



Study on the Current Situation and Countermeasures of Shenzhen Non-Profit Organizations' Participation in Social Governance

Feiyang Zeng

Guangdong Business and Technology University, Zhaoqing, Guangdong, China

E-mail: 826663933@qq.com

Abstract. As a first-tier city in China, the participation of non-profit organizations in social governance in Shenzhen helps people understand and improve the current social governance system. Non-profit organizations are still in the development stage in China, and they themselves have deficiencies in internal management, resource allocation and public perception. This thesis takes the participation of Shenzhen nonprofit organizations in social governance as the research object, based on the analysis of the current situation of Shenzhen non-profit organizations' participation in social governance, it is found that their participation in social governance still exists such problems as lack of organizational funds, policy restrictions, insufficient public awareness, loss of talents, and incomplete cooperation mechanism, which are attributed to the imperfection of system construction, social and cultural cognition, etc. In view of the above problems and reasons, the following should be taken into account government and all sectors of society to actively promote the improvement of relevant policies, enhance the sense of social recognition and support for nonprofit organizations and other aspects of optimization, in order to build a more inclusive, effective and sustainable social governance system, and to provide a new guideline for the participation of nonprofit organizations in social governance in Shenzhen.

Keywords: Shenzhen; non-profit organizations; social participation; social governance

1 Introduction

The integrated development of the global economy has brought new opportunities for the development of enterprises and institutions, and non-profit organizations are no exception. Non-profit organizations in Shenzhen are playing an increasingly important role in participating in social governance. Non-profit organizations are organizations that do not aim to make profit and aim to serve the public. With the rapid economic development and social changes in Shenzhen, non-profit organizations play an active role in urban governance, social services, environmental protection, cultural heritage and other fields. In the field of social services, they provide services to socially disadvantaged groups, including the poor, the disabled, and the migrant population, etc.

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They provide support in education, medical care, and employment, and alleviate the pressure brought by social problems. They also play an important role in environmental protection and sustainable development. By carrying out environmental publicity and education, organizing environmental protection activities, and promoting green development, they promote social concern for environmental issues and the sustainable development of the city. They also play an important role in cultural inheritance and social education. By holding cultural activities, organizing volunteer services, and carrying out community education, they promote the inheritance of cultural traditions and the dissemination of social values, and enhance social cohesion and a sense of cultural identity. The diverse backgrounds of Shenzhen's nonprofit organizations reflect the city's focus on social well-being, environmental protection, and cultural heritage alongside its rapid economic development. These non-profit organizations play an important role in promoting social progress and improving the quality of life of citizens.

As the frontier city of China's reform and opening up, Shenzhen City in the development of nonprofit organizations is also to take the forefront of innovation and reform of domestic nonprofit organizations, in the existing Shenzhen City nonprofit organizations to participate in social governance, combined with the characteristics of the Shenzhen City organization and the actual situation of the region to actively explore new modes to optimize the various systems and policies. Existing Shenzhen nonprofit organizations still have more problems in participating in social governance, such as uneven distribution of resources, poor management, lack of professionalism, and policy development restrictions. Research on the development history and future planning of nonprofit organizations in Shenzhen, as nonprofit organizations represent the interests of specific groups, play the role of a bridge advocate in the process of policy development, enhance the transparency and democracy of governmental decision-making, and ensure that policies are more reflective of public needs. We pay active attention to the objectives and content of non-profit organizations' participation in social governance, analyze the role and influence that organizations in various fields play in social governance, and help solve problems arising from various aspects through the provision of support and services, promote social justice and inclusiveness, and improve perceptions among the public. After research and discussion, it proposes countermeasures and practical policy support to improve the current situation of non-profit organizations' participation in social governance, and proposes corresponding improvement plans for some organizational areas.

