourism, to attract patronage from new markets.

We will consolidate and vitalise cultural tourism resources. By coordinating cultural resources planning, we will integrate various resources that are scattered through the streets, historical sites in the community, museums, former residences of prominent figures, and heritage resources of different religions. We also aim to add 10 new events and tourist facilities in the coming five years.





Table 23: Major Tasks for Exploration of Cultural Tourism

1. Promote Development of Cultural and Creative Industry



Facilitate integration of cultural and creative industry and tourism industry, to broaden the horizons for the development of cultural tourism; enhance development of cultural and creative products; and integrate the elements and concepts of Macao multiculturalism into the development of tourism products, and design and promotion tourist attractions, so as to fulfil residents' and tourists' aspirations for more diverse cultural and creative products.

2. Explore “Cuisine Culture” Resources



Macao has a wide variety of delicacies, which are often produced by small and medium-sized enterprises. Through policy support and financial aid, the Government will facilitate sales of these delicacies in small stores and other well-established shops, enhance their business capacity, and feature them in Macao's cultural tourism. For example, a link between cultural and food tours will be established through Food Festival, Street Carnival and other festive activities, so that both traditional and nascent industries can thrive and develop at the same time.

3. Develop New Cultural Tourism Products



Continue developing more new products for cultural tourism, such as stilt houses on Coloane, leisure cruises and new cultural and art performances at designated locations under the Plan for Nam Van Lakeside Teahouse and the Optimisation Plan for Taipa Houses-Museum. Continue cooperating with various organisations to hold cultural performances and projects that showcase local folk culture at tourist attractions, such as promotional programmes for temples, churches and tricycles, and cultural and art performances during weekends.

Optimise light shows to support and match various festive occasions, and make them branded Macao events. Invite light show organisers from different countries and regions to take part in Macao Light Festival, thus making it an international event.

Through organising international film festivals to enhance overseas promotions, boost international recognition and attract more tourists from around the world.

Further promote Macau Grand Prix as an iconic Macao event and deepen diversification of tourism products.

Table 23: Major Tasks for Exploration of Cultural Tourism (continued)

4. Cultivate Cultural Tourism Experts



Work with the industry to establish a systematic, diverse and sustainable system for cultivating talented people for cultural tourism with expertise in management, professional skills, and applied technology. The system scope will gradually expand from tourism to associated industries linked to cultural and creative, hotel, food and beverage and leisure businesses.

5. Promote Cultural Tourism Products



Through the walking routes of the Step Out, Experience Macau's Communities Programme, guide local residents and tourists to understand and walk around Macao's cultural and creative districts, to promote our culture and creativity in Macao and overseas. In each of the coming five years, two or more local cultural and creative bodies will be invited to exhibit their works, three or more local designs will be adopted for production of souvenirs, and two or more locally designed works will be used for promoting Macao events overseas.



Section 3: Cultivate Emerging Industries

The Government will strengthen the existing economic foundation, maintain stable employment, improve people's livelihoods and enhance confidence in development. We will also step up our efforts in innovation, establish new economic growth points, stimulate social vitality, and raise the overall competitiveness of the MSAR.

We will prioritise development of the convention and exhibition, Chinese medicine, and cultural and creative industries. Through preferential policies, financial support measures, assistance for industries in developing human resources, and enhancements to operational and management efficiency, we will strive to facilitate interconnections between traditional and nascent industries, thereby establishing a bigger and wider industrial chain and promoting adequate industrial diversification. Through various forms and channels, including the Convention and Exhibition Development Committee, Industrial and Commercial Development Fund, Traditional Chinese Medicine Technology Industrial Park, and Cultural and Creative Industry Development Fund, we will support emerging industries with building up their own advantages and competitiveness.

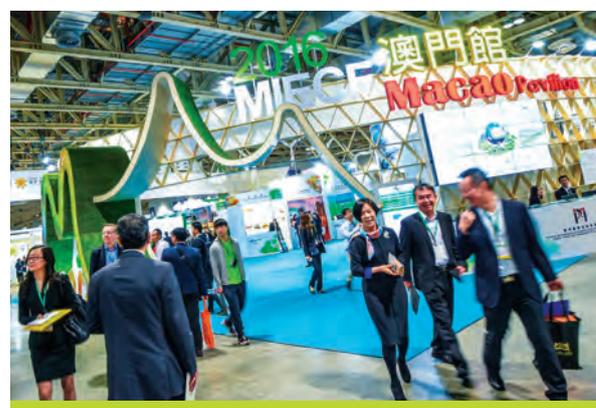
Regarding the convention and exhibition industry

Its biggest institutional advantage for development is the principle of "One country, two systems". Macao is located in a prime location of the Pan Pearl River Delta region, which features a cluster of the most competitive and economically active cities in the country. With the advantages of a free port, separate tariff zones, low tax rate system and international market network, Macao plays a role as a regional platform for commercial services. With more and more world-class venues for large-scale international conventions and exhibitions, as well as an increasing number of auxiliary facilities for conventions and exhibitions, Macao will be able to meet the requirements of different types of activities. Mainland China supports Macao's development of the convention and exhibition industry, as it is explicitly stated in the

13th National Five-Year Plan that it supports Macao in its "development of industries including convention and exhibition commerce, and promotion of sustainable development of moderate economic diversification." The Government has introduced a series of supporting measures and incentives for the development of the convention and exhibition industry. The industry can motivate upstream and downstream industries, and provide momentum for overall economic growth by fostering the development of various industries, including advertising, logistics, food and beverage, tourism and hotel industries, and will be conducive to moderate economic diversification.

In recent years, there has been consistent growth in the number, scale and standard of conventions and exhibitions in Macao. In 2007, the total revenue of the convention and exhibition industry was only 10 million patacas, while it was 276 million patacas in 2014. Due to the growing trend towards market orientation in the convention and exhibition industry, the percentage of government subsidies for conventions and exhibitions compared to the revenues from them fell from 71.5 percent in 2012 to 54.4 percent in 2015. The number of conventions and exhibitions held increased from 266 in 2002 to 909 in 2015, showing a trend of rapid growth of the industry.

Following the completion and commencement of operations of large transport projects – including the Hong Kong-Zhuhai-Macao Bridge, the new Guangdong-Macao boundary crossing and the Macao LRT – the environment for conventions and exhibitions in Macao



will be further improved with better regional synergy, to increase customer flows and deepen regional cooperation.

