

Co-Governance and Sharing: The Exploration and Path Research of Social Organizations Participating in Urban Community Governance in Kunming

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Abstract. Under the national policy and social background of innovative urban community governance mode, Guandu District, Kunming vigorously cultivates social organizations to participate in urban community service and governance, and actively promotes innovative transformation of community governance patterns. Through the investigation of urban communities, social organizations, and residents in Guandu District of Kunming City, this paper will analyze the status quo of community governance and social organizations development, as well as the exploration and paths of social organizations participating in urban community governance. It is found that there are two exploration mode and five types of participation path of Kunming social organizations which participates in urban community governance after finishing a field survey of Kunming. Only one core topic of social organization and urban community governance is indicated by these two mode and five paths: Co-governance and sharing. The Chenggong exploration mode summarized in this paper is applicable to urban fringe districts, while the Guandu exploration mode is applicable to urban central urban areas. In addition, this paper explores the path of social organizations in Kunming which participates in urban community governance is aiming at providing support for the improvement of the efficiency of urban community governance, saving governance costs, and accelerating the creation of Co-governance and sharing urban community in western region of China.

Keywords: *social organization, urban community governance, exploration and paths*

1. Introduction

1.1 Research Background

The major decisions and arrangements made by the party's 19th National Congress indicate new orientation of endeavor for community governance of new era. Strengthening the construction of community governance system, converting the focus of social governance to the grassroots level, giving play to the role of social organization, achieving benign interaction among government governance, social regulation and residents' autonomy." Driven by the policy of innovative community governance, "Opinions on Vigorously Cultivating and Developing the Community Social Organizations" issued by the Ministry of Civil Affairs in 2018. The development path of community social organizations is proposed in the document, which includes regarding the satisfaction of demands of the masses as an orientation, focusing on encouragement and support, and considering ability enhancement as a basis. It is also required that giving fully play to the role of community social organizations and making it become a strong support for innovative grassroots social governance. Ministry of Civil Affairs: "Opinions on Vigorously Cultivating and Developing the Community Social Organizations".(Ministry of Civil Affairs of the People's Republic of China,2017)

Therefore, theoretically exploring the significance of community social organizations for grassroots social governance is conducive to better promote the development of social organizations. The relevant departments of Kunming require all social organizations to play the role of demonstration, radiation and guidance, to promote the integration of resources in the city, district and street so as to guide the establishment of Kunming Urban Community Governance Guidance Center and Kunming Urban Community Governance Workstation. Involving social organizations in

urban community governance can not only give full play to the important role of social organizations in urban community governance, but also establish a benign interaction with the government to help the government meet some of the needs of urban community construction.

In this context, this study attempts to summarize the exploration mode of Kunming social organizations' participation in urban community governance and the paths of social organizations to participate in urban community governance based on field survey. The mode and paths will be introduced to other parts of Yunnan to build a new mode of urban community governance in Yunnan.

1.2 Data Sources and Methods

The data of this study comes from the Yunnan University Education Department's Innovation and Entrepreneurship Innovation Training Project "Exploration of the Role of Social Organizations in Urban Community Governance—An Empirical Study of 50 Social Organizations in Kunming as an Example". The survey targets of this study are social organizations, urban communities, and urban community residents involved in community governance in Kunming. In October 2018, the research team conducted a large-scale questionnaire survey in Xishan District, Guandu District and Chenggong District of Kunming City with social organizations, urban community neighborhood committees and urban community residents. This study is difficult to find a complete sample frame and objective reasons. Sample of all social organizations are collected, as for the date of community neighborhood committees subjective stratified sampling is adopted, and the data of community residents comes from subjective sampling method. According to the survey, self-administered questionnaires were conducted on social organizations participating in community services in Kunming, urban community neighborhood committees, and urban community residents who purchased social organization services. 600 questionnaires were actually sent out, 494 were returned, and 494 valid questionnaires were collected. The recovery rate is 82.3% and the effective rate is 82.3%.

1.3 Concept Definition

1.3.1 Social Organization

It is necessary for the author to identify social organizations as social groups, foundations, private non-enterprises, and legal community social organizations that have been registered or registered in the streets or neighborhood committees.

1.3.2 Urban Community

The urban community referred to by the author refers to a variety of social relations and social groups composed of a certain number and quality of people living in the city. Most of them are engaged in industrial and commercial business and other non-agricultural vocation and are the communities under the jurisdiction of the residents' committee. The neighborhood committee area includes unit-type family committee community, traditional community, commercial residential community and mixed community.

