

# Study on the New Dimensions of Cross-domain Governance

## From Views on Policy Management, Implementation, and Evaluation

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**Abstract**—In 1990, the financial crisis in industrial advanced countries emerged continuously, and the policy of government intervention failed. Coupled with the ideology of marketization, globalization, the complication of social changes and the drive and spur of new public management governance, the concept of governance was put forward accordingly. At the same time, in the face of the situation of economic globalization, people in different countries have close exchanges due to business and other relationships. However, with the inequality of economic power between countries, disputes over unfair trade have emerged followed by negotiation and this situation is not uncommon. The negotiations are mostly led by the public sector and have shown the nature of across boundaries or governments of the transaction, but many of the transactions involve local government organizations that represent specific local areas or the establishment of firms within a specific scope. Restrictions such as permission issues cannot respond to cross-domain issues. Therefore, it is necessary to seek the governance mechanism of other government agencies or non-governmental forces or join a third-party cooperation group. Therefore, the issue of cross-domain governance has been proposed to complement the shortcomings of local government capacity and resources, and to actively improve the selection of high-efficiency and reciprocal strategies. This study aims to analyze the meaning and the obstacles that may be faced of cross-domain governance from the concept and application of governance, and try to explain the solution method by the viewpoint of policy management and execution.

**Keywords**—cross-domain governance; public policy management; executive power; cross-domain governance network

### I. INTRODUCTION

From the central to the local level, several levels of governments are formed, and the interaction between governments at all levels is a kind of inter-governmental relationship. Inter-governmental relations are the interaction (interdependence) between governments at all levels. It includes the division of authority between the central and local governments, the regulatory system, the organizational structure within the government, and the static relationship between civil servant positions in personnel administration and dynamic behaviors between governments, such as behavioral attitudes among government officials, ideology, information capture, and interaction between governments as well as government and third-party organizations. In addition, it also

emphasizes factors such as population structure, social culture, constitutional structure, environmental system, and the role and influence of the framework and content created by inter-governmental relations. The above have clearly shown that inter-governmental relations have the meaning of cross-domain governance.

In the field of public administration, the concept of governance was gradually emerging around the world in the 1990s. James N. Rosinaw, one of the main founders of governance theory, believes that governance is the institutional arrangement that prevails between regulatory gaps, and perhaps more importantly, when two or more regulations overlap, conflict, or when mediation is required between competing interests, it exists as a functioning principle, norm, rule, and decision-making process. Its main function is to rely on the interaction of a variety of ruling and interacting actors. The Commission on Global Governance defined governance in 1995 as follows: governance refers to the sum of many ways in which individuals or institutions operate the same thing, either publicly or privately. It is an ongoing process of reconciling conflicting or different interests and taking joint action. The most socially ill-affected government agencies are selfish departmentalism, formalism, bureaucracy, poor administrative efficiency, inadequate policy planning, weak policy implementation, and too sloppy policy analysis. These ills have caused policy management failures, leaving people to have the impression of poor execution. In particular, the concept of government selfish departmentalism has not changed, leading to failure of policy management and affecting overall government policy performance.

"Cross-domain", as the name suggests, should be "across boundaries", which means cross-fields or cross-regional. According to Lamont and Malnar, boundary has four categories of meaning in sociological research, namely social identity, class or ethnic group, expertise or discipline, and community, country or space. In short, it has the meaning of crossing the field. Cross-domain governance emphasizes participation and interaction. It aims to bring together the strengths of different communities to build cooperation mechanisms across different fields and professional departments, make suggestions through different angles when the government makes major policies and put forward specific

policy opinions in a broad sense so that policy formulation and adoption can be more efficient.

This paper intends to analyze the relationship between policy management and implementation, and policy evaluation on the perspective of cross-domain governance to strengthen the coordination of inter-governmental relations, strengthen the construction of network governance, build an excellent cross-domain governance network, and enhance policy implementation. Finally, the satisfaction of the people with government administration will be improved.

Wu Ding believes that public management refers to the use of scientific, systematic and organized management knowledge and methods for public policy-related concepts and theories. In the mean-time, it is necessary to hold activities by means of the operation process of effective management policy, in order to properly handle relevant policy issues.