The Government will prioritise development of the convention industry, expediting the development of its industrial chain, attracting different types of quality international conventions to take place in Macao, striving for tenders in bidding for international conventions, attracting quality business travellers with high-end spending habits, and motivating the comprehensive development of local industries and small and medium-sized enterprises.

Regarding the Chinese medicine industry

The Government has put extra efforts into its development in recent years. Chinese medicine is a traditional industry of China, and the nation supports Macao's development of this industry by assisting Macao in carrying out research into and applying Chinese medicine, as well as establishing the Guangdong-Macao Traditional Chinese Medicine Technology Industrial Park in Hengqin. Macao has the advantage as the global gateway for promoting the internationalisation of Chinese medicine. It has a good foundation for the application of Chinese medicine, which is widely integrated into the everyday life of its residents, and has established a healthy diet culture

that combines Chinese medicine healthcare and everyday diets.

Following the development of the “Belt and Road” initiative, there will be new opportunities for the international development of Chinese medicine. Through intensified exchanges and cooperation with countries along the Belt and Road, we will further promote the Chinese medicine culture and technology to the world by cultural exchanges, medical services and medicaments, and development of trade in services.

At present, the standard system for Chinese medicine still has room for improvement. Due to the cultural and legal differences in different parts of the world, there is huge potential for development of internationalisation of standards for Chinese medicine.

The Government will strive to promote progress with Chinese medicine theories and technological innovation, continuously improve the systems of standards and regulations for Chinese medicine, establish a quality standard with international recognition for Chinese medicine products, expedite the establishment of the registration system for Chinese medicine in Macao, set up overseas centres for Chinese medicine, and promote comprehensive cooperation with PSCs in the development of Chinese medicine.

An illustration of the Guangdong-Macao Traditional Chinese Medicine Technology Industrial Park



Regarding the cultural and creative industry

Its development is an important means for the Government to facilitate moderate economic diversification. Currently, Macao has several unique advantages in the development of the cultural industry, including the support from the Central People's Government, favourable government policies, a huge tourist market, an increasing number of enterprises and young people joining the cultural industry, and increasing foreign investments, which contribute to the great momentum for development.

At present, Macao's cultural industry is still at an early stage. The Government has set up the Department for the Promotion of Cultural and Creative Industries and the Committee for the Cultural Industry, to formulate a preliminary framework for the policy on the development of the cultural industry. It has also established a body to provide financial support for the development of the cultural industry, by setting up the Cultural Industry Fund. The Government has established the Policy Framework for the Development of the Cultural Industry, to promote the development of the cultural industry through a variety of measures according to the principle of "fostering market-oriented development of enterprises".



The Government will encourage cultural and creative enterprises along the industry chain to work with each other for co-development. It will also facilitate the development of community cultural and creative work by community units, in accordance with the development of One Centre. We will foster a market-oriented cultural and creative industry by creating a favourable local environment for its development through policy support, and encourage seed enterprises to leverage Macao's advantages in tourism in the development of cultural products. Besides, we will support well-established enterprises in Macao with building up their brands and undergoing internationalisation. In future, we will further introduce foreign-funded cultural and creative enterprises and projects, to expedite the development of the cultural industry in Macao.



Table 24: Plans for Development of Emerging Industries

1. Convention and Exhibition Industry



Aim to host large international conventions and exhibitions in Macao, to raise Macao's reputation as a city for international conventions; and explore venues for conventions and exhibitions and increase the number of exhibition brands. In 2015, the total venue area for conventions and exhibitions was about 180,000m², with 11 exhibition brands. By 2020, it is expected that the total venue area will increase to about 210,000m², and there will be more exhibition brands than in 2015.

Continue optimising the one-stop service for exhibition tendering and support, carry out overseas promotions to project Macao's image as a "city of spectacular exhibitions", and submit tenders to bid for organising annual meetings of international convention and exhibition associations and organisations.

Implement various assistance schemes and services to support the convention and exhibition industry. Since 2016, we have implemented the Convention and Exhibition Incentive Programme and International Convention and Professional Exhibition Support Scheme, to provide financial support for conventions and exhibitions of high quality and with great potential.

Further facilitate internationalisation of Macao's convention and exhibition industry through rebate schemes, workshops and training to promote more environmentally friendly development of Macao's convention and exhibition industry, so as to boost international reputation; encourage the industry to make active use of online platforms and technology to attract more international customers and expand the coverage of exhibitions; actively participate in activities organised by international and regional convention and exhibition organisations, to enhance exchanges with the international convention and exhibition industry, with a view to assisting local industries to expand their businesses to overseas markets.

Actively develop more Macao exhibitions so they can obtain the UFI international recognition. Currently, many branded exhibitions are held in Macao, five of which have obtained UFI recognition.

Dedicated to hosting the Product and Service Exhibition of Portuguese-speaking Countries, and will establish it as a prominent branded exhibition in Macao. We will add further elements of PSCs to the exhibitions, to promote the establishment of a convention and exhibition centre for economic and trade cooperation between China and PSCs.



Table 24: Plans for Development of Emerging Industries (continued)

2. Traditional Chinese Medicine Industry



Implement the development strategies for traditional Chinese medicine in Macao, improve legal and technological support, actively engage in research and development, and formulate international standards, to promote and support stable growth of the industry.

Support more Macao enterprises with setting up their bases at the Guangdong-Macao Traditional Chinese Medicine Technology Industrial Park in Hengqin, sign letters of intent on cooperation with more renowned enterprises from mainland China, and support a certain number of Macao small and medium-sized enterprises with basing operations at the industrial park's incubator centre, to promote production capacity and explore markets for Macao's traditional Chinese medicine enterprises.

Make good use of the service platform and expert resources provided by the industrial park to organise training relating to medical policies, technologies and skills, and attract talented people to engage in the traditional Chinese medicine industry.

Assist traditional Chinese medicine enterprises of Macao to refine technologies, improve product quality, and develop new types of Chinese medicine.

Create favourable conditions for cultivating new enterprises along the Chinese medicine industrial chain, organise international forums, training and exchange activities on traditional medicine; create a favourable environment for development of the Chinese medicine industry, build up brands, and attract relevant enterprises to base and develop operations in Macao.

Leverage the industrial park's advantages as a platform to attract more Chinese medicine enterprises, thereby making Macao a hub for Chinese medicine research and development, import and export trades, and healthcare and medical services.



