

## **Research on Cross-Border Credit Reporting Construction and Cooperation Paths in the Guangdong-Hong Kong-Macao Greater Bay Area**

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***Abstract:** Credit system construction is an important guarantee for the steady development of a region's financial industry and is also a prerequisite for healthy economic operation. The economy scale of the Guangdong-Hong Kong-Macao Greater Bay Area is huge, and trade exchanges between residents and businesses in the three regions are becoming increasingly frequent. Market participants therefore have increasingly urgent needs for cross-border credit reporting. In recent years, the national and local governments have issued a number of strategic planning documents to lead the cross-border credit construction in the Greater Bay Area. Since the current development stages of the credit reporting industries in Guangdong, Hong Kong and Macao are different and located in the three regions of "one country, two systems, and three jurisdictions", cross-border credit reporting faces many difficulties and challenges. This paper draws on the examples and experiences of international cooperation in cross-border credit reporting from the European Union, UEMOA, and the U.S. private credit bureau Nova Credit, and also combines the World Bank's international standards and common practice. And we put forward short-term measures and long-term suggestions in terms of legal system construction, operating mechanism selection of credit reporting agencies, and establishing standards for cross-border data transmission to explore the cooperative development paths for cross-border credit reporting in the Guangdong-Hong Kong-Macao Greater Bay Area.*

***Keywords:** Cross-border Credit Reporting, Credit Risk, Credit Reporting Agencies, Data Transfer, the Guangdong-Hong Kong-Macao Greater Bay Area*

## **Optimizing Regional Cooperation Pathways for Cross-Border Talent Flow in Macao: A Study Based on the Analysis of Talent Policy Texts in Guangzhou, Shenzhen, and the Guangdong-Macao In-Depth Co-operation Zone in Hengqin**

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**Abstract:** *Against the backdrop of the advancing integration of the Guangdong-Hong Kong-Macao Greater Bay Area, optimizing cross-border talent flow pathways for Macao has become a critical issue in regional cooperation. Grounded in social exchange theory, this paper systematically reviews and compares talent policy texts from Guangzhou, Shenzhen, and the Guangdong-Macao In-Depth Co-operation Zone in Hengqin, identifying three key drivers: institutional alignment, policy innovation, and living security. Concurrently, the study reveals that information barriers significantly constrain cross-regional talent mobility. Based on these findings, a mechanism model for Macao talent mobility willingness is constructed. To enhance talent flow efficiency, the paper proposes four initiatives leveraging the cooperation zone: promoting mutual recognition of “Macao Standards” across industries, establishing an administrative and data sharing platform, optimizing cross-border security systems, and implementing a mechanism for mutual recognition of cross-border service tenure. These measures aim to achieve efficient resource allocation and integrated development of talent within the Greater Bay Area. The research outcomes provide theoretical support and practical guidance for the Macao SAR government and mainland authorities in institutional coordination and policy optimization.*

**Keywords:** *Macao Talent Mobility, Regional Cooperation, Guangdong-Hong Kong-Macao Greater Bay Area, Social Exchange Theory, Textual Analysis*

## **Policy Implementation under Holistic Government: An Analysis of Macao's Youth Policy Practices**

Tam Sio Wa   Lou Sheng Hua

**Abstract:** *In terms of the implementation process of Macao Youth Policy, the “Youth Policy” Interdepartmental Follow-up Group works closely to effectively allocate resources and effectively implement various action plans, which have achieved good results. However, in view of increasingly complex youth development issues, “Macao Youth Policy (2021-2030)”, especially the*

*various action plans of the policy, a strong committed political leadership seems unable to correct the systemic flaws that come from the fragmentation of functional departments. As a response to the appeal of solving the problem of political fragmentation, holistic governance emphasizes the fulfillment of holistic coordination.*

*From the perspective of holistic governance theory, the goal of the Macao Youth Policy is the creation of a new paradigm that directly addresses the needs of youth. The meaning of youth affairs nowadays has to include the cultivation and implementation of “internal coordination mechanisms” and “public-private partnerships”. Promote internal coordination mechanisms between related government departments at different levels, and integrate various youth-related resources to realize greater synergy. Moreover, public-private partnerships support and encourage the establishment of a cooperative partnership between the government and various non-governmental associations.*

**Keywords:** *Youth Policy, Holistic Government, Internal Coordination Mechanisms, Partnership Relationship, Macao*

## **The Construction of a Service-oriented Government in Macau: Experience and Prospects**

Yin Yifen   Lao Ka U

**Abstract:** *A service-oriented government has been an important goal of public administration reform in China since the beginning of the 21st century, with multiple connotations such as serving the public and citizen-oriented. The representative theoretical foundations of a service-oriented government mainly include the New Public Administration theory advocating the public as residents, the New Public Management theory advocating the public as customers, the New Public Service theory reaffirming the "citizen centric" approach, and the Governance and Rational Governance theory advocating the public as partners. Since the return of Macau 25 years ago, the construction of a service-oriented government has gone through five stages: enhancing the awareness of public servants' services, promoting the integration of service-function reform and*

