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The innovation of social governance and the enlightenment for the governance of Macao's social organizations in the digital age

Jing Zhang, Cora Un In Wong*

Faculty of Humanities and Social Sciences, Macao Polytechnic University, Macao 999078, China

* **Corresponding author:** Cora Un In Wong, corawong@mpu.edu.mo

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Abstract: In the new era, an important component of China's social governance system construction is to strengthen and innovate social governance to improve the ability and level of social governance in China. To ensure the long-term stability of the country and the well-being of the vast majority of the people, it is necessary to be adept at strengthening social governance, continuously improve and improve the governance system that is suitable for the development of modern society with scientific thinking methods, and enhance the level and capacity of governance in China. Based on this, this paper discusses how to promote the innovation of social governance in the digital age, and proposes innovative ideas on the model of social organization governance under the guidance of <Economic Diversification Plan for Macao SAR (2024–2028)>.

Keywords: digital era; social governance; innovation strategy; Macao; social organization; social organization governance; diversified and modest development

1. Introduction

With the rapid development of emerging technologies and fields such as the Internet, the Internet of Things, and social media, quantitative data is emerging increasingly. Big Data, which contains a wealth of information, plays an important guiding role and has important reference value for government decision-making, social governance, and public services. The emergence of big data enables the government to grasp social needs more accurately, formulate effective policies, and provide high-quality public services for the society. Further more, it is an important way to promote social governance reform under the big data environment. Information disclosure serves as a crucial mechanism for advancing social governance reform within the context of the big data environment as well as to enhance the governmental transparency, accountability and mutual trust and interaction between the two sides. In the context of Big Data, it is of great theoretical and practical significance to conduct systematic research on the internal connection between digital governance and social governance innovation, explore the interaction mechanism of the two, and address the current challenges and issues. This has important practical significance for promoting the modernization and transformation of governance in China, building a more open, transparent and efficient social management system, and improving the quality and efficiency of social development. Based on this, the paper puts forward a new preliminary conception of the social governance model especially the digital governance model of community governance under the guidance of <Guidelines for the Diversified and Modest Development of Macao Economy>.

2. Connotation of social governance

In recent years, the issue of social governance has become a hot academic topic, involving many disciplines, such as political science, sociology, philosophy, etc., and formed a series of original achievements. Generally speaking, in terms of the research of social governance connotation, the representative views mainly include: First, it pays attention to the research on the relationship between social governance, state governance and government governance. For example, based on the overall vision of the scope of national governance, Dai (2014) believes that the social governance system is in parallel with the government governance system and the market governance system, so the social governance system constitutes an important part of the national governance system; Second, to make a clear definition of the social governance system in order to clarify the boundaries of social governance. Yang (2023) proposed that the social governance system is a framework primarily focused on managing public social affairs, and it is integrated within the broader national governance system; Third, with in-depth exploration of the connotations of social governance, aiming to systematically identify and address the primary issues pertinent to this field. Ouyang and Guo (2019) argue that the important factors of social governance system include governance philosophy, governance objectives and governance methods, so it is an organic part of the macro framework of the national governance system. In a sense, these views provide useful reference for us to further study and explore the connotation of social governance.

Leaving aside arguments and differences, from the perspective of research, it is still necessary to define “social governance”. The so-called “social governance” can be viewed and comprehended via the as well as the specific one. As for the general standard, social governance is essentially a governance model, in which specific governance subjects manage the society to ensure the operation and achieve the pursuit of social harmony, fairness and justice. As for the specific standard, social governance refers to the actual process in which the government, enterprises, institutions and social organizations regulate and guide social affairs and life by law through consultation, dialogue and cooperation, so as to maximize social public interests. It is not difficult to find that social governance pays more emphasis on the operation at the specific level. At present, in Chinese social governance model, the Communist Party of China is the leading force of social governance, the government is the social governance leader, and the subjects of social governance have become increasingly diversified. The goal of social governance is to ensure and improve the people’s livelihood, enhance the people’s well-being, safeguard the legitimate rights and interests of the people, promote social fairness and justice by participating in social public affairs together. Ultimately orderly social development and progress could be achieved.

Whether from the academic level or the practical level, social governance is an important field that cannot be ignored in national governance, in other words, the effectiveness of social governance is one of the important indicators to measure a country’s governance ability and level. Under effective social governance, not only does it facilitate the resolution of various societal contradictions and promote harmonious and stable social development, but it also enhances the security,

happiness, and sense of fulfillment among the general populace. From this perspective, enhancing and innovating social governance in the new era holds significant practical importance for achieving the great rejuvenation of the Chinese nation, elevating the overall level of societal civility, and uniting the collective strength of the entire society in the comprehensive construction of a modern socialist country.