2 Objectives and Content of Participation in Social Governance by Shenzhen Non-Profit Organizations

The development of non-profit organizations in Shenzhen can be traced back to the early days of reform and opening up. With the implementation of the reform and opening-up policy, all sectors of society began to actively participate in public welfare, which promoted the rise and development of non-profit organizations. In the early 1980s, when the Shenzhen Special Economic Zone (SEZ) was established, social

forces began to intervene in the field of social services, which initially focused on community service organizations and social assistance. With the rapid economic development and urbanization, the number of non-profit organizations gradually increased and the areas they covered expanded, including education, environmental protection, health care, culture and art (Fig. 1). Some well-known public welfare foundations and NGOs have started to set up offices or projects in Shenzhen, and actively carry out various public welfare activities and projects. From the beginning of the 21st century to the present, with the changing needs of the society and the continuous growth of social organizations, Shenzhen's nonprofit organizations have entered into a new stage of diversification and professional development. Various types of nonprofit organizations have carried out richer and more professional activities in the field of public welfare, and the government has also increased its policy support and guidance for nonprofit organizations, which has promoted the development and social influence of nonprofit organizations.

Number of registered types of non-profit social organisations in Shenzhen Number of registrations

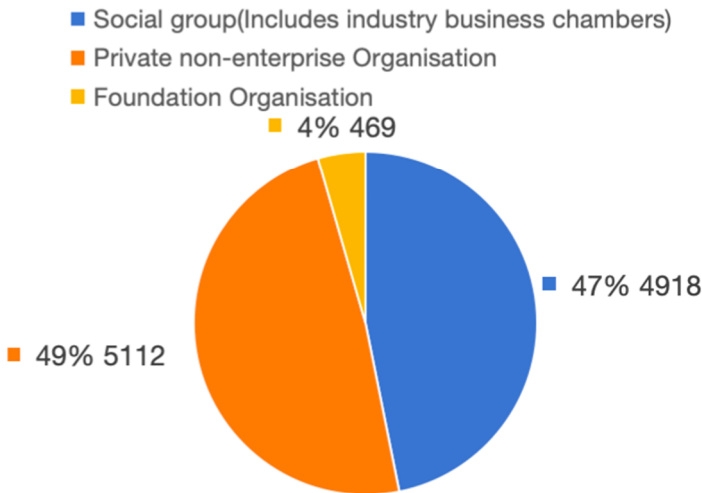


Fig. 1. Number of registered types of non-profit social organisations in Shenzhen number of registrations.

Data source: Guangdong Social Organisation Comprehensive Information Service Platform, Data as of November 2023

The existing non-profit organizations in Shenzhen provide diversified services to society in their participation in social governance. Non-profit organisations can participate in social governance on behalf of community residents, speak out for them and defend their rights and interests. Overall, their role in social governance is independent

and representative, and they are not susceptible to the influence of the local government or other social interest groups, so they can maximise the high-quality development of social governance, and safeguard the principle of fair, just and open community governance[1]. Taking county areas as an example, non-profit-making organisations in some areas will participate in the formulation and monitoring of the local government's agricultural policies on behalf of the local farmers, and by collecting the farmers' opinions and suggestions, they will make recommendations to the government on improving the policies and monitor the implementation of the government's policies. Such behaviour not only gives a voice to farmers and defends their rights and interests, but also provides an important reference and support to the government in formulating more reasonable agricultural policies, thus contributing to the fairness and effectiveness of social governance[2]. And their contribution to social development is reflected in various fields. The following examples highlight the importance of these nonprofit organizations in various areas of social governance; providing humanitarian assistance in various natural disasters: Shenzhen One Foundation, a nonprofit organization that focuses on disaster relief and children's welfare, has carried out a number of projects in Shenzhen and elsewhere, including the provision of emergency relief supplies to disaster-stricken areas and support for children's education and health programs, etc. Active Care for the Disadvantaged: Shenzhen Care and Action Public Welfare Foundation, which is dedicated to increasing social care and support for the disadvantaged, especially the disabled, the elderly and orphans. They support these groups by providing material assistance, health services and social integration activities. Promoting environmental protection and green public welfare: Shenzhen Green Source Environmental Protection Association, which is dedicated to environmental protection and sustainable development, most notably for facilitating the launch of the Shenzhen Municipal Government's \$80 billion pollution control project; and for increasing public awareness of environmental issues by organizing public education activities, advocating green lifestyles, and participating in environmental protection projects. Expanding the social benefits of sports: The Shenzhen Cycling Association, a relatively active, high-level and well-equipped non-profit organization in the domestic cycling community, promotes the development of cycling culture and careers in Shenzhen by organizing various forms of events and activities, and provides its members and the general public with a healthy, fashionable and colorful sports lifestyle and like-minded interaction platform; Such services are usually non-profit, for the social good, and can make up for the inadequacy of government public services, thus enhancing social welfare[3]. Shenzhen's non-profit organizations promote the launch of the 80 billion yuan pollution control project; enhance public awareness of environmental issues by organizing public education activities and advocating green lifestyles and participation in environmental protection projects. Through their activities and projects, Shenzhen's non-profit organizations have effectively supplemented the government's social governance function, improved the quality and efficiency of social services, enhanced the public's sense of participation and social responsibility, and promoted the overall progress and harmonious development of society.