1.3.3 Community Governance

On the basis of the research needs, the author views that community governance refers to community party organizations through consultation and coordination, such as village (residential) committees, government departments, jurisdictional units, social organizations, social workers, residents, property companies, owners' committees, etc. in accordance with laws and regulations and resident conventions (village Regulations) to jointly manage community public affairs, increase the welfare of community members, maintain community public order and promote community development and progress.

2. The Exploration of Kunming Social Organizations Participating in Urban Community Governance

Through the on-the-spot investigation, it is found that there are two main exploration mode for Kunming social organizations to participate in urban community governance. The one is the “internal cultivation plus external introduction” mode guided by CSP Linkage in Guandu District. The other is the community mode in Chenggong District named 1+3+5+8.

2.1 The Exploration of “External Introduction Plus Internal Cultivation” Guided by “CSP Linkage” in Guandu District

In order to establish a "CSP linkage" working mechanism to effectively carry out grassroots social governance, and fully promote the "CSP linkage" community governance mode to forge a system highland. Since 2016, the Guandu District Civil Affairs Bureau has successively drawn up the "Implementation Opinions on promoting CSP linkage Innovative Grassroots Social Governance in Guandu District" and "Opinions on the Reform of Social Organization Management System to Promote the Healthy and Orderly Development of Social Organizations in Guandu District", etc., the formulation and promulgation of these documents provides guided suggestion for conducting CSP Linkage community governance mode and the promotion of social organization development.

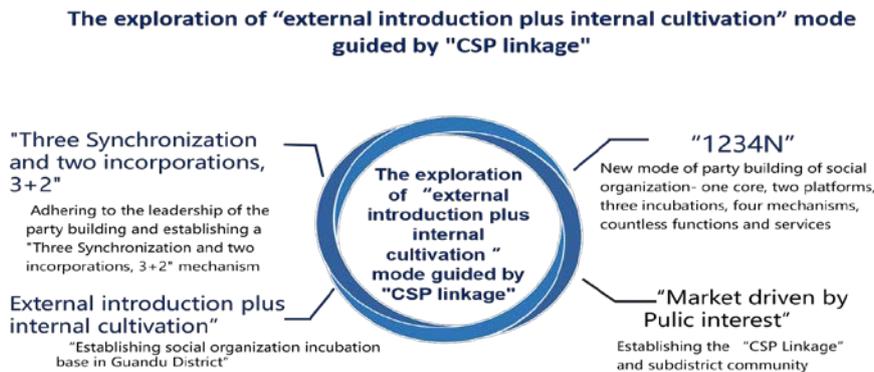


Fig.1.Guandu District:“internal cultivation and external introduction” Mode Guided by “CSP linkage”

2.1.1 Working Principle of “CSP Linkage”

It can be seen from Figure 7 that the “CSP Linkage” is a joint action of collaborative and cooperative linkage on the basis of recognizing the rationality of the three parties, namely, mutual communication, information sharing, joint decision-making, joint action. The cooperation among the three parties are continuous in the process of community service, construction and governance, which can achieve the comprehensive common goal and better self-development.

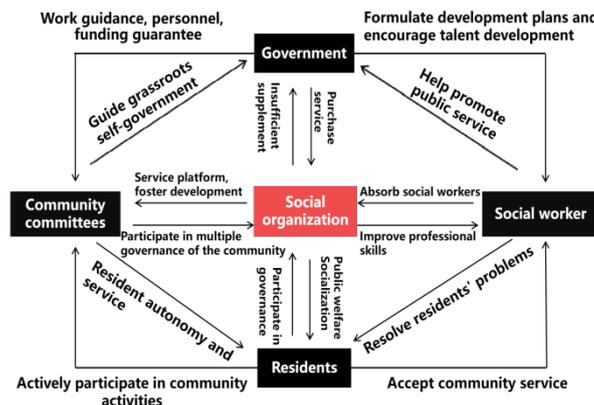


Fig.2.Community Governance - Schematic of "CSP linkage"

Since 2017, Guandu District began to plan the “top design” of social organization development, and formulated corresponding implementation opinions and plans, and established a framework system for “CSP Linkage”. The Civil Affairs Bureau of Guandu District adheres to the concept of promoting grassroots party building to promote community governance innovation, promotes the party building work of social organizations through emphasizing the work of “CSP Linkage”. Party building motivates group building and social construction motivated by group building, which will stimulate the internal motivation of social organizations. It plays an important role to facilitate the grassroots democratic consultation, improvement of community service system, and the construction of a harmonious community.