3. Challenges in social governance

3.1. The intensification of social transformation underscores the necessity for enhanced governance

With the constant changes in society, the structure of society is becoming increasingly complex and unstable, which has brought many new problems to traditional social governance systems that cannot meet the new needs of modern social governance such as virtual reality interaction, integration of individuals and groups. First of all, with the transformation of China's social governance from a "single center" to a "multi-center", from the initial unified governance entity to the pluralistic common governance with extensive participation of the masses as well as social organizations under the leadership of the party. The service model has also evolved from its original state of misplacement, absence, and misalignment to a new model where each role is in its proper place, each function is fulfilled, and roles complement each other. Secondly, the current information technology is developing at an unprecedented speed and scale, with the internet as a representative of digital technology, improving social governance standards and methods while also triggering risks and challenges such as technological trust, privacy security, ethical lapses, platform monopoly, and disorderly network interactions. Additionally, the interaction between the network and the real world, as well as the complex social environment, is deeply impacting the foundations and structure of social governance.

Furthermore, the changes in the demographic structure, social strata, occupational structure, production and lifestyle, ideas and concepts, and rights and interests of urban and rural populations have also had a certain impact on the current social governance system, making it difficult to meet the new needs and demands of modern social governance. Meanwhile, we are still in a period of new and old energy transformation, with accelerating interests division, rapid social changes, and numerous conflicts and disputes. The bottleneck of outdated social conflict problems and governance mechanisms is still very prominent, and the methods of social control or governance may not be effective in many social fields, especially in solving the complex real-world problems left over from the grassroots society. The risk of friction between the strong governance of control and the genuine needs of the public is particularly prominent in this regard.

Therefore, only by constantly pushing forward the reform and innovation of social governance systems and mechanisms can the efficiency of social governance be fully realized, integrating the overall social governance resources into socialization, solving social problems and conflicts with the idea of rule of law and methods, improving the fine-grained, convenient and shared nature of social

governance with digital methods, improving the scientific and effective nature of social governance with professionalized means, methods and technologies that are consistent with the scientific laws of social governance, and better meeting the needs of modern social governance in the new era (Guo, 2020).

3.2. Conflicts exist between the old and new systems, and the management system is not well established

The government management system is the institutional framework and guarantee for the operation of the government. From the institutional perspective, the Chinese society in the transition period is in a dynamic process of intertwined contradictions and risks, coexisting opportunities and challenges, and conflicting old concepts and new needs. The traditional social management system cannot meet the needs of modern social governance. Under this background, the social governance in the transition period presents the characteristics of risk, complexity, and change, which is also an important reason for the imperfect social governance system in China.

Among them, the social governance system is constrained by both internal and external factors. The internal factors include the problems of modern innovation and reconstruction of social systems and governance models, as well as the new and old contradictions and inter-generational transmission problems between traditional concepts, production and lifestyle, and systems, in the process of modernizing social governance.

On the other hand, when the social governance system has not yet fully reflected its modern core content, it needs to be compatible, adjusted, and bear the potential institutional risks. With the rapid transformation of society, the accumulation of social problems from the old and new eras constantly interferes with each other, constraining and influencing each other, making the social form even more complex. This not only increases the difficulty and complexity of social management, but also has a certain impact on the current social governance system. In the short term, the social governance system cannot be effectively built and adjusted, nor can it meet the needs of social governance modernization. In the uncertain, complex, and dynamically changing social governance environment, higher requirements are placed on the adaptability, self-consistency, and development of the social governance system. However, due to the backward social governance idea, weak governance subjects, narrow governance space, weak rule of law awareness, initial signs of intelligent governance, and low professionalization level in China, the social governance system in China's transition period has a high degree of adaptability.

4. Promoting social governance innovations in the digital age

4.1. Establishing a legal framework for information disclosure

4.1.1. The legal goals and principles

Clearly define the goals and principles of information disclosure, such as transparency, accountability, and public participation. Ensure that government

actions are open, fair, and reasonable, and promote the democratization of social governance and the establishment of public trust.

4.1.2. Scope and content of information disclosure

Define the scope and content of information disclosure, including the types, formats, and time requirements for government departments to disclose information. Cover key areas such as policy files, decision-making bases, budget information, and administrative approval procedures.