The development of non-profit organizations in Shenzhen has gone through a journey from the initial stage to the stage of rapid development and then to the stage of

diversification and professional development, which has made important contributions to the social progress and development of the city. At present, it seems that although the planning and management mechanism for the participation of non-profit organizations in social governance in Shenzhen has made positive progress, on the basis of the existing theoretical foundation, there is still a need for continuous optimization and improvement, and a deeper understanding of how non-profit organizations can influence and participate in social governance to cope with the increasingly complex needs of social governance.

3 Problems Existing in the Participation of Shenzhen Non-Profit Organizations in Social Governance

(i) Uneven distribution of resources and poor organizational self-management

The control environment is an important foundation for the effective implementation of internal control. In terms of ideological understanding, the vast majority of managers of non-profit organisations fail to recognise the significance of internal control, and there is a phenomenon of passive implementation[4]. Resource acquisition and allocation efficiency, non-profit organizations face greater challenges in acquiring resources, the main sources of which include government funding, social donations and fees for services, but these resources are often limited and highly competitive. At the same time, resource allocation efficiency is not high, such as the use of funds is not transparent or effective, leading to waste of resources and a decline in donor confidence. From a practical point of view, non-profit organisations are usually composed of volunteers and lack professional talents and management experience, which makes it difficult for the existing workers of non-profit organisations to effectively undertake community governance work and makes it easier for the work to face problems such as difficulties in co-ordination and unclear distribution of tasks[5]. Talent attraction and retention, and the shortage of professionals, especially those with skills in management, finance, and specialized fields, are important constraints to the development of non-profit organizations; for example, the famous "China Poverty Alleviation and Development Association infighting incident" revealed the loopholes and shortcomings of some nonprofit organizations in terms of irrational allocation of resources and loss of talent, and as an official background nonprofit organization, it is often limited and competitive. As a non-profit organization with an official background, the lack of a strict approval process for the outflow of funds due to irregularities in the financial staff and management led to a large loss of funds for poverty alleviation; the non-profit organization lacked an effective internal governance structure and operational mechanism, and its internal decision-making process was not transparent enough. This not only affects the efficiency of the organization, but also affects public trust and the reputation of the organization. At the present stage, some non-profit organisations lack attention to risk, lack adequate measures to identify and prevent risk, and are limited to making up for it after the fact, while neglecting prevention, tracking and adjustment beforehand, resulting in organisations suffering greater economic losses[6]. The non-profit organization has deficiencies in project management and impact assessment,

such as a lack of clear project objectives, effective monitoring and evaluation systems, and professional evaluation skills and experience. This makes it difficult to accurately measure and demonstrate the social impact of projects, affecting the sustainability and financial attractiveness of the organization. Despite increasing cooperation with the government and other organizations, Shenzhen nonprofit organizations still face problems in cross-sectoral collaboration, such as unclear cooperation mechanisms, poor information communication, and an immature culture of cooperation, which affects the efficiency and results of cooperation. Policy and legal environment adaptability, Changes in the policy and legal environment have an important impact on the operation and development of nonprofit organizations. Organizations need to constantly adapt to policy changes, such as registration management, financial reporting requirements, etc., but this is a major challenge for some smaller or less capable organizations. Digital transformation, against the backdrop of increasing digitalization, non-profit organizations need to leverage information technology to improve efficiency and service quality. However, many organizations have been slow to make progress in digital transformation due to financial, technological and talent constraints.

