Research and Analysis on the Optimization of Collaborative Government Governance Based on the Construction Context of Digital Government

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Abstract. The construction of digital government is not only the development of productivity represented by science and technology, nor is it only the technology of governance by means of digitisation, but at a deeper level it is a new concept of modernising the national governance system and governance capacity driven by digitisation. This concept of government governance driven by automation, intelligence and digitisation is undoubtedly disruptive to the traditional concept of government management, then guided by this concept, the content of digital government construction should also change the traditional government system. The construction of digital government should be based on the means of information technology to achieve the transformation from fragmentation to the whole, from management to service, from one-way and two-way interaction, from single department to multi-departmental collaboration, and from closed to open. This paper examines and analyses the new collaborative governance based on the leapfrogging guidance and constructive development of the new era of development requirements for collaborative government governance.

Keywords: Digital construction · Urban development · Collaborative government governance · Social Development

1 Introduction

Digital government is a form of government adapted to the new conditions of productivity in the information age [1]. From agricultural and industrial societies to the information society, the shape of government has changed with it. The development of digital government, on the other hand, is closely linked to the process of government use of computers and is broadly divided into three different stages of development, reflecting policy objectives, tasks and instruments, and different policy content. The "government informatization" stage is the initial stage of government application of computing, and "e-government" has roughly gone through four stages of development, including smart cities, big government data, open data, big platform sharing, big data wise governance, big system common governance and other technologies; by 2018, theories and governance practices related to digital government began to emerge [2]. From a technical

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point of view, digital government must be based on the integration of physical government and digital technology. Its operation must be supported by technologies such as the Internet, computers and big data, while the adaptation of government administrative systems must be required to create a new mode of government operation that is data-driven. Digital government is a new form of government that differs from traditional government in that its operation relies on data sharing and the collaboration of various subsystems to achieve intelligent, platform-based, digital, convenient and accurate government governance as its goal. However, it needs to break through the hierarchical and departmental constraints of traditional bureaucracy to achieve synergy within government [3]. Vertically, the embedding of digital technology breaks down hierarchical pressure transmission and promotes flat government structures and efficient information transmission; horizontally, the many departments set up under the traditional government division of labour drive the need to break down departmental barriers in the construction of digital government and to collaborate as a whole in pursuit of maximum governance effectiveness, while reducing ineffective communication caused by the entanglement of administrative departments' interests and the value bias of different departments. That is, digital government needs to break the vertical and horizontal limitations for efficient data development and sharing in order to achieve collaborative governance of local governments [4].

2 Key Elements of Digital Government Building

2.1 Building a Digital Platform as the Carrier of Government Services

Through the construction of a digital integrated government service platform, government service matters handled by the public and enterprises can be integrated into the platform, and the public or enterprises can simply log on to the government service platform, apply for processing and submit audit materials online, and the staff of relevant departments can approve the materials in the background [5]. From this perspective, this can really let the public and enterprises become "users" of government services, and the relevant government departments are using the network as a bridge to provide relevant services for the public, and the "users" can score the services and assess the services of the relevant departments, so that the public and enterprises can really feel the transformation of "running a leg" to "the most run once", and even realize "zero running". Making public services warmer and more effective through a digitally integrated government service platform [6].

2.2 Building a Governance System with Data Governance Capacity as a Grip

Data is not a product of today's times, but has been a key element of governance since ancient times, such as population inventories and tax calculations in ancient times. Nowadays, with the rapid development of networking and information technology, the total amount of data is increasing year on year, and data has become a new factor of production with important strategic significance. While data can facilitate people's lives, it can also lead to problems such as privacy leaks and data security. Based on this,

data governance has emerged, and the current research on data governance is focused on two major aspects: firstly, "governance of data", using data as a governance object, and secondly, "governance with data", using data as a governance tool [7]. Therefore, the construction of digital government should also be specific to both in terms of the integrated application of government data.

2.3 Building a Management System Mechanism that Aims at Overall Efficiency

The government management mechanism refers to the way and process of regulating the social economy through management activities, which is the basis for the government to manage public affairs and needs to be regulated within the government to achieve the integration of government institutions and functions so as to enhance the management effect. With the development of social economy and the progress of information technology, the traditional government mechanism can no longer meet the current development requirements, and the institutional mechanism of digital government construction needs to be optimized, especially in the process of digital government construction, the need to realize the flattening of government agencies, the integrity and "separation of management and operation" [8].