4.1.3. Procedures and requirements for information disclosure

Clearly define the procedures and requirements for government departments to disclose information, such as application channels, time limits, and response methods. Ensure that the public can easily apply for and obtain the information they need, and promote the efficiency and convenience of information disclosure.

4.1.4. Data privacy protection and security measures

The regulation stipulates that the government should take data privacy protection measures during the process of information disclosure, including data anonymization, data masking, and permission control, to ensure the safety and confidentiality of personal privacy information.

4.1.5. Penalties and remedies for illegal and improper conduct

Clear penalties for illegal and improper conduct are established, as well as mechanisms for public redress. Legal sanctions will be imposed on deliberate concealment of information, alteration of data, and disclosure of privacy, to ensure the legitimacy and fairness of information disclosure.

4.1.6. Supervision and evaluation mechanisms

An oversight and evaluation mechanism is established to regularly review and evaluate the information disclosure situation of government departments. Independent third-party institutions or public participation is used to monitor the government's information disclosure behavior, ensuring that government departments fulfill their obligations for information disclosure.

4.1.7. Training and guidance

Training and guidance are provided for information disclosure, cultivating the information disclosure awareness and ability of government departments and staff. Strengthening the promotion and interpretation of the legal framework to make relevant parties aware of the importance and operation process of information disclosure (Sun, 2018).

4.2. Data openness by government

4.2.1. Policy and regulation formulation

The government should formulate clear policies and regulations to encourage and regulate the openness of government data. These policies and regulations can include principles, standards, procedures, and requirements for data openness, providing guidance and reference for the openness of government data.

4.2.2. Establishment of data open platform

The government should establish a data open platform to provide a centralized

data storage and access interface. The platform can provide a data directory, data query and download function, providing a convenient data access pipeline for the public, research institutions, and enterprises, etc.

4.2.3. Open core data sets

The government can prioritize the openness of core data sets based on social needs and public interests. These core data sets can include demographic data, economic data, and environmental data, covering key data in government decision-making and public services.

4.2.4. Adoption of open data standards

The government should adopt open data standards in the process of data openness, such as open data formats (such as CSV, JSON), and open data interfaces (such as API), to improve the readability and usability of data. This will help the public better access and utilize government data.

4.2.5. Incentives and cooperation

The government can take incentive measures to encourage government departments to actively participate in data openness. For example, providing rewards and honors for departments that open data, strengthening cooperation with civil society organizations, academia, and enterprises to jointly promote the process of data openness.

4.2.6. Data quality and credibility assurance

The government should ensure the quality and credibility of data in the process of data openness. Take measures to ensure the accuracy, completeness, and timeliness of data, preventing the flow of incorrect or false data. At the same time, provide data descriptions, metadata, and data documentation to make the meaning and background of data clearer.

4.2.7. Data privacy protection

In the process of data openness, the government needs to ensure the protection of personal privacy. Take reasonable data anonymization, data masking, and access control measures to ensure the security and privacy of sensitive personal information.

4.3. Enhancing data privacy protection

4.3.1. Establish comprehensive privacy protection legislation

The government should develop and implement robust legal frameworks for privacy protection, clearly defining the standards and limitations regarding the collection, utilization, storage, and sharing of personal data. These regulations must encompass the safeguarding of sensitive personal information, the preservation of individual rights, and the enforcement of penalties for non-compliance.

4.3.2. Employ data desensitization and anonymization techniques

In the handling and dissemination of data, the government should utilize advanced data desensitization and anonymization methods to remove personally identifiable information, thereby ensuring that the identities and sensitive details of specific individuals remain unidentifiable throughout the data release process.

4.3.3. Reinforce data security protocols

The government must implement stringent data security measures, such as encryption, access controls, and security audits, to guarantee the integrity and confidentiality of personal data during its acquisition, storage, transmission, and processing. Regular security evaluations and vulnerability patching should be conducted to mitigate the risk of data breaches and unauthorized access.

4.3.4. Restrictions on the purpose of data use

Government agencies should delineate the objectives for the use of personal data and restrict the scope of data application. Personal data must be utilized solely for lawful and compliant purposes, thereby preventing misuse and unauthorized access.

4.3.5. Reinforce the principles of informed consent and authorization regarding personal data

The government must secure prior, informed consent and authorization from individuals before collecting and utilizing their personal data. Individuals should be fully aware of the purpose, extent, and potential ramifications of data usage, possess the right to decide whether to furnish personal data, and retain the option to revoke consent and authorization at any juncture.