Zou Rong believes that the characteristics of public policy management are essentially the unification of management behavior and management process; its purpose is to maintain and realize the public interest; in the realization method, it adopts modern management. Public policy management means that managers use the coordination, organization, control and other means and methods to improve the quality and effectiveness of policy operations, effectively resolve policy conflicts, strengthen policy monitoring, and make sure of the realization of the goal of public policies according to the relationships of various elements of the policy system. In summary, the government should use coordination, organization, control and other means and methods to strengthen the integration of inter-governmental relations and cross-domain governance to improve the effectiveness of policy management.

## II. ANALYSIS OF POLICY EVALUATION

Thomas. R. Dye defines policy evaluation as a careful, objective, and scientific evaluation of the current and long-term impact of policies on goals and non-target situations or groups, as well as current and long-term costs and any rate of return. (Thomas R. Dye, Xie Ming translates: 2013: 49). Therefore, policy evaluation refers to the identification of new policy issues through assessment and the entry into a new policy development process.

William Dunn believes that evaluation is to find differences in expectations and actual implementation, thereby providing relevant knowledge of the policy, thus helping policy makers in the evaluation phase of the policy development process, that is, policy analysis, to create relevant information about the value of policy outcomes. (William N. Dunn: 2010: 13)

Aaron Wildavsky defines policy analysis as the discovery of the crux of the problem to develop a policy response plan, and establish relevant standards. The pros and cons are measured against the standards, and the policy design method is used to assess the outcome of policy implementation.

Xu Nanxiong defines the public policy evaluation as follows: since policy is a process of integration of decision-

making factors, the implementation of policies must have a review of its advantages and disadvantages, that is, assess its connotation. Both policy makers and implementers have the function of evaluating policies. What is the effectiveness of policy implementation? What is the political impact? What is the response to social public opinion? This assessment includes a comprehensive review of policy objectives, directions, programs, content and implementation performance, and should observe the response of civil based on their well-being and explore popular support or the lack of it. The types of policies are divided into government affairs, administration and technology policies. Policy development includes analysis and decision making. Policy analysis usually refers to the Meta policy and contents. The method and purpose are studied as appropriate, and the judgment is made on the characteristics of the problem, the criteria of choice, the choice and feasibility. The reasoning is sometimes related to the evidence to be used and sometimes with both the macro and individual analysis.

Li Yunjie's view on policy evaluation analysis is that when facing complex and changeable public problems, it is necessary to make systematic and objective choices on policy input and output with scientific methods and techniques. And after measuring the pros and cons, it will design the entire policy process, including pre- and post-implementation assessments, designing response policies for possible problems, and building the information needed for policy options.

By summarizing the above-mentioned scholars' arguments, a definition can be made, which is to use scientific statistical analysis methods to evaluate the effectiveness of policy planning and policy implementation, so as to provide a reference for future policy design.

Policy evaluation analysis is the primary assessment of policy impact rather than policy output (Dye, 1995: 320–321). Policy influences are also related to performance, goal achievement, and social response. The broad-based policy assessment includes: 1. Is the implementation effect significant? 2. Is the policy objective correct? 3. Is the policy planning achieved? 4. The impact of the policy on the national society; 5. Is the policy outcome favorable? 6. Whether the policy error is related to policy planning and policy implementation and whether the gap is too large. Error finding is a reference for policy revisions. The process of policy assessment is aimed at maintaining the quality of policies, understanding the pros and cons of gains and losses, and giving certain reference to policy revisions.

## III. POLICY DESIGN

Policy design refers to the linkage of policy issues, policy options, policy outcomes and policy processes to effectively design specific and feasible policy options. Policy design has two meanings: verb and noun. The former refers to the process of policy concept formation, and the latter refers to the logical element of policy to achieve the goal, that is, policy content. US policy experts Schneider and the English study have concluded that policy design is a key factor in policy play. Policy failure is mostly attributed to the misconduct of policy design. This includes not only technical and instrumental problems, but also the results of human operation. . Therefore,

effective policy design must consider the political, social, economic, and cultural conditions of individuals or groups on which the policy depends. At the same time, individuals should be encouraged to participate in policy-related actions.