(ii) Insufficient expertise and policy development constraints in the organization's field of competence

Resource instability also affects the long-term planning and development of the organization. Shortage of professionals is another major challenge for NPOs, especially in the areas of project management, financial management, and technical expertise; there was a case where a rescue-type NPO had to treat the injured at a large-scale event, but the organization did not have enough professional medical staff at the event, and the staff present were not specialized in treating the injured, resulting in injuries and deaths, and this kind of accident highlighted the lack of professional staff and training in this area in this type of organization. The occurrence of such accidents highlights the lack of professional staff and training in this area. Thus, another problem is manifested: the attraction and retention of professionals, which limits the ability of the organization to enhance its capacity and improve the quality of its services. Although the Shenzhen Municipal Government gives some support to nonprofit organizations, the existing policy and legal frameworks still have certain restrictions, such as regulations on registration, financial reporting, and scope of activities, which impose certain constraints on the operation and development of nonprofit organizations. Non-profit organizations usually lack systematic and professional methods for evaluating the effectiveness of their programs and measuring their social impact, making it difficult to accurately assess the effectiveness of their services, which in turn affects the credibility of the organization and the attraction of follow-up funding. Although multi-party cooperation is crucial to enhancing the effectiveness of NPOs' participation in social governance, the current cooperation mechanisms and platforms among government departments, enterprises and other social organizations are not yet complete, and effective communication and coordination mechanisms are lacking. In the face of rapid changes in social needs, some nonprofit organizations are deficient in adaptability and innovation, and find it difficult to adjust and optimize their service models and management methods in a timely manner to meet new social needs and challenges. Public awareness

of and participation in non-profit organizations is low, limiting the expansion of their social influence and the widespread mobilization of resources.

(iii) Contradictions in the existing social management mechanisms

The participation of Shenzhen non-profit organizations in social governance, while bringing vitality and innovation to the social management system, also brings some contradictions and challenges in the original social management system. In the traditional social management system, the government is usually the dominant player in social services and governance. Whether the government and non-profit organizations can negotiate with each other and cooperate on an equal footing has become a prerequisite for determining whether public services can bring out the greatest value. With the increasing role of non-profit organizations in social governance, it has become a challenge to define the duties and roles of the government and non-profit organizations in social governance to avoid overlapping or missing duties. Such as Shenzhen Bao'an District Volunteer Police Commando, as a non-profit organization its through the recruitment of mass motorcycle teams to form a commando team, mainly for the traffic police burden on the road part of the traffic diversion, education, rescue, etc., but also to open the exploration of the new model of group prevention and crowd control, but in the organization's work there is no lack of conflict with the role of the traffic police and the duties of the parties to improve the work of the current system and mode has become the organization urgently need to Improving the current working system and model has also become an urgent issue for the organization to deal with. Non-profit organizations often rely on government funding and social donations to carry out their social services and projects. This, to a certain extent, creates competition with the government and other social organizations in terms of access to resources, which may give rise to problems of efficiency and fairness in resource allocation. The government is both a partner of NPOs, providing financial and policy support, and its regulator, responsible for setting norms and monitoring implementation. How to find a balance between promoting cooperation and strengthening regulation to avoid over-intervention or laissez-faire is one of the conflicts to be resolved. In the original social management system, the information flow and sharing mechanism is not perfect enough, resulting in information asymmetry between the government, non-profit organizations and the public, which affects mutual trust and cooperation. Non-profit organizations usually focus on participation, openness and innovation, while the traditional social management system may focus more on stability and normality. Such differences in organizational cultures and working mechanisms may lead to a conflict of ideas and approaches in the process of cooperation.