2.4 Building a Digital Government Support System with a Focus on "New Infrastructure

The new digital government infrastructure is a basic support system that integrates "government cloud, government network, database and government application", and is the carrier of the digital transformation of the government. The primary goal of digital government construction is to build the relevant infrastructure, which is the base of digital government construction, the hub of government operations, social governance, public services, without the infrastructure, then the construction of digital government is only a building in the air [9].

Improving the administrative system of the state and making efforts to enhance the effectiveness of government governance. Administrative decision-making, administrative implementation, administrative organisation and administrative supervision are the core elements of the national administrative system, and the focus should be on promoting the optimisation, synergy and efficiency of the functions of state institutions, and promoting the organic unity, articulation and synergy of decision-making, implementation and supervision. In order to enhance the effectiveness of government, it is necessary to firmly establish a "one-piece" mindset, improve the coordination and cooperation mechanisms between government departments, strengthen institutional and policy-level synergies, and solve the long-standing problems of multiple government departments and offsetting policy effects. The reform of the administrative law enforcement system should be deepened through the reduction of matters, the integration of forces, the improvement of methods and the shifting of the centre of gravity, so as to effectively increase the people's satisfaction with administrative law enforcement. Innovation in administrative management and services, shifting more administrative resources from pre-approval to post-event supervision and public services, and improving new regulatory mechanisms such as credit supervision and big data supervision. Through process re-engineering

and data sharing, we will speed up the implementation of "one network for all" government services, promote the construction of a national integrated government services platform, and promote the non-discriminatory acceptance of government services, so that the people can feel a greater sense of gain from the reform. We will enhance the scientific and effective performance management system, improve the mechanism for rewarding excellence and punishing the poor, tolerating mistakes and correcting errors, and promote the incentive for all regions and departments to take up their roles and improve the government's execution and credibility.

Optimise the system of government responsibilities and perform government functions comprehensively and correctly. A scientific and reasonable system of government responsibilities is an important support and guarantee for reform and development in the political, economic, social, cultural and ecological civilisation fields. To build a service-oriented government that satisfies the people, it is necessary to fully and correctly perform the functions of economic regulation, market supervision, social management, public services and ecological environmental protection, and to speed up the implementation of the government's power and responsibility list system. We will continue to deepen the reform of "administration and service", minimize administrative approval, strengthen market supervision, quality supervision and safety supervision, optimize the business environment and improve the level of government services. We will adhere to the general keynote of "seeking progress while maintaining stability", improve the macroeconomic control system in terms of development planning, the fiscal and budgetary system and the modern central banking system, and promote the synergy of employment, industrial, investment, taxation and regional policies. In order to meet the new needs of the people for high-quality public services, it is necessary to innovate in the supply of public services, accelerate the equalisation of basic public services, and make up for shortcomings and strengthen weaknesses to improve quality in healthcare, elderly care, childcare, housing security and other areas. Accelerate the construction of a digital government and make full use of new technological tools such as big data and artificial intelligence to improve government governance. Vigorously promote the construction of ecological and environmental protection systems, strengthen the enforcement of systems for prevention at source, process control, compensation for damage and accountability, improve the policy system for the economical and intensive use of resources, and co-ordinate the implementation of integrated ecological protection and restoration of mountains, waters, forests, lakes, grass and seas.

Optimize the organizational structure of the government and promote the scientific and efficient operation of institutions. Continuing to promote a more scientific set-up of government institutions, more optimised functions and more synergy of powers and responsibilities is the main objective of optimising the organisational structure of the government. The reform on deepening the Party and state institutions has systematically reconstructed the organisational structure of th'e government. At present and in the coming period, we must continue to adapt to the needs of economic and social development, and further improve the institutional mechanism to promote the smoother and more efficient operation of government institutions. We will promote the legalisation of institutions, functions, powers, procedures and responsibilities, strictly implement the "three definitions" of the executive body, and improve the organic interface between the

"three definitions" of the party's internal regulations and the system of lists of powers and responsibilities of government departments.