Cross-domain governance involves the various components of the policy design structure and their logical relationships, including the following factors: 1 policy objectives or problems to be solved; 2 target groups: actors who may be affected by the policy; 3 agencies and executive structures: the policy enforcement agency, and its connection with the target group constitutes the policy implementation structure; 4 policy tools: refers to the ability to change the behavior of the agency and the target group to solve public problems; 5 rules: who does what, use what resources and when to do, who will be responsible for such issues; 6 reasonable basis: the direct or indirect implicit theoretical basis for the justification and rationality of the choice of the above policy elements. Therefore, the process of policy design is a dynamic connection. It is necessary to take into account important factors such as internal and external environment, population structure, geographical location, all resources and distribution, but it is impossible for all of them are included, so there is a "difference" between policy planning and policy implementation. Therefore, it is necessary to expand the participation of third-party organizations and establish and improve the operation of the system. They should work closely together to make up for the shortcomings.

#### IV. POLICY IMPLEMENT ABILITY

The effectiveness of policy enforcement is called "policy enforcement capability" or simply "policy enforcement." As M. L. Goggin said in 1990: whether executive power study policy content with a scientific attitude; the inducements of the central government for policy implementation; whether local governments are constrained; whether resources are sufficient; and the ability of executive agencies.

The modern network management model is the common governance of the government and civil society, rather than the management of the traditional top-down bureaucracy. In the formulation and implementation of public policies, due to factors such as time and space and resource distribution, the government is unable to properly manage the scope of the jurisdiction, especially in the cross-domain area. The governments have a fuzzy governance due to the overlapping of governance areas, which can be called "grey space." At the same time, there are actors that the government cannot control, and they have close contact and interaction with each other. Therefore, in order to carry out effective policy implementation, it is necessary to break the "grey space" zone and jointly strengthen cross-domain governance collaboration to achieve communication and integration, so that the scope of policy implementation has no dead ends. Among governments as well as between the governments and third-party organizations work together to conduct cross-domain public issues in an inter-departmental meeting to fully communicate and discuss. After achieving consensus, joint governance will be implemented and an institutionalized operation will be established to achieve the perfect implementation.

#### V. CROSS-DOMAIN GOVERNANCE THINKING

In the face of context changes in the 21st century, the government must have good governance thinking and specific policies to quickly feedback the needs of the people. Cross-domain governance is a collective action involving multiple subjects, and the operation of power is always accompanied. Cross-domain environmental governance is a field of interaction of power, and forms of governance such as negotiation, discuss, and regulation, which are external forms of power. From the dimension of power, there are both vertical power operations and horizontal power roles. The operational dimension of power is a manifestation of the relationship between multiple governance subjects and becomes the main line of our study of cross-domain environmental governance.

##### A. The Significance and Connotation of Cross-domain Governance

What is cross-domain governance? Lin Shuxin said: cross-domain should be interpreted from two aspects: the one refers to the region above the national level and the international community is its scope; the other is to regard an administrative region or specific jurisdiction within the national territory as its scope. As for cross-domain governance, it is an integrated governance behavior that transcends jurisdictions and crosses organizational boundaries.

Zhang Chengfu alleges that cross-domain governance is an act: it refers to two or more governance entities, including governments (central and local governments), enterprises, non-governmental organizations (NGOs), and civil society based on public interest and the pursuit of public value, and the process of joint participation and joint governance of public affairs. The realization of governance relationship may be based on legal authorization, geographical proximity, business similarity, or the particularity of governance objects. Through the interaction, negotiation, discussion and cooperation between multiple entities such as government, enterprises, NGOs and civil society, good performance of public affairs governance will be achieved.

Li Yunjie defines: cross-domain governance in a broad sense encompasses two meanings: first, cross-sectors governance and cross-boundary governance address wicked problems; it is an inter-departmental governance issue and it often resists unilateral solutions, with vague or overlapping administrative boundaries, insufficient citizen participation, and a growing public affairs range.

"Governance" refers to a "network" concept. The main purpose of cross-domain governance is to establish mutually beneficial partnerships by three levels of central and local, local and local, local and civil society through consultation, signing agreements and legislative norms. In short, the government's cross-domain governance is multi-subject collaborative governance. It includes three types:

The first one is vertical collaborative governance. It refers to the cooperative governance between the central and local governments and local governments of different levels. In this kind of governance, the command-style hierarchical



relationship is less strong, and the cooperative governance relationship of different levels of government is highlighted.

