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QUALIFICATION WORK

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on: «Enterprise Management improvement Based on ICT »

Completed: student of
*specialty 073 Management EP «Administrative
management»*

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Faculty Economics and Management
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Education degree «Master»
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TASK on thesis for student

_____ Duan Bin

1. Theme of Thesis: Enterprise Management improvement Based on ICT

Supervisor Doctor in Economics, Professor Makarova Viktoriia

approved by the university from _____

Nº _____

2. Deadline for student completed project (work) _____

3. Background to the project (work):

Effective enterprise management is a fundamental driver of business success, particularly in today's rapidly evolving economic and technological landscape. Organizations face increasing challenges such as market competition, globalization, digital transformation, and shifting consumer demands. As a result, businesses must adopt innovative management strategies to enhance operational efficiency, optimize resource allocation, and drive sustainable growth.

4. Contents of settlement and explanatory notes (the list of issues to develop):

To research theoretical overview of enterprise development, to analyse the understanding five dimensions of social governance: "jointly build, jointly govern and share, to research practical dilemma of "joint construction, joint governance and shared benefits" in social governance

5. Date of assignment: _____

CALENDAR PLAN

№	Name of the diploma project's stages	Dates of project stages' performance	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work		
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter		
3	Preparation and presentation of draft of the first chapter of the thesis		
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise		
5	Making the theoretical part of the thesis, summarizing the analytical part		
6	Design options improve the research problem		
7	Completion of the project part of the thesis, design chapters		
8	Previous work and its defense review		
9	Checking the authenticity of the thesis		
10	Deadline for student completed the thesis		
11	Defense of the thesis		

Student

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Supervisor of science work

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Checking the authenticity conducted

Thesis allowed for defense

(signature)

АНОТАЦІЯ

Дуань Бінь. Удосконалення управління підприємством на основі ІКТ. Кваліфікаційна робота зі спеціальності 073 «Менеджмент» Освітня програма «Адміністративний менеджмент». Рукопис. Суми. 2025.

«Спільне будівництво, спільне управління та спільне користування» охоплює основну картину модернізації соціального управління Китаю та є ключовим питанням високоякісного розвитку соціального управління в країні. Зміст «спільного будівництва, спільного управління та спільного користування» включає п'ять вимірів. Горизонтальний вимір: багатосуб'єктне спільне управління за участю партійного комітету, уряду, суспільства та громадськості. Вертикальний вимір: чотирирівнева система взаємодії «місто – район – вулиця – громада – мережа». Змістовий вимір: узгоджений розвиток моделі «послуги – управління – безпека – життєздатність». Методологічний вимір: взаємодоповнюючий та взаємопідсилюючий підхід, що поєднує автономію, верховенство права, моральне управління та інтелектуальне регулювання. Просторовий вимір: модель «місто – село – парк – бізнес-зона», що охоплює всю територію.

На даний момент, з точки зору горизонтальних суб'єктів, вертикальних рівнів, змістового наповнення, інтеграції методів та просторового охоплення соціального управління, спільне будівництво, управління та користування стикаються з викликами координації, ефективності, систематизації, інтеграції та балансу. Необхідно зосередитися на взаємній вигоді, зменшенні навантаження та підвищенні ефективності, безпеці та життєздатності, глибокій інтеграції та глобальному управлінні для сприяння високоякісному розвитку соціального управління.

Ключові слова: соціальне управління; високоякісний розвиток; спільний внесок, управління та спільні вигоди.

ABSTRACT

Duan Bin. Enterprise Management improvement Based on ICT. Qualification work on the specialty 073 Management Educational program “Administrative management”. Manuscript. Sumy. 2025.