4.3.6. Build privacy protection frameworks and complaint mechanisms

A privacy protection framework should be established, along with a dedicated agency or department tasked with overseeing and managing the safeguarding of personal data privacy. Concurrently, avenues for public complaints and redress should be provided, enabling the handling of privacy infringement grievances and disputes, thus ensuring the protection of public privacy rights.

4.3.7. Intensify the sensitivity assessment of personal data

During the processing of personal data, the government should undertake sensitivity assessments to identify and safeguard sensitive personal information, such as identification card numbers and bank account numbers. Additional protective measures should be implemented to control access to and the utilization of sensitive personal data (Jiang, 2020).

4.4. Establish a data quality and information authenticity authentication mechanism

4.4.1. Data quality standards and guidelines

Formulate data quality standards and guidelines, clarify data quality requirements and evaluation indicators, including data accuracy, integrity, consistency, reliability and other requirements to provide clear guidance for data providers and users.

4.4.2. Establish data quality assessment and certification

Establish a data quality assessment and certification mechanism to evaluate and certify publicly available data. Data is checked, verified and evaluated by an independent third-party agency or professional evaluation agency to ensure that the data quality meets the requirements of the standard.

4.4.3. Data source traceability and reliability verification

Ensure traceability and trust of data sources. In the process of data disclosure, government departments should provide information such as the source, collection method and processing process of the data source, so that the source of the data can be checked and traceable, and verify the authenticity and credibility of the data (Jiang and Mei, 2020).

4.4.4. Establish review and supervision mechanisms

Establish a data review and supervision mechanism, and conduct regular review and supervision of public data. Set up a special organization or team, responsible for the authenticity, accuracy and integrity of the data inspection and supervision, found problems in time to correct and correct.

4.4.5. Data documentation and metadata

Supply comprehensive documentation and metadata for the metadata, elucidating the significance of the data, methodologies employed for data collection, data processing procedures, and additional pertinent information. This facilitates a more thorough understanding of the data by its users and enhances their ability to evaluate its quality and reliability.

4.4.6. Feedback and error correction mechanisms

Establish robust feedback and error correction systems to facilitate the provision of feedback and corrections from the public and data users. Government agencies should establish dedicated channels for receiving public input regarding data quality and information accuracy, ensuring timely verification and rectification. Furthermore, Data Sharing and Collaboration: Government departments are encouraged to collaborate with research institutions, academic bodies, and enterprises to collectively enhance data quality and information accuracy. Through the sharing of data, exchange of expertise, and technological cooperation, we can effectively tackle the challenges associated with data quality and information authenticity (Xing and Liu, 2016).

5. Innovative measures in digital governance offer insights into Macao community governance model

5.1. Social organizations in Macao

Macao has long been recognized as a “society of organizations.” Presently, within the 33 square kilometers of the Macao Special Administrative Region, more than 10,000 organizations have been established, averaging 165 organizations per 100,000 residents, which implies that approximately every 60 individuals are affiliated with one organization. In terms of both number and density, Macao’s organizations rank among the highest globally.

Macao’s society has developed a unique feature of social organizations due to its unique history, thus forming a distinctive dual-layered social governance system. Lou and Pan (2009) argue that Macao has formed a dual-layered dual-element composite social governance structure. The dual-layer refers to the government and the civil society, while the dual-element refers to the Chinese and Portuguese two

different ethnic groups.

The community structure of Chinese-Portuguese coexistence, the multi-ethnic and multicultural social and cultural environment, has formed a relationship orientation between social organizations and the Macao government that is cooperative in nature. Macao is a typical “small government, large society.” social organizations have penetrated into various aspects of Macao’s society, education, and charity, to a great extent and extent filling the gap in government functions. They maintain the sense of belonging and social civil harmony of Macao people with the spirit of mutual guardianship. Especially after the return, with the rapid growth of the economy, various new social problems have emerged, and the structure and function of the existing social organizations have been adjusted accordingly. New types of social organizations have emerged continuously. On the basis of the “quasi-governmental” function of the existing social organizations, the “quasi-political” function has been developed and further strengthened.