Table 24: Plans for Development of Emerging Industries (continued)

3. Cultural and Creative Industry



In 2014, there were 1,038 enterprises in the fields of creative design, cultural exhibition and performance, art collection and digital media, with over 7,100 employees. New developments in the related fields will be promoted in the coming five years.

Strive to increase the number of integrated services platforms from eight in 2015 to 10 by 2020, and target having 50 cultural industry projects in operation.

Plan for compilation of the Report on the Analysis of Development of the Cultural Industry in Macao, which is expected to be published in 2017. Explore more venues for exhibitions and trade fairs of local cultural and creative products, by providing sites for sales and exhibitions at Anim'Arte NAM VAN, Taipa Houses-Museum, Tap Seac Square Commercial Centre and Marine Workshop.

Establish the Education and Research Centre for the Cultural and Creative Industry at a local public tertiary institution, and introduce cultural and creative courses, to enhance cultivation of talented people for related industries.

Introduce the Cultural Industry Incentive Scheme, and establish a group of local cultural and creative role models and renowned brands.

Implement the Subsidy Programme for Fashion Design Sample Making, to support development of the local fashion design industry and boost Macao's profile and market competitiveness.

Launch the Subsidy Programme for Production of Original Discography, to cultivate producers of original music in Macao.

Launch the Support Programme for the Production of Feature Films, to facilitate formation of local film production teams.

4. Establish Statistical Benchmarks for Macao's Moderate Economic Diversification



Take into consideration the actual situation and development needs in Macao, to devise statistical benchmarks for moderate economic diversification, mainly covering the overall industrial structure, and diversification of the gaming industry, casino gaming enterprises, tourist market, industries associated with gaming and nascent industries, regional cooperation, and employment structure.

Through consistent collection of statistical data, continue optimising benchmarks; and consider developing a mechanism for disseminating benchmarks, through compiling benchmarks for a previous year from 2017 onwards, and fostering information sharing by making the benchmarks public in the fourth quarter of the year.

Section 4: Enhance Support for Small and Medium-sized Enterprises

More than 90 percent of the businesses in Macao are small and medium-sized enterprises (SMEs), employing 40 percent of the total employed population. Providing solid support to SMEs is important for maintaining a stable economic foundation and employment of residents. The threshold for operating an SME in Macao is relatively low, hence providing opportunities for people who intend to start their own businesses. Products of SMEs are mainly related to people's livelihoods. Their stable development results in provision of more diverse products and services for the public, thereby supplying residents with daily necessities.

The Government will put extra efforts into assisting SMEs with their expansion and development, upgrading and transformation. We will strive to increase branded products and brand enterprises for SMEs, and will facilitate co-development of large corporations and SMEs in Macao through complementing one another and mutual support.

The Government will focus on strengthening the competitiveness of SMEs through amendments to relevant laws and regulations and improving the business environment. We will optimise the existing financial aid measures and devise new support policies, and incorporate all these measures and policies into the plan for supporting SMEs, which will serve as the guidelines for supporting SMEs. Through this, government departments and enterprises will have

a clearer understanding of the details of the support, which will result in better cross-departmental synergy, streamlined procedures, and easier participation by enterprises. We will introduce precise support measures to lower enterprises' operating costs, to relieve the hardships they face in business operations. We will make effective use of the Industrial and Commercial Development Fund, promote application of information technology in SMEs, and develop industrial and commercial service models that are integrated with the Internet.

We will support SMEs in commencing work related to occupational safety and health, and assist them in solving problems with labour shortage. We will guide enterprises along the path of upgrading technology and improving service quality by providing various information services to SMEs and raising their level of enterprise operation and management.

Seizing the opportunities arising from urban renewal, we will assist long-established local shops and small stores with improving their business environments and exploring business opportunities.

In the coming five years, we will strive to launch two or three programmes to help 15 renowned stores rebuild their brands. We will implement the plan for developing the new urban reclamation zone, and reserve space for SMEs after taking into consideration their actual needs.



Following the commissioning of the Guangdong Free Trade Zone, we will introduce several incentive measures to support investment in and business startup by Macao enterprises. In particular, the development project in Hengqin offers new development opportunities for Macao SMEs. It is expected that SMEs will grow steadily in the coming five years. Several may even achieve remarkable success by seizing the opportunities for regional cooperation.

We will promote development of innovative business startups in Macao, create favourable conditions for young entrepreneurs to start businesses, and foster a quality environment for entrepreneurs. We will introduce an advanced international concept of business incubation, and establish space for incubation of innovative business startups for public with a focus on young entrepreneurs. We will encourage similar local groups and organisations to actively participate in starting businesses with their own strengths. We will optimise the existing training for innovative new businesses, and provide consultancy services and free co-working space at the Young Entrepreneur Incubation Centre. We will also introduce high quality new enterprise incubators that provide professional, individual and complete incubation services, with a view to lowering the costs of starting businesses. We will introduce competent seed investing groups and

business commencement funds, improve the existing subsidies provided by the Government, and effectively allocate market and public resources, to facilitate the growth of quality business startup concepts.

We will improve policy and legal support regarding business startups, to facilitate healthy development of new companies. With support from the Science and Technology Development Fund and the Science and Technology Committee, we will focus on fostering research and innovation in technology, traditional Chinese medicine and cultural and creative industries, and expedite the industrialisation based on the research results. We will leverage regional cooperation and Macao's advantages; encourage young entrepreneurs to go global and bring in new ideas; make effective use of the land, funding, customer and service resources in regional cooperation; and seize the opportunities for cross-regional development.

We will promote collaboration between young Guangdong and Macao entrepreneurs by providing a practical platform for development in Hengqin, Nansha and Qianhai. We will enhance cooperation between young Hong Kong and Macao entrepreneurs in business startups, and encourage their mutual visits and exchanges, participation in conventions and exhibitions, and experience sharing.



Table 25: Support Programme for Development of SMEs

1. Promote e-Commerce for Boosting SMEs' Competitiveness



Continue to improve the environment for development of e-commerce by refining online payment systems, and study the feasibility of measures for supporting industries or enabling non-bank payment institutions within the region to operate in Macao.

Support SMEs in their application of e-commerce, refine local e-commerce brands, and promote growth of e-commerce, support enterprises in exploring business opportunities and enhancing competitiveness, strengthen regional cooperation in e-commerce, and generate a new driving force for economic development.

A cross-departmental working group has been formed to expedite development of e-commerce. It is expected that the study on the need for amending and introducing laws related to e-commerce in Macao will be completed in 2017, and the improvement of laws and regulations on e-commerce will be completed in phases before 2020.