"Co-construction, co-governance, and sharing" form the foundation of China's social governance modernization and serve as the cornerstone of its high-quality development. This concept encompasses five interconnected dimensions. Horizontal Governance – A pluralistic co-governance framework involving the Party committee, government, society, and the public, ensuring broad participation and collaboration. Vertical Coordination – A four-tier linkage system structured across city, district, street, community, and grid, enhancing governance efficiency and responsiveness. Integrated Development – A balanced approach that aligns service provision, management, security, and social vitality, fostering a resilient and dynamic governance ecosystem. Governance Mechanisms – A complementary and mutually reinforcing model integrating autonomy, the rule of law, moral governance, and intelligent governance, creating a multifaceted governance structure. Spatial Coverage – A comprehensive governance framework spanning urban, rural, park, and business zones, ensuring holistic and inclusive development.

Despite significant progress, challenges remain in achieving coordination, efficiency, systematization, integration, and balance across these dimensions. To drive the high-quality development of social governance, efforts must be concentrated on enhancing mutual benefits, reducing administrative burdens, improving efficiency, strengthening security and vitality, deepening integration, and fostering global governance.

Key words: social governance; high quality development; joint contribution, governance and shared benefits

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INTRODUCTION

Actuality of theme. Effective enterprise management is a fundamental driver of business success, particularly in today's rapidly evolving economic and technological landscape. Organizations face increasing challenges such as market competition, globalization, digital transformation, and shifting consumer demands. As a result, businesses must adopt innovative management strategies to enhance operational efficiency, optimize resource allocation, and drive sustainable growth. Despite advancements in management theories and practices, many enterprises continue to struggle with inefficiencies in decision-making, workflow coordination, and performance monitoring. Traditional management models often lack the agility to respond to dynamic market conditions, leading to bottlenecks in productivity, increased operational costs, and reduced competitiveness.

The need for enterprise management improvement is particularly pressing in sectors that rely on complex supply chains, technological integration, and customer-centric operations. By leveraging modern management methodologies, data-driven decision-making, and digital tools, businesses can enhance their adaptability, improve efficiency, and foster innovation.

This project aims to explore effective strategies for improving enterprise management by identifying key challenges, assessing best practices, and implementing data-driven solutions. The focus will be on integrating digital transformation, optimizing organizational structures, and enhancing leadership and workforce capabilities to achieve long-term business sustainability and success.

The above confirms the relevance of the choice of research topic, determines and forms the purpose and objectives of the thesis.

Purpose of the study. The purpose of this study is to develop and implement strategic approaches to enhance enterprise management efficiency. It seeks to identify key factors that influence business performance and propose innovative solutions that can optimize managerial practices, improve decision-making, and ensure sustainable organizational growth.

Objectives of the Study

1. To analyze the current challenges in enterprise management and their impact on business operations.
2. To evaluate best practices and innovative approaches in modern management.
3. To assess the role of digital transformation in enhancing management efficiency.
4. To propose a framework for optimizing resource allocation and workflow coordination.
5. To develop recommendations for improving leadership and workforce capabilities.

Subject of the study. The study focuses on enterprise management strategies, including organizational structures, decision-making processes, technological integration, and leadership development. It examines how these factors contribute to overall business performance and explores methodologies for continuous improvement.

Research Methods. To achieve the objectives of this study, a combination of qualitative and quantitative research methods will be employed:

1. Literature Review – A comprehensive review of existing research, theories, and case studies on enterprise management strategies, digital transformation, and best practices in business efficiency.
2. Surveys and Questionnaires – Collection of primary data from business managers, employees, and industry experts to assess current management challenges and identify areas for improvement.
3. Case Study Analysis – Examination of successful enterprises that have implemented innovative management solutions to identify key factors contributing to their success.
4. Interviews – Structured and semi-structured interviews with industry professionals, business leaders, and management experts to gain deeper insights into enterprise management practices.

5. Data Analysis – Utilization of statistical tools and software to analyze collected data, measure efficiency improvements, and evaluate the impact of proposed strategies.