5.2. Related studies on social organizations in Macao

5.2.1. Systematic study

In the book “The Present and Prospect of Macao Societies” published by the Research Group of the Development Strategy Center for Macao in 2000, the authors analyzed the “Current Situation of Macao Societies”, “Trends and Basic Direction of Societies Development”, “Challenges and Opportunities”, and “Recommendations on Societies Policy of the SAR Government” from four perspectives. Lou specifically explored and analyzed the changing situation of Macao societies in the transition period, systematically explained the institutional background of the formation of societies, the hierarchical structure of division of labor within societies, the close interaction and linkage between societies and the external society, and the institutional essence of the legalistic system of indirect governance through societies by the Macao government. Pan (2010) analyzed the changes in the institutional transformation of Macao societies and the changes in the functions of societies, as well as the different functions played by societies in different eras.

5.2.2. Study on the relationship between organizations and governments

After the return, the relationship between the community and the government became more harmonious, which played a positive role in promoting charity and social welfare work. The complementary and cooperative relationship between the two was more obvious. Pan (2009) believes that there are three reasons for the increasing number of Macao communities after the return: First, Macao is committed to economic diversification, which has led to the formation of new industries and the increasing number of organization types. Second, some social groups have not benefited from economic development, so they have started new communities to meet their own needs. Third, the current electoral system has strengthened the organization’s role in politics. Li (2014) acknowledged the significant role played by Macao societies in policy formulation and implementation by the government, but also pointed out the problems and shortcomings in their self-management and supervision, and made it clear that the lack of constraints has a negative impact on the development of organizations, preventing them from preventing possible

irregular behavior.

5.2.3. Study on the mechanism of social organizations participating in public governance

Lou (2004) in his article “Administrative and Bureaucratic Tendencies in the Governance of Social Organizations” argues that the pre-return Macao governance system dominated by the governor and the low level of political participation in civil society led to a tendency for the Macao government to choose a decision-making model that favors elite consensus. A small number of Chinese elites gained access to the political system through functional representative organizations, and only a few individuals were able to succeed. Macao societies cooperate with the government on many social affairs. Yin’s (2013) research indicates that Macao societies are currently experiencing a rapid growth trend, with their numbers growing at an explosive rate. Those with ambition can indirectly express their interests to the government by joining a society and can do so as pressure groups or individuals through the media to voice their concerns and monitor the government. Representative organizations work closely with the government to manage society and have helped shape Macao’s civil society into a clear cooperative orientation (Chen, 2010).

5.2.4. Foreign scholars have conducted relatively few studies on Macao’s social organizations, but there are abundant studies on NGOs, NPOs and other organizations’ participation in public governance

In summary, before the return of Macao, the model of organizations participation in social governance was mainly in the form of “quasi-governmental”, while after the return of Macao, the model of organizations participation in social governance developed into “quasi-governmental” + “quasi-political”. The “one country, two systems” ensures that Macao’s organizations can participate in social governance in the form of “quasi-political”, and the political reality in Macao is that organizations have become a shortcut for entering the social governance system. At the same time, after the return, the large number of organizations formed has led to a complex network of inter-organization relationships, which is no less than a new challenge for Macao’s social governance.

5.3. Preliminary exploration on digital governance of Macao social organizations

The Macao SAR government unveiled the “Economic Diversification Plan for Macao SAR (2024–2028)” on 1 November 2023, aligning with the “14th Five-Year Plan” and the “Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area,” with the “2nd Five-Year Plan” and the “1 + 4” economic diversification strategy as the basis, providing detailed planning and deployment for the integrated tourism and leisure industry, the traditional Chinese medicine and healthcare industry, the modern finance industry, the high-tech industry, and the transformation and upgrading of traditional industries, as well as the exhibition and trade and cultural and sports industries. The planning outlines the current status of the “1 + 4” industries, and in the future, the “1 + 4” industries can promote each other and develop together. Once the emerging industries have formed a certain scale

of development, more new growth points can be cultivated, and the development goals can be steadily and steadily advanced towards. Macao will also leverage its position as a “center,” a “platform,” and a “base,” and combine its unique advantages in the Deep Cooperation Zone to achieve complementary development with neighboring areas, with mutual benefit and cooperation, to better serve the national strategic layout.

Under the guidance of the national overall development strategy and related development plans for Macao, various social organizations have proactively adjusted the management and operation models and also explored as well as promoted the implementation of significant livelihood projects in the field of digital governance. For example, the “Digital China” Technology Alliance, as a representative of the technology industry organizations in Macao, has been committed to advancing the development of the digital technology industry in the region. In March 2024, under the alliance’s initiative, Macao New World Expo Tech, Dynamic Tech, and Bank of China Macao jointly created an intelligent property management platform to enhance the level of property management services. Through digital empowerment, they aim to develop the community environment in Macao and improve the living experience of residents. The project of the intelligent property management at Prince Flower City has also been successfully implemented.