2. Expand Sales Channels for SMEs



Implement the government procurement mechanism that gives priority to locally designed or manufacturing products.

Encourage large gaming enterprises to give priority to locally designed or manufactured products in procurement. To promote development of local enterprises, strive to increase the percentage of gaming enterprises' expenditure on local products and services from 41 percent in 2015 to 50 percent or above by 2020, and increase the proportion of local businesses among those chosen for procurement by gaming enterprises from 43 percent in 2015 to 50 percent by 2020.

3. Optimise the Business Environment



In the coming five years, the "services on the doorstep" network will be further expanded to provide more accessible services to SMEs. The one-stop services for investors will be continuously improved to make investment more convenient. Through the use of the Industrial and Commercial Development Fund, the business environment in various districts will be vitalised. To lower enterprises' operating costs, amendments to Stamp Duty Regulations and Schedule of Stamp Duty Payment will be implemented. The Government will plan to establish an import and export credit insurance scheme, to lower the risk of external trades exposed to SMEs in Macao. The SME Outreach Scheme will be intensified, to help SMEs with opening up markets, exploring business opportunities, improving technologies and receiving market information.

4. Promote the Community Economy



The Study on Macao's Community Economy commenced in 2016. In the coming five years, the Government will actively develop special resources in the community, implement economic development plans for different communities, improve the community environment, encourage cooperation between associations and shop owners, and promote community cultural and creative production and community tourism, to boost community economic development.

Section 5: Establish MSAR Investment and Development Fund

We will improve the MSAR's budget system and implement further regulations on budget management and risk alert systems, to establish a "secure, effective and stable" system for investment using fiscal reserves. Adhering to the principles of "preserving and boosting value" and "promoting economic stability, development and moderate economic diversification of Macao", we will effectively manage and use the fiscal reserves, to facilitate moderate economic diversification and social progress. By enhancing the financial risk assessment, we will maintain a relatively stable rate of return for the fiscal reserves, and truly achieve "economic growth to improve livelihoods".

We will implement the long-term strategy of diversified investment of SAR's fiscal reserves and strive for remarkable returns. We will work alongside the country in enhancing commercial and financial cooperation with PSCs and deepening cooperation between Guangdong and Macao. We will perform the functions of "One Platform", as the Government will utilise some of the fiscal reserves to participate in and

support the financing projects of China Development Bank and the China-Portuguese-speaking Countries Cooperation and Development Fund. We will consider making arrangements to preserve and boost the value of part of the MSAR's fiscal reserves through innovative collaboration between Guangdong and Macao.

We have commenced a study on the feasibility of establishing the MSAR Investment Development Fund and the related laws and regulations, aiming to begin the preparation work and formulate supporting laws and regulations as early as possible, to establish the MSAR Investment Development Fund in 2019, and facilitate its subsequent steady operation.

We will commence a study on the establishment of a long-term mechanism for the allocation of fiscal surplus, and seek to improve the related financial arrangements and system development, to ensure that livelihood projects will be supported by sufficient fiscal surplus, thereby creating a fair and well-coordinated social environment.



Chapter 5: Establish Connection with the 13th National Five-Year Plan

The 13th National Five-Year Plan supports the long-term prosperity and stable development of Macao. We have to seize the opportunities created by the country's implementation of a development strategy to strengthen our innovative spirit and ability, and gradually enhance innovation and technological progress. With this spirit, we will follow the guidance of the plan with the momentum for innovation, to boost Macao's competitiveness and achieve shared prosperity.

At this critical stage of development where the economic structure is undergoing rapid adjustment, the MSAR will focus on reinforcing its traditional advantages, developing new advantages, and putting extra efforts into increasing its overall competitiveness. We will expedite the establishment of "One Centre, One Platform", promote economic development, improve people's livelihoods, make progress in democracy, and achieve social harmony. We will actively participate in overall national development, and raise our status and functions in our country's economic development and opening up. We will follow the guidance and requirements of the Central People's Government, to enhance promoting the implementation of "One country, two systems" in the MSAR, learn from successful experiences, review shortcomings, and fulfil Macao's unique functions in the implementation of "One country, two systems".

The 13th National Five-year Plan supports the development of Macao industries, including convention and exhibition, and commerce and trade; as well as adequate economic diversification and sustainable development. The Government will implement development strategies with equal emphasis on moderate diversification of the local economy and enhanced regional cooperation. While promoting the healthy development of advantageous industries and improving quality and efficiency of traditional industries, we will also step up our efforts in fostering nascent industries, including convention and exhibition, commerce and trade, cultural and creative, Chinese medicine, and specialised financial services. We will strive to promote industrial diversification, optimise



industrial structures, and raise the competitiveness of Macao's industries.

Through improving infrastructure construction, the Government will optimise urban development, boost internal demand, and promote social harmony in the MSAR. We will further facilitate the upgrading of internal infrastructure, including reclamations for new urban zones, urban renewal, public housing, railway transport, as well as ports and the airport. We will expedite the commencement of operation of border-crossing infrastructure, such as the Hong Kong-Zhuhai-Macao Bridge and new Guangdong-Macao boundary crossing.

Besides, we will raise the overall social and cultural quality through establishing supportive measures on the rule of law, culture, education and public administration. We will create a fair and just social environment, and enhance an ecological civilisation which is environmentally friendly and liveable. With improvements in people's livelihoods, a better internal environment and external image will be established for the social and economic development of Macao, boosting residents' happiness index.

Section 1: Escalate the Establishment of “One Platform”

The construction of “One Platform” is an important part of the development strategy for moderate economic diversification. The Government has set up the Committee for Development of the Commercial and Trade Cooperation Service Platform between China and Portuguese-speaking Countries, to further study and formulate measures and policies for establishing “One Platform”.

As “One Platform”, Macao can provide professional intermediary services in language, finance, laws and accounting for activities relating to social and cultural exchanges, trade and investment, and industrial and regional cooperation between mainland China and PSCs. Through these, we will be able to achieve the target of facilitating cooperation and co-development between mainland China, Macao and PSCs. The Government will devise plans for training more Portuguese-speaking talented people and professionals, and encourage more people to obtain professional qualifications related to the Portuguese language. With proper resource input and policy support, the Government will endeavour to cultivate talented people who are bilingual in Chinese and Portuguese, in the fields of language, finance, laws and accounting, and will give priority to guaranteeing their employment, with a view to making the best use of the unique advantages of “One Platform”.