It can be found that the current problems of non-profit organizations in Shenzhen are mainly focused on resource allocation, mismanagement, lack of professionalism and policy restrictions. The growth rate of social demand usually exceeds the speed of non-profit organizations' access to resources, and when coupled with internal mismanagement of the organization, it is very easy to cause resource constraints leading to the organization's inability to administer the right medicine in social governance. In the participation of social governance in some areas of professional organizations for professional knowledge is still insufficient, but also the lack of professionals, for private organizations also have few special preferential policies for nonprofit organiza-

tions, resulting in the participation of nonprofit organizations in social governance in the professional and policy there are still large obstacles to the development of. How to solve the current dilemma of non-profit organizations in Shenzhen has become an urgent problem.

4 Countermeasures to Optimize the Participation of Shenzhen Non-Profit Organizations in Social Governance

(i) Improving the rules of response and practical policy support for the participation of non-profit organizations in social governance

With the favorable conditions of early development of market economy and rapid development of social organizations in Shenzhen SAR, it is recommended to insist on cultivating and regulating management in parallel, vigorously improve the quality of cooperation between the government and social organizations, regulate and orderly guide the participation of social organizations in social governance and public services, and look forward to the establishment of a set of systematic frameworks, working mechanisms and organizational systems for cooperation and common governance between the government and nonprofit organizations in line with the needs of the market and with the characteristics of Shenzhen[7]. The government achieves the purpose of promoting public interests through the authorization of social organizations, while social organizations enhance their legitimacy and ability to engage in public affairs through the cooperation of the government, truly forming a new pattern of government-society collaborative governance, thus allowing Shenzhen to truly implement the guidelines and requirements of General Secretary Xi. In order to improve the system of non-profit organizations' participation in social governance in Shenzhen, a series of countermeasure rules and practical policy support need to be formulated. In terms of uneven distribution of resources and poor self-management, establish a strict financial resource management system and an independent audit and supervision mechanism to ensure that all income and expenditures are in line with budgets and project needs, safeguard the organization's transparency and accountability, and regularly disclose the organization's financial reports to the government and the public as a means of enhancing the public's and donors' trust, strengthen the function of the management, focus on every decision with clear processes and responsibility allocation, follow the example of Shanghai's non-profit organization management, and strengthen the accountability management of the organization's management to ensure the effective implementation of projects and the best use of resources. The government should clarify the roles and responsibilities of nonprofit organizations in social governance and avoid overlapping responsibilities with government functions, while promoting the professional and functional development of nonprofit organizations. In terms of policy development restrictions on non-profit organizations, the government can formulate and improve laws and regulations to support the development of non-profit organizations, simplify the registration process, provide tax incentives, more non-profit organizations in Shenzhen are now filed with the government as tax-exempt organizations, and establish a sound policy system for the participation of non-profit

organizations in social governance. Set up special funds to support the development of nonprofit organizations, encourage enterprises and individuals to support nonprofit organizations through donations and sponsorships, and at the same time develop diversified fund-raising channels to improve the financial autonomy and sustainability of nonprofit organizations. Most of the causes of accidents in the participation of nonprofit organizations in social governance are due to a lack of professional talents. It is possible to help nonprofit organizations improve their management capacity and service quality by providing services such as training, consulting and technical support, establishing a mechanism for the training and introduction of talents, and improving the professionalism of nonprofit organizations. Establish a project evaluation and supervision mechanism to ensure the quality of projects and services of non-profit organizations, and especially avoid accidents in financial management of non-profit organizations, so that public trust can be enhanced. Non-profit organizations are encouraged to set up internal evaluation systems to enhance the transparency and effectiveness of their projects, so that the organization's workflow and resource allocation can be made visible to the public. Contradiction with the original social mechanism is also a problem that exists more often and is difficult to solve in the participation of non-profit organizations in social governance. For example, the Volunteer Police Commando Team in Bao'an District of Shenzhen City, where motorcycles have been banned since 2008 and the organization uses motorcycles as its main tool for participation in social governance, contradicts the original policy of Shenzhen City and makes the public question the legitimacy of the organization to a certain extent and, in the process of the organization's participation in social governance, it has a significant role in assisting traffic police in the process of traffic accidents. In the process of social governance, the organization is prone to overstepping the authority of the traffic police while assisting them in their work. The government should optimize the relevant policies for this kind of governance that contradicts with the original mechanism, enhance the relevant internal communication and collaboration, and encourage the non-profit organization to explore the innovative service model and management methods, allowing a certain degree of flexibility and room for trial and error, so as to promote the innovation and improvement of social governance. Through public education and media campaigns, raise public awareness of the role and contributions of non-profit organizations, and encourage citizens to participate in the activities and governance of non-profit organizations. Draw on advanced international experience, strengthen exchanges and cooperation with international non-profit organizations, and enhance the international vision and service capacity of Shenzhen's non-profit organizations.