The second is horizontal collaborative governance. It requires that the vicious competition of excessive selfish departmentalism of local governments in different regions should be abandoned in order to achieve a partnership and governance relationship between parallel governments;

The third is cross-departmental collaborative governance, that is, government, enterprises, non-profit organizations and community organizations participate in policy management to establish strategic partnerships and the government creates a good environment while enterprises and other organizations participate fairly, reflecting the democratic decision-making process. Qiu Changtai divides its elements into the following five items:

First, cross-domain governance is very diverse, covering partnerships across jurisdictions, departments, and policy areas. It is not limited to the horizontal relationship between government agencies. It also needs to include partnerships across administrative jurisdictions, public sectors and policy areas, which is more complex than general municipal administration.

Second, the degree of legalization of cross-domain governance varies, and it adopts a pluralistic approach to governance. Basically, cross-domain governance can be divided into various forms according to the degree of legalization. Cross-domain governance with a high degree of legalization is based on administrative division laws or related regulations, and small-scale administrative areas are integrated to form larger scales of administrative regions.

Third, cross-domain governance is a highly political issue involving the exercise and boundaries of local autonomy such as provinces, cities, and counties. At the same time, it involves the issue of rights, interests sharing and obligations or burdens of responsibility between cross-domains. Therefore, it requires pragmatic, meticulous and centralized consultation and communication to resolve differences and strive for cooperation space.

Fourth, based on the rational distribution of public opinion and resources, cross-domain governance is mainly based on the interests of the people to discuss the principles of cross-domain governance and other related rights and obligations, and achieve consensus to reduce implementation resistance.

Fifth, cross-domain governance should try to introduce participating resources such as enterprises and non-profit organizations and communities to expand participants in cross-domain governance and integrate social resources to play the role of an overall coordinated operation mechanism.

In the process of cross-domain governance, the government should maintain cooperative partnership with civil society organizations to enrich the connotation of cross-domain governance. At the same time, the advantages and disadvantages of the implementation of the program should be identified through the multiple opinions and implementation plans of different participants, and the specific feasible (including Transcendence) strategy should be proposed. Cross-

regional governance is a mutually beneficial partnership and a cross-regional cooperation approach. It is characterized by: first, through the participation of enterprises or non-profit organizations and community participation, the scale of governance and the rational allocation of resources are expanded; second, the appropriate introduction of civil society organizations to participate in the decision-making process can promote the effectiveness of government decision-making and reduce government spending. In summary, cross-domain governance has the following characteristics:

(1) System operation: a holistic thinking. The solution to public problems is not limited to a single agency, a single government, a government and a company in a single jurisdiction, but should rely on a clear division of powers between inter-departmental and inter-disciplinary areas to operate smoothly within the system.

(2) Cross-domain governance has both macro and micro-level implications: the macro level is the synergy of inter-governmental relations. In the process of interaction between different levels and different jurisdictions or with third-party organizations, it's right to adopt the concept of transcending the inter-departmental boundaries and the government departments of different jurisdictions and different levels should be included in the same organizational network. The micro level refers to the opening of the boundary of horizontal communication included in the organization, and adopts a unified integration perspective to deal with the problem.

(3) Participants in cross-domain governance are dependent: organizations that participate in cross-domain governance form an organizational network. This network is meant to highlight the interrelationships between participants in cross-domain governance.

The central government can play the role of arbiter and coordinator in mediating disputes and rationally allocating resources to harmoniously coordinate resource allocation and improve government governance performance. Under the cooperation of the central and local governments, local and local governments, government and the people in the unified cross-domain governance, it's wise to transcend the self-limitation of space and power, responsibility, and profit, and break away from the power thinking of the central and local governments' excessive selfish departmentalism and ideology, abandoning stereotypes, and working together to achieve goals, so that the government's public power exercise and policy enforcement can be improved, and enterprises or non-profit organizations can benefit.

Cross-domain governance is a collective action involving multiple subjects, and the operation of power is always accompanied. Cross-domain governance is a field of interaction of powers. Forms of governance such as negotiation, discussion, and regulation are external forms of power. From the perspective of power, there are both vertical power operations and horizontal power roles. The operational dimension of power is a manifestation of the relationship between multiple governance subjects. At the same time, it has become the main line of research on cross-domain governance as shown in "Table I".