Within the framework of the establishment of “One Platform” through cooperation between China and PSCs, we will establish an “information sharing platform for cooperation, exchanges and interactions between talented people who are bilingual in Chinese

and Portuguese, and enterprises”, a “commercial and trade service centre for SMEs between China and PSCs”, a “food product distribution centre for PSCs”, and a “convention and exhibition centre for economic and trade cooperation between China and PSCs”. We will strive to organise large-scale PSC related events every year in Macao, attract more local and mainland China enterprises to participate in conventions and exhibitions organised by PSCs, and assist more PSCs with participating in conventions and exhibitions in Macao or mainland China.

We will fulfil the functions of Macao as a financial services platform for commercial and trade cooperation between China and PSCs, promote specialised financial services, and develop financial, leasing and asset management businesses. We will provide assistance to PSCs or organisations with engaging in Renminbi (RMB) financial business, and play our role as a RMB clearance platform between China and PSCs, to help with fostering RMB internationalisation. We will invest in PSCs’ transportation, communication and financial projects through the China-Portuguese-speaking Countries Cooperation and Development Fund, promote collaboration in commerce, trading and investment, and construction, and help mainland China enterprises to go global through Macao, thereby facilitating exchanges and common development. We strive to increase the total revenue from trade between Macao and PSCs by 10 percent by 2020, compared to 600 million patacas in 2015. We will encourage more PSCs to invest and engage in cooperation projects in Macao to achieve mutual benefits.



Section 2: Participate in the “Belt and Road” Initiative

We will actively participate in the implementation of the country’s development strategies of two-way opening and the “Belt and Road” initiative. By gathering the strengths of Macao’s entire community, we will facilitate cooperation with local and overseas chambers of commerce, and systematically coordinate activities of Chinese entrepreneurs around the world and overseas clansmen associations, to promote cooperative development of the “Belt and Road”. We will invite more enterprises and trade and commercial organisations from the countries and regions along the “Belt and Road” to attend conventions and exhibitions in Macao. It is particularly vital to enhance cooperation with ASEAN by organising more trade and commercial exchange activities for Macao and other ASEAN countries and regions.

We will organise delegations of entrepreneurs every year, to visit the countries and regions along the “Belt and Road”, assist Macao and mainland China enterprises with exploring new market opportunities, and attract more countries and regions along the “Belt and Road” to participate in conventions and exhibitions in Macao. We will work with mainland China and Hong Kong in exploring the markets in the countries and regions along the 21st Century Maritime Silk Road, especially PSCs and South East Asian nations.

We will promote the merger of “One Platform” and “Belt and Road”. As “One Platform”, Macao aims to achieve synergy in the development of the “Belt and Road”. Leveraging Macao’s advantages of its close relationship with returned overseas Chinese, PSCs and South East Asia, we will function as the platform

for promoting trade and commercial cooperation between countries and regions along the “Belt and Road”, mainland China and PSCs. We will fully utilise Macao’s advantages in positioning, language, culture and industries, to actively participate in collaboration regarding tourism, convention and exhibition, and trade and commerce industries within the “Belt and Road” initiative.

In the series of activities within the framework of Forum for Economic and Trade Cooperation between China and Portuguese-speaking Countries, we will focus on introducing elements of the “Belt and Road” initiative by promoting cooperation in infrastructure construction in the countries and regions along the “Belt and Road” and PSCs. We will facilitate multilateral cooperation, explore markets, cultivate bilingual professionals in Chinese and Portuguese, and provide a wider range of professional services for development of the “Belt and Road”, thereby further highlighting Macao’s important role as “One Platform”.

Through organising the Cultural Week of China and Portuguese-speaking Countries, we will fully leverage the multicultural advantages of Macao, highlight Macao’s functions as a platform for China and PSCs, promote cultural exchanges, create favourable environments for international cooperation, and facilitate growth of industries and business opportunities. We will be dedicated to achieving “people-to-people bonds” as advocated by the “Belt and Road” initiative, by promoting mutual communication, mutual understanding and mutual recognition between the countries and regions along the “Belt and Road”.



Section 3: Strengthen Regional Cooperation and International Exchanges

To adapt to the ever-increasing trend of opening up in the world, we will adopt more active and tolerant tactics in dealing with overseas countries, to facilitate mutual trust, in order to explore the fields and scope for opening up. We will enhance multilateral economic cooperation and connection with mainland China, and broaden exchanges in international markets, with a view to facilitating complementary advantages, in-depth integration and win-win situations.

We will take the initiative in immersing ourselves in the national development strategy by intensifying cooperation between Macao and mainland China, and promote complementary economic activities, mutual benefits and common development. We will deepen cooperation with mainland China in social livelihoods, cultural education and ecological and environmental protection. Our focus will be on supporting Macao's SMEs and young entrepreneurs with starting up businesses in mainland China, and enhancing exchanges and cooperation with mainland China in cultivation of talented people for cultural tourism and cultural and creative industries. Through regional cooperation, we will consolidate our advantages for development, broaden the scope of development, and enhance the momentum of development, thereby achieving mutual benefits and complementary activities.

We will promote the upgrading of CEPA with mainland China, and make the best use of the

favourable conditions arising from the service trade liberalisation of Macao and mainland China. We will support Macao enterprises with exploring markets in mainland China, and promote enrichment and upgrading of CEPA.

Based on the regional cooperation in the Pan Pearl River Delta (PPRD) region, we will expand the scope of development for Macao. We will work with the PPRD provinces and regions to implement the State Council's guiding recommendations on deepening cooperation within the region, and establish the PPRD as the core region for cooperation between mainland China and Macao. We will actively engage in regional cooperation within the PPRD region and play Macao's well-established roles of in cooperation by combining its positioning and unique advantages. Joining together with the PPRD provinces and regions, we will improve the environment for leisure tourism and create exquisite travel routes. Through cooperation with enterprises from the PPRD provinces and regions, we will enhance economic and trade cooperation with PSCs and go global through various means.

We will attempt to deepen regional cooperation with a focus on Guangdong-Macao cooperation. According to the Framework Agreement on Cooperation between Guangdong and Macao, we will commence comprehensive cooperation between Guangdong and Macao in various ways, including social and economic development, and will strive to achieve the established





targets. We will focus on improving people's livelihoods, sense of belonging and satisfaction through exchanges and cooperation in the area of enhancement of people's welfare and more convenient border crossing through Guangdong-Macao cooperation.