(ii) Strengthening communication and building up communication between non-profit organizations and the relevant sectors in their fields

Strengthening exchanges, communication and cooperation between non-profit organizations and the relevant departments in their respective fields is an important strategy for enhancing the effectiveness of social governance. Establish a regular communication mechanism with relevant functional departments and set up regular communication platforms, such as workshops, seminars and joint meetings, so that non-profit organizations and relevant government departments can regularly exchange information, share experiences and discuss cooperation matters. To address the prob-

lems of low complementarity of advantages, low efficiency of cooperation, low specialization of cooperation, and interruption of cooperation between nonprofit organizations and the government in public crisis management, the path of cooperation between the two sides can be constructed in four aspects: building a big data platform for nonprofit organizations, constructing a mechanism for exchanging information between nonprofit organizations and the government, perfecting the system of cooperation and coordination between nonprofit organizations and the government, and setting up a mechanism for long-lasting cooperation between nonprofit organizations and the government[8]. Sharing resources and information with all walks of life, establishing and improving the information sharing mechanism, creating online platforms or databases so that nonprofit organizations and government departments can share project information, research results and successful cases, etc., and improve the efficiency and effectiveness of resource use. Guidance and support from government departments. Government departments can provide professional guidance and policy support to nonprofit organizations to help them improve their service quality and management capacity, and they can also support the implementation of nonprofit organizations' projects through government-purchased services. Cooperative projects and programs, encouraging non-profit organizations and government departments to jointly design and implement cooperative projects, especially in the areas of social service innovation, community development and environmental protection, in order to pool the advantageous resources of both sides. Establishment of coordination and feedback mechanisms. Effective coordination and feedback mechanisms are established to ensure that the suggestions and needs of nonprofit organizations can be responded to in a timely manner, while government departments can provide timely feedback on policy information and cooperation intentions. Strengthen cooperation in capacity building, and enhance the capacity building of non-profit organizations in project management, financial management, policy analysis, etc. by co-organizing training courses, seminars and exchanges with relevant organizations such as the government or enterprises. Encourage multi-party participation and cooperation. On the basis of the cooperation between non-profit organizations and government departments, further encourage the participation of enterprises, academic institutions and other social forces, so as to form a multi-party cooperation model of social governance. Enhance transparency and public participation. Non-profit organisations can provide public services and community support, offering various kinds of help and support to community residents and enhancing community cohesion and public service capacity; they can set up community voting mechanisms, giving community residents the opportunity to participate in community governance and decision-making, and enhancing community democracy and governance capacity; they can carry out community education and training, providing community residents with knowledge and skills, and enhancing their sense of access and belonging. It should be noted that all these elements should be based on one objective, namely, to enhance the sense of participation of community members, and to improve their subjective willingness and objective ability to participate in governance, which will also enable non-profit organisations to better understand the basic demands of community members, and then implement more practical community services[9]. Enhance the transparency of cooperative projects by publicizing their progress and

results, encourage public participation and monitoring, and improve the credibility and effectiveness of social governance. Through these measures, communication and cooperation between non-profit organizations and government departments can be effectively strengthened to jointly promote innovation and improvement in social governance.