TABLE I. THE OPERATIONAL DIMENSION OF POWER OF CROSS-DOMAIN GOVERNANCE

Characteristic	Vertical Mechanism	Horizontal Mechanisms
Power direction	From top to bottom	Horizontal level
Governance model	Bureaucratic system	The Internet
Dominant strength	Power, authority	Rational allocation of resources Mutual trust
The way	Administrative orders, regulatory orders, administrative procedures	Inter-ministerial joint meeting Public-private partnerships, administrative contracts, administrative agreements, third-party coordination
Content	Incentive and regulatory mechanism	Information Sharing Participation mechanism Collaboration mechanism

Cross-domain integration refers to the policy coordination network. To fully develop, it is necessary to firstly abandon the concept of departmentalism, hold inter-ministerial joint meetings, coordinate policy planning and implementation with inter-departmental and inter-organizational way, and make the coordination between organizations, which makes the process flexible. Multi-party (third-party organizations) partnerships are mutually beneficial and should be coordinated under the overall goal.

The so-called government governance refers to the behavior of a country to carry out its economy, social resources and power at all levels. As for global governance, the UN's Global Governance Committee argues that global governance is a concept that covers formal and formal, public and private sector relationships. It resolves conflicts and interest divergence by reconciling and cooperating actions to govern common affairs, which can be accepted or understood by people and institutions (national) interests. From the perspective of public administration, governance is an organizational structure, a management method, and a decision-making process. The ideal governance model must be tailored to the local conditions and those that operate smoothly can effectively motivate people to have common beliefs and work together to achieve the goal of serving the people. So the Global Governance Committee believes that the four important characteristics of governance are:

- Governance is not a set of rules or an activity, but a process.
- The basis of the governance process is not control, but coordination.
- The scope of governance covers both the public and private sectors.
- Governance relies on a mechanism formed by the continued interaction of actors.

In summary, governance is the main axis of the development of modern public affairs, symbolizing that public affairs is an interactive network relationship constructed by different interested persons.

### B. Improving Policy Management and Execution of Cross Border Governance

In order to adapt to the era of globalization, the operating mechanism of the entire international community is carrying out the connection of Internet + and the concept of cross-domain integration is the integration of the central and local operational mechanisms, which will not be rigidly adhered to simple interaction of the respective jurisdictions governed by the authority of the legal system. At the same time, other public and private organizations and voluntary groups need to be launched to interact with each other to form a multi-layered policy context.

China's infrastructure has been stepping into perfection, forming a bond that cannot be cut between inter-regional economies or interpersonal activities. The establishment of Weibo, WeChat's, and the convenient transportation and interpersonal relationship brought by the opening of expressways and high-speed railways have made the issue of regional governance complicated and changeable.

The three main axes of public policy are economy, fairness, and environmental friendship, and these three aspects must be combined tightly. However, under the current regional division of local autonomy and the single governance system, local governments still retain the traditional concept of autonomy, leading to many cross-regional issues that cannot be effectively resolved. The reason is that the government lacks the overall governance thinking in policy management and mechanism design and practice of synergy. For example, policy planning, policy implementation and policy evaluation at the policy management level must have overall consistent interoperability and need establish a legal system to maintain the coordination function and target operation of the cross-regional governance system, and build a policy of mutual cooperation to play the synergy effect of integrated implementation.

The cooperation between the central and local governments is an important link. Because of the cooperation issues of inter-governmental relations, if the central authority is involved, it should be handled by the central government; local governments should cooperate with and assist the central government in fulfilling the regulations. The government's role in policy management is to change from centralized to decentralized and coordinated service roles. The government provides projects to guide citizens to actively participate in the governance process of government policy management, establish mutual trust and cooperation, and shape strategic partnerships between the central and local governments to improve the implementation of policies and promote the realization of public interests and the upgrade of well-being of the whole people.

The law basis for the development of cross-domain governance is the primary issue. It is necessary to start to study and formulate relevant regulations such as the central and local cross-transaction management regulations, and define cross-domain governance cooperation methods, legal framework, executive organization and authority, budget allocation ratio, allocation of human resources, and scope and rights and responsibilities of cooperation matters. Its legal content is

mainly based on flexible and diversified cross-domain spirit. It must not only regulate the legal relationship between governments at all levels, but also introduce private sector, non-profit sector or community participation and performance evaluation mechanism.