We will guide Macao industries to participate in the development of the pilot free trade zones, and actively take part in the development of key cooperation platforms in the pilot free trade zones in Guangdong, including Hengqin, Nansha and Qianhai. We will cooperate in establishing Cuiheng New District in Zhongshan and Jiangmen Daguang Bay Economic Zone. Through the implementation of key pilot projects, we will offer industries and young people in Macao a wider scope for development. We will facilitate closer exchanges and cooperation with Hong Kong, to establish a quality living area in the Greater Pearl River Delta. We will also study and facilitate the construction of the Guangdong-Hong Kong-Macao Big Bay Area, seeking to develop an internationally competitive economic zone.

While deepening Guangdong-Macao cooperation, the Government will put equal emphasis on cooperation along the Changjiang economic belt by

commencing specialised cooperation with provinces including Jiangsu. We will prepare for the establishment of Jiangsu-Macao Cooperation Zone in collaboration with the People's Government of Jiangsu Province, with the aim of stimulating innovation, to allow Macao to effectively seize the opportunities for development in mainland China, and widen the paths towards moderate economic diversification. We hope that enterprises and young people in Macao can make effective use of this opportunity to participate in the country's development and raise their own competitiveness.

We will also seize the opportunities arising from the official demarcation of waters administered by Macao. While to ensure that the basic requirements – including for overall safety, accessibility, and nature conservation – will be met, we will also invite international experts and scholars to work with local professionals, and consolidate the mutual advantages of Guangdong and Zhejiang provinces, which have abundant experience in developing the marine economy, to scientifically plan for the development of the waters administered by Macao. We will enhance cooperation with relevant national authorities, Guangdong and Hong Kong in protection of the marine environment, and establish an information exchange

and notification mechanism for maritime environment protection, in order to work together to protect the marine environment and ecology in the waters near Macao and the Pearl River estuary.

We will further expand the scope of development for marine industries in Macao, including maritime tourism and seafood processing, and will promote the development of specialised financial services businesses including marine insurance and vessel financing. Through these, we can explore a new scope and ideology of development for the sustainable development of moderate economic diversification in Macao, and ensure Macao has inexhaustible momentum for constant and healthy growth.

In accordance with the 13th National Five-Year Plan, we will commence exchanges and cooperation with the old industrial bases in mid-western and northeastern China. We will actively look

for opportunities to work in accordance with mainland China's overall regional development strategy, which involves the exploration and development of western regions, revitalisation of northeastern regions, rise of the central region, and pilot projects in eastern regions. Through integration with our country's regional development policies, we will facilitate synergies involving advantages and common development between Macao and mainland China.

In the coming five years, we will enhance Macao's cooperation with Fujian, Beijing, Taiwan, Hong Kong and the PPRD, and will engage in exchanges and cooperation with the old industrial bases in mid-western and northeastern areas of China. Based on the existing foundation, we will expand the scope and quality of cooperation, and will extend from commercial cooperation to diversified and all-round cooperation in aspects including social services, urban management, culture and education, healthcare and sports.

Table 26: Major Tasks for Collaboration within the 13th National Five-year Plan

1. "Belt and Road" Development Participation and Support



Through developing specialised financial services industry to actively participate in the "Belt and Road" initiative, leverage Macao's unique advantages in striving to become a commercial and trade cooperation platform for countries and regions along the "Belt and Road", especially within ASEAN and mainland China.

2. Promote Cross-border e-Commerce Cooperation



Sign the Memorandum for Strengthening Cooperation in Cross-border e-Commerce with Guangdong province, promote integration of Macao's e-commerce market into cross-border e-commerce development, and help locally made or imported products to enter the mainland China market through Macao.

3. Facilitate Entry to Mainland China Market by Macao Financial Institutions



Strive to enable two or three Macao banks to establish a presence in mainland China, with business operations, from 2016 to 2020.

Table 26: Major Tasks for Collaboration within the 13th National Five-year Plan (continued)

4. Actively Participate in PPRD Cooperation

Solicit continued support from the PPRD provinces and regions to participate in Macao International Trade and Investment Fair (MIF) and Macao International Environmental Cooperation Forum (MIECF), to establish a stable cooperation platform for PPRD and Macao, and facilitate Macao's participation in the national development strategy through its connections with the PPRD.

5. Enhance Cooperation with Mainland China and Hong Kong for Responding to Public Health Emergencies

Cooperate to strengthen the ability of the three parties to respond to public health emergencies through regular and ad hoc information exchanges.

Implement the Agreement on Cooperation in the Contingency Response Mechanism for Public Health Emergencies, which was signed by Macao, mainland China and Hong Kong in 2015, enhance reporting of information on major public health emergencies, coordinate contingency response, and exchanges and cooperation between the three places concerning technology, training and scientific research for handling public health emergencies.

6. Deepen Guangdong-Macao Cooperation in Intellectual Property

Guangdong and Macao have established a cooperation system under the Guangdong-Macao Intellectual Property Rights Working Group. The major cooperation plans for 2016 to 2020 include: commence discussions on 15 collaborative projects in six major categories – working mechanisms, exchanges and visits, cross-border protection, information sharing, publicity and training, and research and guidance – to further deepen cooperation, facilitate and expedite development of intellectual property businesses, and contribute to business and trade activities and the social and economic development of both Guangdong and Macao.

7. Facilitate Participation by Young People in Regional Cooperation

Coordinate and promote the establishment of cooperative relationships between youth groups in Macao and in mainland China, to motivate Macao young people of to take part in regional cooperation and international exchanges. Through such cooperation, young people will broaden their vision, raise their competitive spirit, deepen their understanding of the development of different sectors in mainland China, and acquaint themselves with international development trends. The Government will work with the public to facilitate the signing of 24 or more cooperation agreements between youth groups in Macao and in mainland China.

8. Expedite Optimisation of Border-crossing Services

At present, there are 253 self-service channels at different border checkpoints in Macao. We plan to provide up to around 490 self-service channels by 2020, an increase of about 94 percent. The construction of Taipa Ferry Terminal, Hong Kong-Zhuhai-Macao Bridge and the new Guangdong-Macao border crossing, and reconstruction of four border checkpoints in Cotai, will be completed, while the coverage of the real-time information platform on border crossing will be expanded to nine border checkpoints.

Optimise border crossing operation models, enhance cooperation with mainland China, and promote the implementation of “joint inspections for one-stop border crossing”.