Practical Meaning of the study. The findings of this study will provide valuable insights and practical recommendations for businesses seeking to enhance their management practices. By identifying inefficiencies and proposing effective strategies, enterprises can improve decision-making processes, streamline operations, and enhance overall productivity. Additionally, the study will serve as a guideline for implementing digital transformation and innovative management techniques, enabling organizations to remain competitive in an evolving market environment. The research outcomes can also be utilized by policymakers, industry leaders, and academic institutions to develop frameworks that support sustainable enterprise growth and long-term business success.

Scientific Novelty of the Results. This study contributes to the existing body of knowledge by introducing innovative approaches to enterprise management that integrate digital transformation, advanced decision-making techniques, and strategic resource optimization. The research introduces a new conceptual framework that combines traditional management principles with cutting-edge technological advancements, offering a more adaptive and efficient enterprise management model. Furthermore, it highlights previously unexplored correlations between leadership development, workflow coordination, and digital tools, providing fresh insights into enhancing business efficiency. The findings of this study will serve as a foundation for future research in enterprise management and digital business transformation, supporting the evolution of modern managerial practices.

Personal contribution of the applicant. Results of the study contained in the thesis is a self-development author and suggestions.

The structure and volume of work. Thesis consists of an introduction, three chapters, conclusions and suggestions, a list of references. It is set out on 86 pages, contains 2 figures.

CHAPTER 1 A THEORETICAL OVERVIEW OF ENTERPRISE DEVELOPMENT

The Third Plenary Session of the 20th Central Committee of the Communist Party of China took "improving the social governance system" as an important content of promoting the construction of the national security system, marking the further promotion of the strategic position of social governance in the national governance pattern in the new era. Since entering the new stage of development, social governance has risen from the traditional category of public security management to a dominant concept covering economic, political, cultural, social, ecological and other fields, and has become a key hub for coordinating the positive interaction between high-quality development and high-level security. According to statistics, more than 2,300 policy documents related to social governance have been issued nationwide between 2020 and 2025, forming an innovative practice system represented by the upgraded version of the "Fengqiao Experience", the construction of "smart communities" and grid management. The "One run at most" reform in Zhejiang Province has increased the efficiency of grassroots government services by 68 percent, and the grid management system in Chaoyang District of Beijing has shortened the incident handling period to an average of 2.3 hours. These innovations have fully unleashed social vitality and created a safe and stable environment for sustained and healthy economic development.

However, as the reform has entered the deep-water zone, social governance is faced with a complex situation in which old and new conflicts are intertwined. Data show that in 2024, 43.7 percent of the total number of petitions and visits nationwide involve community-level governance issues, and the gap in satisfaction with public services between urban and rural communities remains at 12.5 percentage points. The demand for governance in a "silver-haired society" driven by demographic changes is forming tension with the changes in values of the new generation, and the structural contradiction between traditional administrative management and the demands for mass participation is becoming increasingly prominent. Especially in

the process of digital transformation, issues such as the balance between the precision of algorithmic governance and humanistic care, and the coordination between data security and governance efficiency need to be solved. According to a survey conducted by the Institute of Social Governance of Tsinghua University, 79.6 percent of grassroots cadres believe that the current governance system has shortcomings in its ability to cope with new social risks.

Statistics of Core Indicators of Social Governance (2018-2023)

Indicator Categories	Data content	Stats	Data sources
Policy Innovation	Number of social governance policy documents issued nationwide	2,300 + items	Development Research Center of The State Council
Administrative effectiveness	Efficiency improvement rate of "run once at most" in Zhejiang Province	68%	Annual report of Zhejiang Government affairs Disclosure
Incident Response	Average disposal cycle of grid events in Chaoyang District, Beijing	2.3 hours	Beijing White Paper on social governance
Distribution of contradictions	The proportion of community-level governance problems in the total number of petitions	43.7%	Annual report of the State Bureau for Letters and Calls
Public Service GAP	The difference value of community service satisfaction between urban and rural areas	12.5 percentage points	Ministry of Civil Affairs survey on urban and rural community construction
Governance capacity Challenge	The proportion of grass-roots cadres who believe that there are new risk response shortcomings	79.6%	Institute of Social Governance, Tsinghua University

To promote the modernization of social governance, we need to build a "three-dimensional integrated" innovation system. In the theoretical dimension, it is necessary to deepen the understanding of the governance law of "co-construction, co-governance and shared benefits", and transform institutional advantages into governance effectiveness. In practice, it is necessary to break through the "last mile" problem of grass-roots governance and improve the governance model of "five governance and integration"; In terms of technology empowerment, it is necessary to promote the deep integration of big data, artificial intelligence and social governance, and realize the leap from experience governance to data governance.