2.1.2 “Three Synchronization and Two Incorporations, 3+2” Mechanism

The party building work of social organizations generally faces the "five difficulties" that are the difficulty in organizing the party organizations, consolidating party organizations, exerting their functions, developing party members and managing the education of party members. It can be seen from Figure 1 that in the face of these difficulties, the District Civil Affairs Bureau insists on the leading of party building and establishes the “three Synchronization and two incorporation 3+2” mechanism to optimize the management process of social organization registration.

2.1.3 “1234N” Mode

"1234N" mode is a new mode of party building of social organization with Guandu characteristics, its establishment leads the way of progressing of social organizations and improves the development of social organizations. The "1234N" mode contains "a core", which means that exert the political leadership function of party organization of social organization to achieve the target that party building motivates group building and social construction motivated by group building; “two platform” includes incubation and service management of party organization of social organization, which will reach the “three hatchings” of hatching social organization party building instructors, hatching social organization party members, and incubating social organization party organizations. Thus the "four mechanisms" is established that are the standardization of party building system, the regularization of party building activities, the refinement of party building management, and the professionalization of party members. The "four mechanisms" is built to play "N functions and services" and to promote the development of social organizations.

2.1.4 “Internal Cultivation and External Introduction” Mode

Relying on the social organization incubator base of Guandu District, the four-level social organization incubation system of the city, district, street and community and the “CSP Linkage” coordination and coordination mechanism were constructed. Leaning on the party and masses activity service center of social organization incubator base, excellent social organizations are actively introduced into the incubation base besides Guandu District, and cultivate corresponding initial social organizations every year to realize the combination of internal cultivation and external introduction to serve the Guandu community.

2.2 The Exploration of the “1+3+5+8” Chenggong District

It can be seen from Figure 3 that the working mode of “one center, three resources, five platforms, and eight of integrated” specifically refers to the social resources service center of Chenggong District is considered as a carrier to link the resources of social, government and universities within Chenggong District. To create an organizational incubation platform, a social resource community service platform, a government procurement service research platform, a resource docking information platform, and an industry self-discipline guidance platform are the purpose of this mode.

Chenggong District: "1+3+5+8" mode exploration

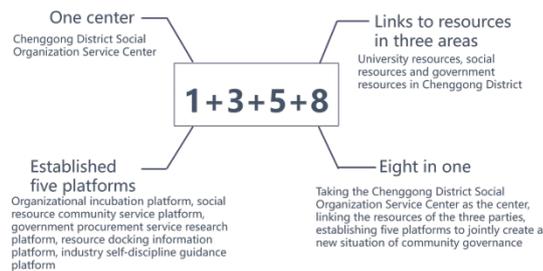


Fig.3.Chenggong District: "1+3+5+8" mode

Chenggong District is based on the actual situation of the district. It innovates the mode community governance services against the late start of social work and shortage of vitality of social forces while the construction of urban communities is in progress. The largest social organization in the country, Shanghai Enpai Social Organization is introduced which provides a high platform and strong support for social organization services in Chenggong District. It's beneficial for social organization service center of Chenggong District to link government, university and social resources to create a social organization incubation platform, social resource community service platform, and government procurement services platform, the resource docking information platform and the industry self-discipline guiding platform. Chenggong district social organization gives full play to participate in community governance, the level of social services is improved, a new situation of social governance in the Chenggong District is able to be created.

At present, Chenggong District has signed a strategic cooperation agreement with all social work professional colleges and universities in the university, established a cooperative relationship, and achieved normal relations; introduced more than 20 social organizations in the provinces and municipalities, and adopted "social work stations + social services" method. Through mobilizing units and caring agencies of the district, community services are provided in the first-line with a method of specialized, diversified and extensive. The social resources community service platform is gradually improving. The social organization counseling, registration, incubation, and cultivation are closed to perfection. Local social work organization has been hatched more than 10, and has formed an organizational cultivation and incubation platform. Through the construction of standardized systems, various management methods for social workers and social work projects have been formed, and an industry self-discipline guidance platform has been initially formed. At the same time, Chenggong District also initiated the three-party supervision mechanism of social organizations, and carried out business supervision of social organization service centers and social organizations through the competent authorities of the industry. The supervision of third parties which is introduced (Enpai Social Organization Development Center) for the social organization service centers and its project carries out standardization of project effectiveness has been through. The professional accounting firm, the social organization service center and the social service project that is on the tribute are financially supervised to ensure that the social services coordinated by all parties are effectively managed and regulated to ensure the society service is effective.