Sound Governance

Chapter 6: Enhance the Government's Administrative Capability and Quality

The Government makes every effort to implement sound policies. The key to sound governance is implementing policies and executing power for the benefit of the people. In the coming five years, the Government will further enhance governance to establish a corruption-free and efficient administration system, and to strengthen the competitiveness of government departments. We will also improve our policy consultation system and make progress with democratic and scientific political development. To enhance capability to execute policies, we will streamline the administrative structure, review the functions of government departments, evaluate our civil service system, and realise innovative development of the civil service system. We will facilitate development of a government performance assessment system, and gradually implement a performance assessment and accountability system, to enhance capacity to serve the public and society. We will also continue to enhance administrative transparency, and gain public support and consolidate community resources. To provide more efficient, attentive and quality public services, we will strengthen cooperation between the Government and the public regarding public affairs.

Section 1: Improve the Consultation System and Promote Scientific Decision-making

The Government will continue establishing a multi-level and multi-functional communication channel and dialogue mechanism that includes consultation bodies, site visits by officials, online opinion collection and the government spokesperson system. This work is being conducted and refined in phases. The development of new media makes a better platform possible for real-time releases

of government information, policy elaboration and explanation, exchanges and interactions with the public, and comprehensive opinion collection. As information technology is widely used, the Government will reinforce and improve the existing consultation and interaction platform, and consider establishing an online information platform, to broaden the channels through which young people can engage in politics, and listen to public opinion and understand public sentiment.

The Government will continue improving the consultative structure, by integrating and streamlining the existing system as one of the policy goals. We will review the consultative bodies related to law, civil and municipal affairs, economy, culture, healthcare, public infrastructure, urban planning, fuel safety and consumer rights in phases from 2016 to 2020, and restructure the system according to needs at appropriate times. We will also enhance the professionalism of and representation by members in consultative bodies, gradually optimise their tenure of office and the rules regarding re-appointment and holding several consultative positions at the same time, and encourage more young people to engage in consultative bodies. Currently, there are 47 consultative bodies with 1,007 seats in total, of which 704 are assumed by community members, accounting for 70 percent of the total.

We will support universities and research institutions with establishing think tanks, and develop a comprehensive and professional consultative structure, to broaden the channels for collecting opinion from experts and scholars.

Section 2: Streamline Administrative Structure and Enhance Execution Capability

Civil servants form a solid foundation of government administration. Enhancing the quality of civil servants is required for improving the government's credibility and ability to execute policies.

The legal system regarding civil services will be comprehensively reviewed and reformed, to enhance the quality of civil servants and maintain the value of "people-oriented services and development". We will enhance civil servants' cognisance of larger interests, anti-corruption awareness and law-abiding consciousness, and an administrative culture that values responsibility and sound behaviour, to build a team of honest, efficient and competent civil servants.

We will seriously review the shortcomings of the existing centralised recruitment system, and make reference to and study the relevant experience of neighbouring regions, in order to amend existing laws and regulations and improve the current system.

We will actively consider improving the system for promoting and selecting civil servants, to boost their morale. The system for assessing performances of department heads and general officials will be comprehensively reviewed, and the accountability system based on their ranking and assessments will be improved. The reform of the performance assessment system and promotion system is expected to be proposed for consultation in 2017.



Training regarding national education, law and mental health will be strengthened, reviewed and enhanced in a timely manner. We will continue providing civil servants with various cultural, recreational and sports activities, to maintain their physical and mental health, stability and solidarity.

We will optimise and consolidate all administrative procedures, to create a better business environment for enterprises, and significantly enhance the efficiency of all formalities. To suit the direction of smart city development and establishment of a smart government, we will facilitate e-Government, and implement the Macao SAR Electronic Governance General Plan 2015-2019, further streamlining administrative procedures and boosting efficiency through applying innovative technology.

We will improve cross-departmental cooperation, and establish a multiple-level coordination mechanism, to coordinate the interests and enhance mutual-trust and information sharing between all departments.





Table 27: Major Tasks for Administration Streamlining

1. Accelerate Amendments to The Civil Servant Ranking System



Review the grades and ranks of various posts, and expedite commencement of related legislative procedures following consultation, research and analysis, and formulation of amendments.

2. Amend Statutes and Regulations Regarding Macao Civil Servants in Two Phases



Strive to prioritise legislation regarding the amendments to the provisions of concern in 2017, and complete legislation regarding amendments to the remaining provisions by 2019.

3. Optimise Living Subsidies for Junior Civil Servants



Review the mechanism for and continue to optimise living subsidies for junior civil servants, to relieve their daily burdens and ease their minds.

4. Consider the Rationality of the Organisational Structure for Top Officials



Start focusing on the rationality of the organisational structure for top officials in 2017, paying particular attention to optimising the governance structure and assessing the functions of each secretary, and formulate appropriate strategies and measures.

Table 27: Major Tasks for Administration Streamlining (continued)

5. Timetable for Implementing the Macao SAR Electronic Governance General Plan 2015-2019



By 2019, complete 42 infrastructure projects in the electronic governance general plan, and achieve different levels of digitisation for 112 high usage rate public services, with 77 of these items fully digitised, and 35 partially digitised. It is expected that at least 80 percent of the plan will be implemented by 2019.

6. Review and Adjust the Functions and Number of Departments



At present, there are 83 public departments and bodies within the Government structure, including 12 that are provisional in nature. The Government will strive to complete the first-stage of restructuring – abolishing at least six departments – by the end of 2016. This will be followed by a mid-term review and formulation of the second-stage restructuring plan, to optimise and restructure 13 departments and bodies. It is expected the second-stage of restructuring will be completed by 2018, abolishing a further three departments.

7. Accelerate the Study on Establishing a Municipal Organisation



Conduct a preliminary study on the functions, structure and formation of the municipal organisation to be established in future, and commence a public consultation to strive for social consensus regarding this organisation. The preparation work for setting up a municipal organisation that is not an organ of political power will be completed by 2018, and the organisation will be officially established in 2019.



Section 3: Enhance Public Administration Efficiency and Optimise Public Services

To develop an administrative culture that emphasises performance and balance of power and obligations, the Government will focus more on service quality and public satisfaction, and gradually establish its performance assessment and governance system.

A third-party assessment will be officially incorporated into the system and effort will be made to ensure its credibility and professionalism. The Government emphasises on the development of the third-party's self-discipline mechanism that will ensure objective and fair assessments.

The Government will improve the system for assessing performances of department heads, and introduce an impartial appraisal mechanism, mainly focusing on data collection in 2016. The report with conclusions and analyses will be completed no later than June 2017 to provide foundation for enhancement of development strategies and execution capacity. Officials will receive training to enhance their sense of responsibility, capability, and ability to innovate.