As emphasized in the concept of "community of social governance" put forward at the Fourth Plenary Session of the 19th CPC Central Committee, it is necessary to build a governance pattern in which the government, the market and society work together. Zheng Yongnian, a professor at the National University of Singapore, pointed out that the core of China's modernization of social governance is to achieve a dynamic balance between "order and vitality", which requires the "two-wheel drive" of institutional innovation and technological empowerment. At present, by improving the legal guarantee system, optimizing the supply of public services, and innovating the mechanism for resolving conflicts, China is exploring a path of modernization of social governance with Chinese characteristics, and contributing Oriental wisdom to the reform of global governance.

The report to the 19th CPC National Congress in 2017 proposed for the first time "Building a pattern of social governance featuring joint contribution, joint governance and shared benefits", the Fourth Plenary Session of the 19th CPC Central Committee in 2019 proposed "upholding and improving the system of social governance featuring joint contribution, joint governance and shared benefits", and the report to the 20th CPC National Congress in 2022 emphasized "improving the system of social governance featuring joint contribution, joint governance and shared benefits and enhancing the effectiveness of social governance". In 2023, the Third Plenary Session of the 20th CPC Central Committee once again made it clear that "improving the social governance system of joint construction, joint governance and shared benefits". Improving the social governance system featuring joint contribution, joint governance and shared benefits is of great significance to upholding and improving the socialist system with Chinese characteristics and safeguarding national security, social stability and people's tranquility^[i]. Social governance is academic, policy-based and practical ^[ii]. "Co-construction, co-governance and shared benefits" is a hot topic of common concern in both theory and practice, and the core issue of social governance. From the academic research, the number of published papers has increased rapidly since 2017 when it was first proposed (see Figure 2), with more than 1,400 papers directly on the topic of "Co-

construction, co-governance and sharing" and more than 2,800 papers on related topics. Domestic academic circles have carried out comprehensive and systematic research on the modernization of social governance, focusing on the positioning, significance, connotation, goals and paths of the modernization of social governance, and the vast majority of them regard "co-construction, co-governance and sharing" as one of the important dimensions^{[iii][iv][v]} "Co-construction, co-governance and sharing" is a discourse and action system of social governance with Chinese characteristics^[vi], and "a community of social governance in which everyone has responsibilities and responsibilities and everyone enjoys" is the goal of "Co-construction, co-governance and sharing". In the context of Chinese social governance, "Co-construction, co-governance and sharing" has common features with Western governance. It revolves around the relationship between the state (government), society and the market, takes sustainable social order and maximization of public interests as its goal, and focuses on the interaction process of participation and coordination of public power and its related subjects. China's social governance also has its own distinctive characteristics. Both the modernization of social governance system and the modernization of capacity are carried out under the premise of adhering to and strengthening the overall leadership of the Party, which also reflects one of the most basic characteristics of the current research on Chinese governance. Scholars have also tried to solve the dilemma of cooperation and competition, openness and isolation, power and separation of powers, responsibility and efficiency in Western governance through the theoretical and practical research on China's "co-construction, co-governance and sharing".^[vii]

From the perspective of social practice, "Co-construction, co-governance and sharing" is not only an expression of policy and academic discourse, but has evolved into a public discourse and practical guidance. Since the "Co-construction, Co-governance and sharing" was proposed, innovative models of social governance such as the linkage of the five social organizations, grid governance, regional party building, and democratic consultation have emerged one after another, and linkage,

coordination, integration, system, and cooperation have become high-frequency keywords^{[viii][ix]}.