3. Co-governance and Sharing: Five Paths for Social Organizations to Participate in Urban Community Governance

The exploration of Guandu District and Chenggong District on the participation of social organizations in urban community management basically represents the exploration of Kunming social organizations to participate in urban community governance. At the same time, this study summarizes the five paths that Kunming social organizations participate in urban community governance: one is the government's "Top-down" purchase, supply and demand platform construction path, and the second is the street "CSP Linkage" workstations, urban community society. The sustainable path of the service station, the third is the "Bottom-up" and "external" path

of the community, and the fourth is the “Tailor-made” path of social organization oriented to the needs of the community. Organize the full coverage of party building and the voluntary participation of volunteers. These five paths all point to the core theme of social organizations participating in urban community governance: Co-governance and sharing.

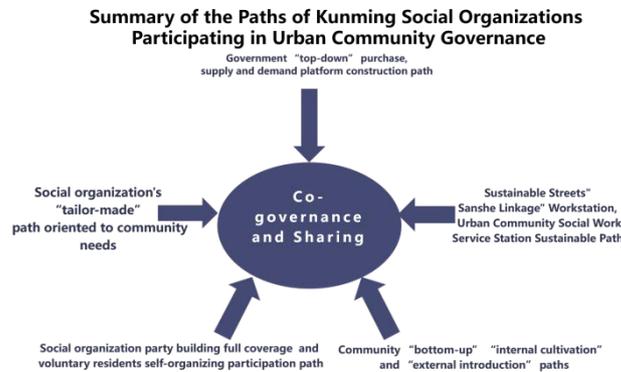


Fig.4.Summary of the path of Kunming social organizations participating in urban community governance

3.1 The Government “Top-down” Purchase,Supply and Demand Platform Construction Path

Based on the social organization incubation base of Guandu District of Kunming City and the Social Organization Service Center of Chenggong District of Kunming City, the “double selection” platform for community and social organizations has been established. The community makes the information of both parties equal by exposing the needs of community residents and the information provided by social organizations. The community selects social organizations suitable for their own community to enter the community to provide services. The social organizations provide specialized services for community residents, so that professionals have the opportunity to develop their professional knowledge and skills. Guandu District uses the social organization incubation base as a platform to build a supply and demand platform between social organizations and community which makes social organizations and society more compatible. Before the announcement of project competition in Chenggong District, the community needs survey will be conducted and the supply and demand platform will be built based on the social organization service center. Although the two approaches are different, they all provide a supply and demand platform for the government to purchase services from the top to bottom.

The construction of the supply and demand platform can make the service needs of the community and the service role played by the social organizations understand each other, which provides conditions for building a mutually beneficial and win-win cooperation mode and creating a harmonious and mutually supportive community governance model.

3.2 Sustainable Path of the Streets" “CSP Linkage” Workstation and Community Service Workstation

On December 4, 2018, the “CSP Linkage” Guidance Center and the Community Social Organization Incubation Base of the first street in Yunnan Province were officially opened in Donghua Road Community of Jinma Street. The establishment of the center has strengthened communication among residents and built a platform for public management, service and incubation of community social organizations in Jinma Street. At the same time, it fosters local organizations with the aim of meeting the needs of urban and rural community residents, and focuses on supporting community social organizations in the areas of life services, public charity and mutual assistance between residents. Gradually meet the various practical needs of residents and feed back the community.

It is worth mentioning that following the establishment of the “CSP Linkage” workstation on Jinma Street, the Yunxiang Community of the Sixth Street in Guandu District has also established the “CSP Linkage” workstation. Based on the reality, the community set up a community “CSP

Linkage” workstation in Guandu District with the policy as the guidance. The “CSP Linkage” workstation was used as a position to actively integrate various resources and mobilize the enthusiasm of the residents in the area, regarding folk customs and special holidays as an good opportunity to conduct a variety of residents' education activities. At the same time, the position of the “CSP Linkage” workstations has been clarified by the community, the functions of the “CSP Linkage” workstations should be fully utilized. Diverse entities in the community should be united to integrate the resources of “people, culture, geography, scenery and production” and commit to the creation actions of community. The life issues and needs faced by the community should be responded and dealt with through continuously collective actions to create a living and welfare together with the democratic consultation mechanism as a carrier.