(iii) Participation in the professional orientation of the social governance unit for training in relevant knowledge and skills

Units of non-profit organizations involved in social governance can train their organizational members in relevant knowledge and skills in various ways to enhance their professionalism and work effectiveness. Customized training courses, according to the fields involved in the organization and the specific needs of the organization members, design professional training courses including project management, financial management, policy analysis, laws and regulations, public communication, etc.; invite experts, scholars and industry leaders in the field to conduct special lectures or seminars to share the latest industry dynamics, successful cases and advanced experience, and to help the organization members broaden their horizons and deepen their professional knowledge. Practical operation training, through the simulation of actual work. Practical operation training, through simulation of actual work scenarios, case analysis, role-playing, etc., to strengthen the practical operation ability of the organization members and enhance the ability to solve practical problems. Cross-organizational exchange and learning, organizing members to participate in industry conferences, workshops or exchange activities with other non-profit organizations to promote knowledge sharing and experience exchange, while building professional networks. Online learning platform, using online education resources and platforms, such as MOOC (Massive Open Online Courses), webinars, etc., to provide flexible learning time and rich learning content to meet the diversified learning needs of organization members. Internal knowledge sharing, encouraging knowledge sharing and skill transfer among organizational members, holding regular internal sharing sessions, and establishing an organizational culture of knowledge sharing. Long-term career development planning, to provide long-term career planning guidance and career development opportunities for organizational members, such as participation in major projects, job promotion, etc., to motivate organizational members to actively participate in training and apply the knowledge and skills they have learned. Through systematic training and continuous learning, members of non-profit organizations can continuously improve their individual professional abilities and the overall effectiveness of the team, and more effectively participate in social governance and serve the community.

In order to enable non-profit organizations to better participate in social governance, it is an urgent task to adjust the corresponding countermeasures in accordance with the current fast-changing social situation. Practical policy support from the government can undoubtedly greatly improve the efficiency of NPOs, and is also a kind of recognition of NPOs' participation in social governance. Of course, the work of non-profit organizations in social governance is also inseparable from the support of enterprises and the public, in coordination with various departments at the same time also need to keep abreast of the needs of the community, know the hearts of the people can make the

organization's social governance tasks to complete a more successful, integrated into the masses in order to maximize the role of social governance.

5 Conclusion

Managers of non-profit organisations should base on the actual development of their own, build a perfect internal control system, sort out and optimise the business process, and achieve rules and regulations to follow. In this process, managers should build a perfect internal control system and strictly implement all the systems, including the accounting system, internal authorisation and approval system, internal information disclosure system, etc., so as to achieve standardised management[10]. The development trend and direction of Shenzhen's non-profit organizations' participation in social governance is manifested in the following aspects: upgrading the organization's specialization and institutionalization, and developing in the direction of more specialization and institutionalization. Actively establish cooperation with the government, enterprises and other social organizations to form a cross-sectoral and multi-disciplinary cooperation model to jointly promote innovation and improvement of social governance. Leveraging Shenzhen's technological advantages, non-profit organizations will apply digital technology and Internet platforms more extensively to improve service efficiency and coverage.

With regard to the mechanism for non-profit organizations to participate in social governance in Shenzhen, suggestions and outlooks include: the government should further improve the policy support framework for non-profit organizations, including tax incentives, financial subsidies, legal advice, etc., so as to provide non-profit organizations with more stable and powerful support. Through training, seminars, academic exchanges, etc., the government should strengthen the capacity building of NPO personnel and enhance the professionalism of NPOs. Non-profit organizations should strengthen their own management, increase transparency and accountability, and establish effective internal monitoring and external evaluation mechanisms. Non-profit organizations are encouraged to actively explore innovative service models and management methods, and make full use of digital technology to improve service quality and efficiency. The future development of Shenzhen's non-profit organizations' participation in social governance will focus more on specialization, multi-dimensional cooperation, technology application and internationalization, contributing to the building of a more harmonious and efficient social governance system.

The innovation of this paper is to be able to identify and seize the key or core constraints of NPOs' participation in social governance and discuss and study their countermeasures by combining with the actual cases in Shenzhen, discussing the background of NPOs, the current situation of NPOs' participation in social governance and the problems encountered by NPOs, and comparing with the current situation of the same field in other regions at home and abroad, putting forward the suggestions of optimization plans and combining with the actual situation. Propose practical and feasible improvement solutions to provide new countermeasures and solutions to the existing programs for NPOs' participation in social governance in Shenzhen, in order to

build a more inclusive, effective and sustainable social governance system and provide new guidelines for NPOs' participation in social governance in Shenzhen.

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