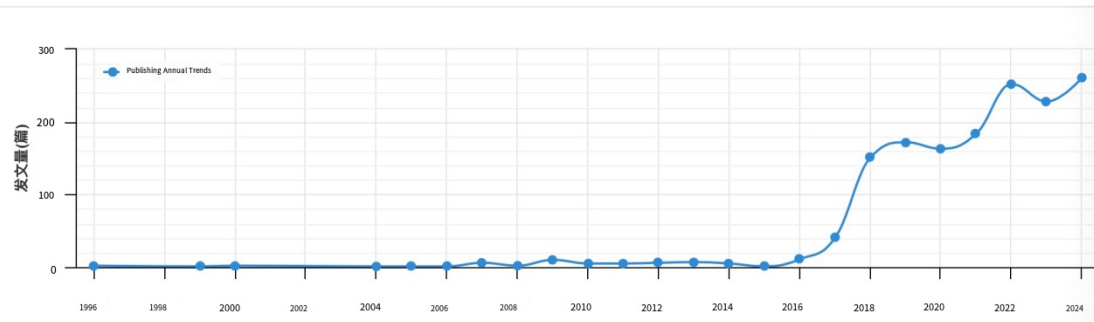


Fig. 2 : CNKI searches for the trend of "Co-construction, Co-governance and sharing"

Taking the selection of typical cases of innovative social governance nationwide in 2023 as an example, The final ten annual case themes are "Party building leads the creation of 'happy community'" and "integration into the social governance community Create a new model of law enforcement reform ", "Explore and promote the prevention of multiple solutions to conflicts and disputes", "Improve the grid management system to promote grassroots governance and improve efficiency", " 135 'governance model to solve the governance problems of public rental housing", "Innovation to carry out' home talk 'meetings to create a new pattern of modern grassroots governance", "Light up the' safe light " Be a good "night watchman" to carry out "night patrol night visit night talk" activities ", "deepen the Party building leading innovation to establish the" two sessions a member "mechanism", "Party building leading + four joint governance", "build" 1+9 "contradictions and disputes multiple resolution system".

Most of these cases take "co-construction, co-governance and sharing" as the core mechanism, and are reshaping the underlying logic of China's social governance in various fields such as conflict resolution, service supply, consultation and discussion, and safe construction. The common features are as follows: Through institutionalized participation channel design (such as the volunteer points exchange mechanism for Beijing's "night patrol and night talk" activity), precise resource matching mechanism (such as the expert think tank rotating system in Chongqing's

"1+9" conflict resolution system), visual effectiveness evaluation tools (such as the security index dynamic monitoring platform of Nanjing's "Peace Light" project),

Dimensions of analysis	Changchun "happy community" creation	Shenzhen "135" public rental housing governance model	Beijing "home" meeting
Governance model	Party building leads to tripartite co-governance	Intelligence drives multi-party coordination	Governance through democratic consultation at the community level
Core mechanism	Party building + Industry committee + property linkage mechanism	1 platform +3 level council +5 party responsibility list	Micro-negotiation platform network construction
Implementation scale	327 old residential areas were renovated	42,000 public rental housing communities	1,430 community consultation platforms
Key stats	Participation rate 82% Property contribution rate 41%→89%	Illegal sublet rate 17%→2.1%	Annual formation of conventions 152
Governance effectiveness	Process co-construction enables sustainable governance	Co-governance by rules strengthens institutional constraints	Shared achievements build value recognition
Innovation highlights	Revamping the quality supervision group of hearings	Tenant attendance at joint meetings	Teahouse discussion + corridor consultation
Theory mapping	The whole process of people's democratic practice	Digital rule governance paradigm	Construction of social governance community