6. Insights into the innovative governance model of Macao social organizations

On the occasion of the 25th anniversary of Macao’s return, the Digital Macao Super Client will officially go online. This client is built and developed in accordance with the “Five-in-One, Deep Integration” core concept proposed by the “Overall Planning for Digital China Strategy” issued by the central government on 27 February 2023 (China Government Network, 2023). Through the vehicle of the super client, it has achieved comprehensive integration of government affairs, economy, culture, society, and ecology, greatly reducing the fragmented repetitive construction of standalone clients, mini-programs, H5, and other products, significantly lowering the digital construction and operational costs for various institutions, and providing efficient and convenient one-stop services for government governance and services. One of the powerful features of this client is to empower and stimulate Macao’s economic development through digitalization. Every enterprise, merchant, and association can freely obtain comprehensive digital support from the platform, including functions such as official websites, business, and management.

Under such development layout, the governance model of Macao society should be combined with the big background of the digital age, closely combined with the spirit of the economic moderate diversification development plan, deeply exploring the integration points between digital governance ideas and serving the economic development of Macao, and walking a new path. Specific thoughts are as follows:

First, leveraging digital technologies and platforms, we should provide more convenient, transparent, and inclusive digital services to the people, and carry out more refined management and governance. In the digital society, governance issues

are more variable, more complex, and more uncertain; governance subjects are more diverse; the interests and interest patterns are more complex and fragmented; the logic of governance, especially the methods, tools, and pathways, are more diverse, and higher technical adaptability and digital capabilities are required for governance participants. Macao's various social organizations should also adapt to the changing environment, tailor their approaches to local conditions, times, and people, and hire professional technical talents to undertake relevant work or train in-service personnel.

Second, build a digital city governance symbiotic system centered on the people, providing citizens with a variety of online services, channels for political participation, and new ways to participate in governance. Governance is no longer a product of subjective consciousness or self-interest, but a scientific, objective, and rational decision based on predictable and quantifiable data analysis of big data in different fields of every city. This enables more targeted decision-making. Macao's various social organizations should pay close attention to data changes or conduct predictive data analysis to enhance the scientific and accurate nature of their governance capabilities.

Third, in the context of building a digital bay area where industries are seamlessly integrated, it is crucial to ensure unobstructed flow of information, integration of digital and real economy, cross-border cooperation, and close ties among people's hearts. The continuous improvement of convenience measures in the three places will enhance the sense of gain among the public, making people-to-people exchanges and talent exchanges more diverse and in-depth. In addition to the important leading role of the Macao government, various Macao organizations should also seize the development opportunities and timely transform their governance models to make their role in upward and downward communication more prominent and smooth, thus contributing to the construction of the digital bay area and becoming an important link in the systematic interconnected framework of the digital bay area construction.

7. Conclusions

In summary, social governance is an important aspect of national governance, and we are currently in a period of unprecedented great changes. Therefore, it is more necessary to strengthen and innovate social governance. To innovate and improve the social governance system, we must always focus on key elements such as party building leadership and government responsibility, perfecting socialist democratic systems, and building community governance. We should respect the objective actualities and genuine aspirations of local regions and industries within the framework of laws and regulations, and leverage information technology to strengthen the construction of social governance information platforms. This will enhance the comprehensiveness, scientificity, and autonomy of social development, improve the efficiency and satisfaction of social governance, and promote the improvement of the social governance system, which has very important practical significance.

With the deepening development of digitalization, networking, and intelligence,

a series of complex social problems have emerged as well: issues of privacy protection and data security, algorithm governance, monopoly, competition, and innovation, digital equity between different regions and groups, and digital adaptability, etc. are becoming increasingly prominent. Faced with the huge changes brought about by digitalization, it is necessary to adapt to the trends and opportunities of the digital age, grasp the main aspects of digitalization empowering social governance, innovate governance concepts and methods, drive the reconstruction of governance processes and optimization of governance models, and continuously enhance governance effectiveness. Macao social organizations should combine the big background of the digital age and closely follow the spirit of the economic moderate diversification development plan, keep up with the times, and continuously learn and improve their digital governance capabilities and levels, so as to forge a Macao-style digital governance path for social organizations in the new era of development opportunities and challenges coexisting.

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