Similarly, it can be seen form the 2018 Chenggong District Community Service Competition that the community social workstation is a one-year community service for sustainable and professional workers who take root in the community. Such a sustainable development path from the top to the bottom of the project not only benefits the atmosphere of community governance, but also helps meet the needs of residents.

3.3 Community “Bottom-up” and “Internal Cultivation and External Introduction” Path

In the Yunxiang community of Guandu District, the establishment of the Community Development Institute and the formation of community social organizations are also an exploration of the community's “Bottom-up” participation in urban community governance.

In The First Chenggong District Social Service Project Competition of 2018, 26 social organizations and about 120 professional social workers were successfully introduced. Five social work stations, nine social services, and 12 small-funded projects were selected and settled in the Chenggong community. Through the promotion of competition to create a good atmosphere for social governance in Chenggong District which breaks the deadlock that governments purchase social organization to perfect community service. Ultimately, community’s ability of carrying out community consultation and autonomous work is improved through the cooperation with social organizations, which prompts the exploration of residents’ needs of neighborhood committee. Residents' demands are responded in a timely manner, a "Bottom-up" autonomous project with characteristics is created, which will achieve a vision that Chenggong owns “a community and an autonomous service brand”. To a certain extent, these actions are sponsored form bottom to up by using a form of “internal cultivation and external introduction” to attain the goal that social organizations truly participate in community governance.

3.4 Social Organization’s “Tailor-made” Path Oriented by Community Needs

The Yunxiang Community of Guandu District has established community development colleges and community social organizations to provide community services based on community development needs and services that the commuinity untakes. They provide residents with more practical and better quality community services. Community service projects are publicly collected from social organizations aiming to respond to the actual needs of the community and provide practical services to community residents. The community neighborhood committee evaluates the willingness of the community residents before introducing the social organizations to serve, and collects and evaluates the feedback from the residents in the process of providing the services. A project plan that meets the requirements for district construction and development is formulated through an evaluation so as to get an effective allocation of resources and improve living standards of residents.

The objectives of establishing supply and demand platforms, surving residents' needs and releasing community needs are to pursue service projects that is Tailor-made, to provide targeted and accurate services. It is necessary to introduce demand-oriented projects within a target, and strengthen the value concept of social organization, service connotation and brand influence (Yu Xiaobo, 2017). In order to be up to the standards, professional assessment institution is invited to intervene to meet the needs of community residents.

3.5 Participation Path that Completely Covered by Social Organization Party Building Plus Self-Organizing Community

Guandu District has explored a new "1234N" mode of party building with unique characteristics through practice. Thereby the standardization of the party building system, the normalization of party building activities, the refinement of party building management, the professionalization of party members are promoted, which facilitates the development of social organization.

At the same time, Chenggong District established the Social Organization Alliance Party Branch on May 24, 2019. Keep strengthening the building of community service-oriented party organizations, and give play to the leading role of community party organizations in community affairs decision-making, and actively prompt the party building by construct a platform of mutual assistance and participating in self-government. All of these efforts are made to the social organization work is fully covered by party building work to establish a modern social organization system that is compatible with the economic development of the whole region.

In terms of the path of social Self-organization participation, the Yunxiang Community of Guandu District takes the community reality as the starting point and builds community volunteer service Self-organization. At the same time, the "Volunteer Points Exchange Mechanism" was established at the community level. Party building work norms and party building services have obvious effects in exploration and practice. In view of the party building work experience of Guandu District and Chenggong District social organizations that gives full play to the leading role of party members can be extended to other regions.

4. Conclusion

Although the development of Yunnan is lagging behind the central and eastern regions, the level of urbanization still have a gap with the central and eastern regions with poor community governance. However, as the economic development of the western region is growing steadily, the governance of urban community is increasingly obtaining attention from the relevant departments. As the capital of Yunnan Province, Kunming promotes social organizations to participate in urban community governance, and at the same time, draws relevant successful experiences from the eastern regions. This is an opportunity for the development of Kunming social organizations to participate in urban community governance. It also brings chances to improve the efficiency of urban community governance, save governance costs, and accelerate urban community governance innovation in the western regions. The Chenggong exploration mode summarized in this paper is applicable to urban fringe districts, while the Guandu exploration model is applicable to urban central urban areas. In addition, after the exploration of the path of social organization in Kunming to participate in urban community governance, the author hopes to provide support for the creation of Co-governance and sharing mode of community.

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