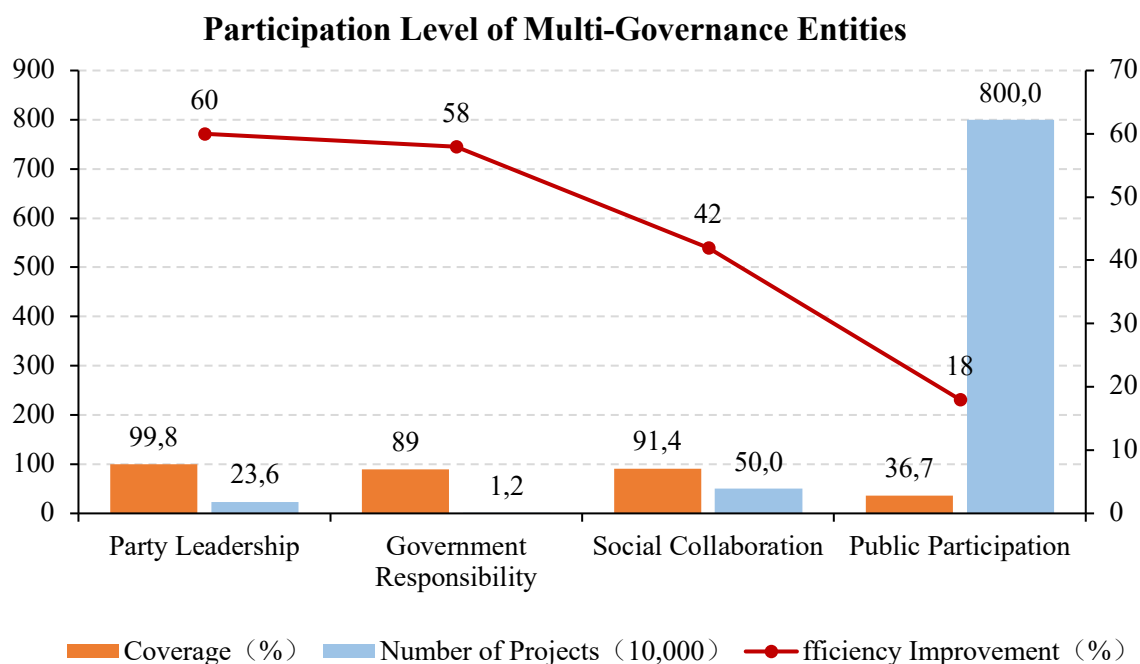
The transformation of the governance subject from "passive involvement" to "active construction" has been realized. These mechanisms have successfully explored how to unite the efforts of all parties to solve the problems of social governance, which is not only reflected in the iterative upgrading of governance technology, but also in the deep reform of governance culture -- when "everyone has responsibilities and everyone is responsible" has been transformed from a slogan into an operational action plan, when "governance community" has evolved from a theoretical concept to daily practice, The modernization of Chinese-style social governance has gained the most fundamental driving force. A tracking study by the Chinese Academy of Governance shows that the satisfaction of public services in communities that adopt the co-construction, co-governance and sharing model is 23.8 percentage points higher than that of the traditional governance model.

CHAPTER 2 ANALYSIS ON THE UNDERSTAND THE FIVE DIMENSIONS OF SOCIAL GOVERNANCE: "JOINTLY BUILD, JOINTLY GOVERN AND SHARE

2.1 From a horizontal perspective, "co-construction, co-governance and sharing" points to the extensive participation of governance subjects