We will strengthen the accountability system for government officials, and establish and implement a performance accountability system. Through performance assessments, we emphasise the fact that officials who fail the assessments or neglect their duties will bear the responsibility and consequences.

The Government will review its service pledge recognition system and quality government services awards, and enhance the capability of departments to perform and execute their duties as required by the development strategies. We will consider introducing and intensifying public engagement regarding public service quality evaluation. A study on the mechanism for evaluating public services quality commenced in 2016. A third-party academic institution was commissioned to collect statistics on the performance assessments of 55 public departments. The study is expecting to be completed in the first half of 2017, followed by an overall review of the public service assessment mechanism and recommendations for improvements. It is expected that the assessment mechanism will be further optimised from 2018. All departments will be assessed every two years.

We will optimise integrated services. In 2016, we have launched "one-stop" solutions for 18 service items; and by 2017, the "one-stop" solution will be adopted for 45 service items. Based on the operating experiences and the development of a three-year plan, at least 30 economy and livelihood related cross-departmental procedures will be selected for optimisation, with the aim of increasing the number of "one-stop" service items to 75 in 2018. By 2020, the Government will comprehensively review the integrated services and provide recommendations on service optimisation to meet social development needs according to the actual situation.



Section 4: Promote Governance and Society Under the Rule of Law

We will fully leverage the monitoring functions of the Commission Against Corruption (CCAC) and the Commission of Audit (CA), to ensure just and corruption-free government administration, actively support the Legislative Assembly's supervision function, and sincerely accept being monitored by the public and the media.

Steadfastly implement the principles of "One country, two systems" and facilitate the development of Macao under the rule of law and the Basic Law of Macao. The Government will perfect its legal system related to and in line with the Basic Law, adopting the approach of "work on the easier tasks first and the more difficult ones later" to achieve steady and orderly progress. We will continue rectifying and adapting the laws that were previously in force in Macao – including 2123 items, about 40,000 laws and decrees issued during the period from 1976 to 19 December 1999 – and strive to commence legislative procedures in 2016.

The Government will continue to deepen the implementation of the principle of "One country, two systems"; promote the National Constitution and the Basic Law of Macao; develop a systematic long-term working plan to organise promotional activities targeting specific audiences; and forge a better public understanding of the relationship between "One country, two systems", the National Constitution and the Basic Law of Macao, and the relationship between the Central People's Government and the Macao SAR.

We will steadfastly follow the stipulations of the Basic Law of Macao and relevant decisions by the Standing Committee of the National People's Congress. We will continue to raise the quality of democratic elections, foster a healthy election culture, listen to opinions from all walks of life and forge a consensus, with the aim of promoting democratic development of Macao.

We will enhance the public's legal awareness, and cultivate legal professionals to establish a solid talent pool for supporting Macao under the rule of law. We will also optimise the judicial training mechanism,

and train judicial officers and judicial support staff for judicial institutions. It is expected that about 500 participants will receive training from 2016 to 2020.

We will uphold judicial independence and fairness, expedite software and hardware development by the judicial institutions, improve working environment for the judicial institutions, and create a favourable legal environment for the establishment of "One Centre" and "One Platform".

According to the actual needs of economic and social development, we will expedite legislation in major areas, to match progress with development, and make amendments to related laws and regulations for the establishment of "One Centre, One Platform". With regard to the 85 square kilometres of waters that Macao will administer, as authorised by the Central People's Government, we have already commenced research on the related waters and their jurisdiction. We will strive to complete legislation regarding the administration of Macao waters, in support of the national legislation.

In accordance with progress in city planning, infrastructure development and urban renewal, legislation and amendments to law have commenced, in order to provide legal protection and support to city development. Based on the interim review of the gaming industry, we will further regulate the gaming concession system, and clearly specify the legal responsibility of gaming concessionaires to promote healthy development of the gaming industry. We will properly handle appeals from the public, balance the interests of different parties, and expedite perfection of laws and regulations related to people's livelihoods.

The Government spares no effort in promoting scientific legislation, law enforcement, public administration according to law, a fair and just judicial system and law-abiding consciousness. We will work together with the public to build a government and society under the rule of law.

Conclusions

The Government will accelerate the establishment of “One Centre”, and step up efforts to forge “One Platform” to meet the needs of implementing the principle of “One country, two systems”, to fulfil the wishes of Macao people for a better quality of life. We will develop a comprehensive, forward looking, medium- and long-term plan that helps us to set a definite goal, enhance our confidence, unify our actions, and boost our efficiency, to achieve our goal as soon as possible.

From now to 2020 is the first fundamental five-year period for developing Macao into a city enjoying international standards of living, work, transportation, tourism and entertainment, according to the overall goal for Macao’s development direction. We believe Macao will achieve common progress and share common prosperity with the motherland with its ongoing full support.

In the coming five years, the Government administration will aim to: **maintain overall stable growth, give priority to livelihood projects, and emphasise balanced economic and social development.**

Stability does not equal stagnation. We will maintain stable, innovative and good quality development. We will further promote healthy development of tourism and gaming industries by enriching their contents to provide high quality services. We will step up our efforts to encourage the gaming industry to reinforce non-gaming elements, sharpen its competitive edge, and focus on enhancing the growth of nascent industries to initiate industry upgrading and transformation.

The Government has developed its first Five-Year Development Plan, emphasising top-down design and synergic development, whilst attach importance to the regulatory functions of a market economy. Mutual enhancement and coordination can be achieved by following the global economy’s development pattern. To promote structural adjustments of domestic industries and balanced social development, and create a quality living environment for the public, we will forge full interactions between local and foreign markets, emphasise engagement in regional cooperation, establish “One Platform”, and strengthen international exchanges.

A five-year development plan is just an interim goal and a stage of development, which is a continuation of the past and a starting point for innovation and improvements. We understand that we face a rough road with uncertainties and challenges ahead. The Government will take the responsibility to adapt to new trends and changes, make dynamic adjustments to related plans, actively make improvements, seize new opportunities, solve new problems, and explore innovative solutions and creative thinking to achieve a good performance. Based on our solid foundation, we will plan far ahead. We will stimulate social wisdom and the public’s collective power to proceed step-by-step towards our goals. We will join hands with Macao people to safeguard national security and long-term development, and spare no efforts in contributing to Macao’s long-term prosperity and stability.