3 The Effectiveness of China's Digital Government

3.1 Consensus Has Emerged on Strengthening Digital Government

Back in 2000, General Secretary Xi Jinping proposed the construction of "Digital Fujian" during his tenure in Fujian, which marked China's initial exploration in the field of digital government. Since the 18th National Congress, General Secretary Xi Jinping has spoken about the construction of digital government in a number of talks and given important instructions on the development of digital government. General Secretary Xi Jinping pointed out that "big data should be used to promote the protection and improvement of people's livelihood. Big data has a great role to play in safeguarding and improving people's livelihood. We should adhere to the people-centred development ideology and promote 'Internet + education', 'Internet + medicine', 'Internet + culture', etc., so that people can run less errands and data can run more. Continuously enhance the level of equalization, universality and convenience of public services" [10]. The report of the 19th Party Congress proposes to build a digital China. At the Fourth Plenary Session of the 19th CPC Central Committee, the Plenary Session proposed to "establish and improve the system rules for using the Internet, big data, artificial intelligence and other technological means to enter the administration" as an important part of "adhering to and improving the socialist administrative system with Chinese characteristics, and building a government governance system with clear responsibilities and administration in accordance with the law", which is sufficient to show that the construction of digital government is an important driver for the modernisation of national governance, and the emergence of digital government also provides an opportunity for the transformation of the government governance model. The Fifth Plenary Session of the 19th Party Central Committee clearly proposed that "the construction of a digital society and digital government should be strengthened, and the level of digitisation and intelligence of public services and social governance should be enhanced." This once again shows the importance that the Party attaches to the construction of digital government and indicates the direction of the construction of digital government in China [11].

3.2 Construction of National Government Services Platform Basically Completed

Prior to the introduction of the Digital Government Plan, all levels of government and all departments in China also had their own government platforms or mobile app applications, which can be described as numerous and cumbersome. If people need to do business, they first need to know which level of government they are dealing with; secondly, they need to know which department is responsible for the business; and finally, they need to log on to the relevant website or relevant app for the business.

3.3 Initial Formation of Institutional Mechanism for Digital Government Construction

Building a digital government is a large and complex undertaking that requires an effective institutional mechanism to keep it running. Since the introduction of the Digital Government Strategy, the central government has continued to issue a series of documents for deployment to ensure the uniform implementation of the rules of the national digital government system. In 2018, the State Council issued the Guiding Opinions on Accelerating the Construction of a Nationwide Integrated Online Government Services Platform; in 2019, the State Council issued the Regulations on Online Government Services; in 2020, the General Office of the State Council issued the Guiding Opinions on Accelerating the "Cross-Province Access" to Government Services In 2021, the General Office of the State Council issued a notice on the main points of open government services.

The rules and systems related to the construction of digital government in various places have also been gradually improved. 2020 February, Guangdong Province issued the "Digital Government Reform and Construction 2020 Work Points" and "Guangdong Province Government Services "Good and Bad Evaluation" Management Measures"; July, Hubei Province issued the "Digital Government Construction Master Plan"; October, Shanghai issued the In November, Zhejiang Province issued the "Notice on the Issuance of the Action Plan for Digital Empowerment of Zhejiang Province to Promote the Development of New Industries and New Modes (2020–2022)"; in December, Jiangsu Province issued the "Notice on Accelerating the Promotion of "Intra-Provincial Access" to Government Services In December, Jiangsu Province issued the "Notice on Accelerating the Implementation Plan of "Cross-Province Access" for Government Services", etc.

In terms of management bodies related to the construction of digital government, by the end of 2021, 28 provincial governments had set up relevant government data management bodies, while the remaining localities were headed by provincial offices. In terms of affiliation, these management agencies are generally directly under the government, departmental management agencies or institutions; in terms of formation mode, there are three modes of reorganising the functions of relevant departments, adding responsibilities to the original functional departments and hanging additional plates; in terms of scope of responsibilities, the main focus is on macro strategic planning and promoting the development of digital industries.

4 Conclusion

With the development of information technology, countries around the world have taken the strengthening of government information technology as an important initiative in order to improve the social service capacity and governance capability of governments and to stimulate social innovation and vitality. After more than 20 years of development, China has made certain achievements in the construction of information technology. With the development of new network technology and artificial intelligence technology, the construction of digital government has become the direction and inevitable trend of government reform. Especially since the 18th National Congress, under the leadership

of the Party Central Committee with Comrade Xi Jinping at its core, the construction of digital government in China has started to take great strides forward.

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