The requirements and tasks of social governance are becoming more and more arduous, which is difficult to be completed by a single subject, so it needs to be jointly governed by multiple subjects. This is also the view of most academic circles and practices. However, it also has different responsibilities and functions. Social governance in the new era has broken through the traditional "government-appointed" model and shifted to a "pluralistic co-governance" governance ecology. According to the China Social Governance Index Report released by the Institute of Social Governance of Tsinghua University in 2023, 78 percent of prefecture-level cities in China have established a regular government-social cooperation mechanism, and the number of projects involving social organizations in grassroots governance has increased by an average of 17 percent annually. First, the leadership of Party committees takes overall responsibility and coordinates all parties involved. Party building has always led the development direction of governance modernization and continued to strengthen the value of "people-centered" governance^[x]. Adhere to and improve the Party's leadership, with Party building as the guide, strengthen party building and consolidate the Party's ruling foundation as a red line running through social governance. Party organizations rely on their organizational strengths from horizontal to lateral and vertical to vertical, expand the scope of regional platforms for party building, increase interaction frequency, explore the depth of cooperation, and maximize the integration of resources to form synergy. By the end of 2023, the coverage of Party organizations in subdistricts, towns and communities (villages) will reach 99.8 percent, 99.6 percent and 98.3 percent, respectively. After the implementation of the "whistle reporting" mechanism in Beijing, the response speed of the sub-district coordination department has increased by 60 percent, and 236,000 appeals have been addressed by 2023. Second, the government is responsible for

linkage, integration, intensification and efficiency. The departments of big data, civil affairs, petitions and visits, development and reform, and housing and Urban-Rural development have been deeply integrated, fully performing their functions by focusing on smart governance, coordination among the five social organizations, resolving conflicts, providing services for people's livelihood, and property management, and properly managing the matters they are responsible for.



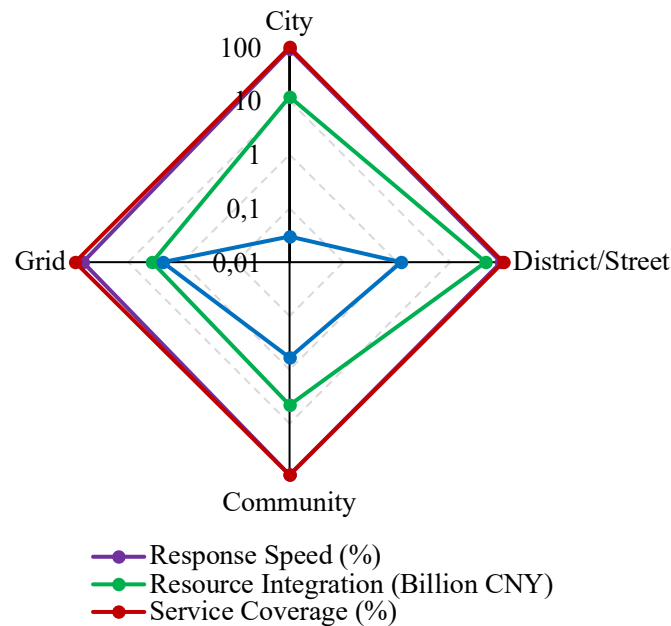
The national integrated government service platform has registered more than 1 billion users, and 89% of all provincial "OneNetcom" affairs have been handled. In Shenzhen, 12,000 "micro practical projects for people's livelihood" are implemented annually, with the proportion of public funds leveraging social capital reaching 1:3.6. Third, social coordination, opening up and diversity, mutual benefit and win-win results. Social organizations, market players, new social classes, and voluntary services are playing an increasingly prominent role. Innovative models such as trust property services, community partnerships, and community foundations are emerging one after another. There are 914,000 registered social organizations nationwide, and each year they participate in more than 500,000 community-level governance projects. The number of registered volunteers reached 236 million, with

the participation rate in community volunteer services 18 percentage points higher than in 2018. Fourth, public participation is for everyone's responsibility and enjoyment. In the creation of public space, the mobilization of public services, the aggregation of public organizations and the coercion of public events, everyone has a growing sense of responsibility, responsibility and enjoyment. In Nanjing, "courtyard autonomy" covers 87 percent of the old residential areas, and the number of matters settled through consultation by residents has increased by 42 percent annually. More than 8 million new job seekers participated in community services