*departmental structure reform, establishing a government performance system based on scientific decision-making and a transparent government, optimizing governance mechanisms based on lean and streamlined administration, and promoting the "Macao One Account " digital government. It has built a service-oriented government with Macau's characteristic that is reflected in putting the people first, listening to and responding to public opinion, implementing a service commitment recognition system, conducting satisfaction surveys of government departments, and building electronic platforms to improve the convenience of public services. To establish an efficient and proactive service-oriented government in Macau, breakthroughs should be made in simplifying administrative procedures, improving the authorization system, reviewing the relationship between the government and the market, and optimizing the relationship between the government and society.*

**Keywords:** *Service Oriented Government, Citizen Centered, Service Commitment Licensing, Government Performance System*

## **Lifelong Learning in Macao Civil Servants: Linking Motivation, Ability and Behavior to Policy Design**

Ao Io Weng   O Lai Heong

**Abstract:** *This study, via questionnaire survey, analyzes the current situation and relationships of lifelong learning motivation, learning ability, and behaviors among Macao public servants, proposing policies to promote lifelong learning. Results show online learning dominates (over 70%) learning behavior, followed by reading and consulting experts (over 60%), with formal training lower (about 50%), reflecting digital and autonomous trends and deficiencies in current training. Learning motivation prioritizes “cognitive interest” , then “career development” , “social relief” , and “service consciousness” . For learning ability, “autonomous learning” is optimal, followed by “collaborative learning”, though there’s also a degree of “learning fragility” (e.g., anxiety). Regression analysis indicates autonomous learning boosts learning behaviors. Fragile learners prefer formal training over online learning, and collaborative*

*learners have similar preference, while limited interactivity in training also curbs their engagement. “Service consciousness” and “cognitive interest” drive online learning, while those seeking “social relief” tend to engage less in autonomous learning. Additionally, higher-ranked and educated staffs learn more frequently. Recommendations include: (1) establishing an online learning platform; (2) building cross-disciplinary learning system; (3) enhancing the recognition of university professional courses; (4) setting evaluation and reward mechanisms; (5) designing mutual training by rank and age; (6) tailoring strategies to motivation-ability combinations.*

**Keywords:** *Macao Civil Servant, Lifelong Learning, Learning Motivation, Learning Ability*

## **Analysis of Trans-year Financial Burdens Arising from Government Procurement Contract Expenditures in the Macao SAR**

Tang Tat Weng

**Abstract:** *Within the scope of public procurement procedures, the conclusion of a government procurement contract is mandatory following the award. Both contracting parties must comply with the contractual clauses and fulfill their respective obligations. The contracting entity is responsible for making payments to suppliers of goods, service providers, or construction contractors, thereby constituting a contractual expenditure on the part of the government. Generally, if the expenses incurred by the contracting entity extend beyond a fiscal year, they are classified as trans-year financial burdens under the legal framework governing public finance budgeting, requiring their disclosure in accordance with legal provisions, except in exceptional circumstances. Based on an analysis of trans-year financial burdens over five terms of the Government of the Macao Special Administrative Region (Macao SAR), it is observed that all the listed projects correspond to government procurement initiatives.*

*During this period, with socioeconomic developments and the continuous increment of government procurement projects, there was a corresponding increase in both the number and value of contracts. At the same time, the legal*

*framework governing the publication of trans-year financial burdens underwent two significant reforms, progressively tightening the publication requirements. The objective of these changes was to enhance administrative efficiency. On one hand, the method of publication was modified: previously, it required a dispatch of the Chief Executive with legal force, but it was replaced with a list of trans-year financial burdens that holds only administrative validity. On the other hand, the frequency of publication was reduced, shifting from an individual disclosure for each trans-year financial burdens to a consolidated monthly publication. However, one of the negative effects of this reform was the reduction in the amount of information regarding the use of public expenditures disclosed by the Macau SAR government, which led to diminished transparency.*

*Furthermore, although government procurement contracts are not disclosed, it is possible to infer their values and durations based on the execution periods of the published trans-year financial burdens. However, these burdens may be subject to revisions, with modifications occurring primarily in two aspects: first, adjustments to the financial burden, which generally result in increased expenditures; and second, changes to the execution period, which typically lead to an extension. Although the reasons for these revisions are not disclosed, it can be inferred that such modifications stem from adjustments in the practical execution of government procurement contracts.*

**Key Words:** *Public Finance, Budgeted Expenditures, Trans-year Financial Burdens, Government Procurement Contract*