The construction of a cross-domain governance cooperation model enables the public sector to adopt a multi-disciplinary approach to find solutions to policy problems, and to maximize the use of limited resources to achieve the most effective results. Government agencies, inter-organizational and private sector, non-profit organizations aim to find out the problem through consultation and dialogue, and make appropriate adjustments or amendments to the policy. This initiative can provide concrete and constructive opinions on the implementation of government planning and public policies, work together to resolve cross-regional issues, and eliminate the government's narrow thinking and actions. Instead, it will be a multi-faceted, inclusive thinking policy management that helps to eliminate people's impression for a long time, such as the selfish departmentalism of local governments at all levels, and habitual red tape, and the abnegation of expanding the social participation.

In the highly competitive environment of globalization in the 21st century, the government cannot be independent between the central and local or among locals, but must unify the ideas and improve the mechanism of cross-domain governance. In addition, the government should use the spirit of citizenship and social third-party participation, cooperation to unite the strength of the community and contribute to the country's overall development strategy. But the government also needs to think about that if it can't effectively design and enhance the practicality of cross-domain governance issues, guide and motivate the willingness of local governments and third-party organizations to participate in, and the effect of cross-domain governance will not be better than expected and is of discount.

## VI. CHARACTERISTICS AND NEEDS OF CROSS-DOMAIN GOVERNANCE

### A. Characteristics of Cross-domain Governance Issues

The cross-domain governance issues of developing countries have developed rapidly in the economic, technological, social and cultural systems. Issues such as regional development and environmental remediation, public services, and public crises have crossed the functional and professional division boundaries of bureaucratic organizations and have spanned the boundaries of administrative divisions and the gaps of geospatial spaces, demonstrating diffusion, diversity, and overlap, composites and some other characteristics of complex systems.<sup>1</sup>

In the process of regional transformation and development in contemporary China, there are many problems such as imbalance of regional strategic objectives, imperfect legal norms, frequent policy conflicts, deterioration of ecological

environment, failure of overall efficiency, and implementation failure of accountability system. To a large extent, this is because the government seeks the performance of its own interests in the context of time and space and the diversity of resources and the imperfect legal system<sup>2</sup>. They work hard to promote the interests of the region in order to demonstrate administrative capacity, and are unwilling to use uneconomical administrative coordination resources for cross-domain governance affairs, thus creating a situation of lack of synergy.

### B. Boundary-spanning Management Urgency and Needs

1. Due to the rapid changes in the external environment, many public issues or public crisis affairs are planned and processed in more than two regions. Because government departments often work independently, they are not willing to take the initiative to coordinate and resolve. Therefore, the government as the main body of policy must think deeply about how to solve the problems arising from the boundaries of the organization and seek ways to work across the boundaries of existing regional organizations. Moreover, in order to meet the needs of future development, it is necessary to cultivate professional capabilities of boundary spanners to effectively deal with management issues of environmental change.

2. Government agencies must find partners in other institutions and also need to find paths across organizational boundaries. The government should improve its responsiveness without sacrificing the fundamental value of existence. (Dilulio, Garvey, and Kettle, 1993) The reasons for this trend boil down to the following:

- (1) Public sector resources are tightening, but the needs of the people are growing.
- (2) The more complex the policy connotation, the greater the inter-relationship between policies.
- (3) The more open the decision-making process, the more privies there are.
- (4) Policies require a large amount of resources to be invested in the long term, which makes the sharing of power between organizations more common and reduces the reuse of resources.
- (5) The ability of independent decision-making and execution between governments has been improved. Institutions with resources and strong capabilities are required to lead, while the rest are required to accept their leadership and participate in the operation.

## VII. CONCLUSION

Improving the ability of government cross-domain governance can effectively promote cooperation among actors and prevent situations that hinder cooperation and rational allocation of resources. The author would like to make the following specific suggestions as follows:

<sup>2</sup> For the sake of self-interest, institutions are of self-interest, prudence, and self-control. The compensation of collective action is greater than the result of the individual's contribution, because the resources saved by it are self-contained, so the laziness reduces the cost of its own.

<sup>1</sup> Reference Cao Zhetang The Origin, System Attributes and Synergistic Evaluation of Government Cross-domain Governance, Comparative Economic & Social Systems 2013 Issue 5, Page 118.

Proper legal system construction: for the cooperation between the central and local governments, it should be clearly stipulated what conditions the government must cooperate, allocate resources rationally, and those who are slack in cooperation should be accountable under.

(2) The supervision and promotion of long-term cooperation. Through various assemblies and announcements, governments at all levels are required to conduct meticulous and coordinated cooperation on cross-domain issues in accordance with the law and their functions, and establish a stable governance foundation and mutual trust relationship.

(3) The central government should play the role of active coordination and communication, and closely coordinate with local governments or provincial governments and their governments under the jurisdiction to jointly develop a "feasible cross-domain" operational mechanism, allowing the central and local governments to jointly plan the visional plan. In the face of the ever-changing society of highly competitiveness and rapid needs of the people, it is wise to strengthen local government cooperation, or through the re-planning of administrative regions to merge or narrow the gaps between municipal and county administrative boundaries, and avoid internal consumption of resources because of poor governance functions and the "blind zone" of governance.

(4) The establishment of a good communication mechanism helps to promote two-way or multi-directional information communication: the most obvious problem between cross-domain coordination is that the degree of mastery of intergovernmental information is different. According to this, although the conflict of interest is difficult to resolve, if there is a good negotiation mechanism, it will be able to seek common ground and obtain a reasonable solution to the problem and the space for cooperation.

(5) Making good use of informal organizations will make a difference: it's good to use informal organizations, including non-profit organizations, industry associations and other civil organizations to promote the implementation of policies through private coordination.. Compared with the rigid regulatory operation of the hierarchical control in the past, this kind of flexible coordination effect makes the interaction more realistic.

(6) Strengthening leadership and command functions: organizational leaders have a clear understanding of cross-domain governance issues. To play the role of coordination mechanism, it is necessary to choose a way that is beneficial to both parties. In order to achieve the overall goal, it is requisite to lead the departments to make full communication and cooperation.

(7) Cultivating managers of cross-domain governance: in a multi-faceted policy environment that is constantly changing and complex, it requires civil officials of professional and cross-domain management capability. They should have the knowledge of the legal system, communication, negotiation, administration, dissemination, and psychology to be competent in coordination.

(8) It is recommended that the current central government set up a matrix organization of regional governance (temporary

task gand-up, after the completion of the task, it will be dismantled), build a regional cooperation platform, and lead the coordination of regional conflicts and resource reconciliation with local governments. In addition, the central government is responsible for the formation of new-type regional authority based on the principle of decentralization, and fully authorizes and empower promote the deliberation of relevant regional plans in the region and the promotion of regional construction.

(9) It's important to regularly collect data on the effectiveness of policy implementation among stakeholders in the region to assess the satisfaction level of performance and provide reference for policy planning.

(10) Establishing and implementing a performance appraisal (accountability) system: it's wise to regularly evaluate the performance of cross-domain merit, and reward those who perform well; rectify and account for those who fail to do a good job.

In short, the key to the effectiveness of cross-domain governance and regional cooperation lies in the establishment of regional resources sharing, the rational allocation of power and the strengthening of cooperation resources. The effective use and integration of resources can reduce the consumption of non-essential human and material resources to enhance overall competitiveness and promote the formation of a harmonious and united atmosphere. Since the affairs and administrative jurisdictions between the central and local, local and local, local and third-party organizations are different, the administrative boundaries limit the planning and implementation of local government administration, and the cross-domain cooperation plan can appropriately compensate for the insufficient system planning of individual cities and counties.

In particular, the regional development orientation should be based on regional characteristics. The regional living circle has gradually formed, the regional cooperation mechanism should be adjusted with the plan, and the promotion of cross-domain cooperation should have a legal basis and an appropriate incentive mechanism, and the central government should play the role of a long view, policy pilotage and the coordinator of cross-domain cooperation. The relationship between the central government and the local government is due to the division of power. It should be changed from the "master-slave relationship" to the partnership of "cross-domain governance". After the decentralization of state affairs, the central government compensates for the lack of the main body through financial support, policy support, and legal support, and plays the role of guidance, regulation, and planning. The local government acts as national policy enforcement under the authority of sufficient regulations and the role of serving the people. Under the principle of subsidy, the central government should give local governments the greater authority and give incentives to strengthen their autonomy and actions in the spirit of empowerment to create and enhance local construction performance.



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