2.2 From a vertical perspective, "Co-construction, co-governance and sharing" points to the linkage of governance levels

For major powers, the vertical dimension of the overall pattern of national governance not only affects the effectiveness of governance, but also relates to more fundamental issues of political stability^[xi]. Great power governance requires effective connectivity between levels. According to a study by the Development Research Center of The State Council, optimizing the linkage at different levels can improve governance efficiency by 30%-40%. First, at the municipal level, we will focus on full-cycle management and all-factor guarantee, strengthen the functions of public service platforms such as citizen hotlines, improve the mechanism of "getting one thing done efficiently", enhance the coordination and execution capacity of preventing major risks, and enhance the resilience of urban security. The national 12345 hotline receives more than 3 million appeals per day, with a completion rate of 94 percent. Second, at the district and street level, based on institutional reform to activate the impetus, through the reform of the administrative examination and approval system, the comprehensive reform of administrative law enforcement, and the reform of the street system to strengthen the coordination capacity of the neighborhood Party working committees, improve the service capacity of grassroots governance, and open up the micro-cycle of social governance. After the cancellation of investment promotion in Chengdu streets, 87% of the energy is invested in public services.

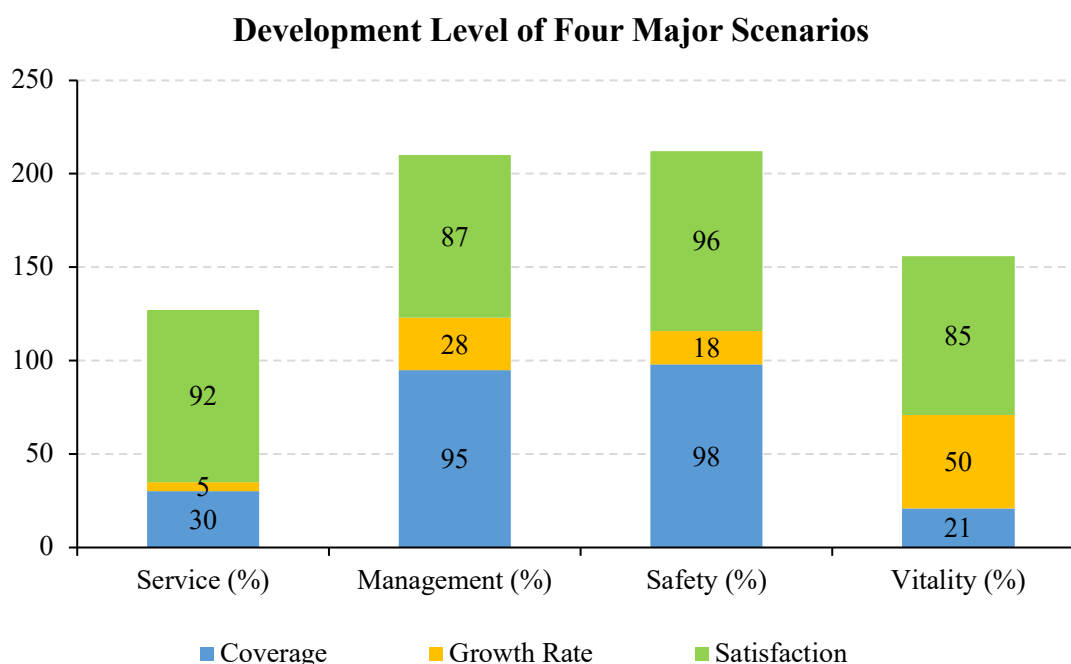
Comparison of Four-Tier Linkage Efficiency



After the "grand comprehensive integration" reform in Zhejiang, the efficiency of law enforcement at the grassroots level has increased by 40 percent. Third, at the community level, efforts are made to activate "local" resources, promote positive interaction between government governance, social adjustment and residents' autonomy, and establish a community of living where neighbors help each other. The "community proposal system" in Shanghai has been in operation for three years, and residents have initiated more than 6,000 projects independently. Hangzhou has built more than 2,300 "one old and one small" service stations, covering 92 percent of its communities. Fourth, at the grid level, strengthen the overall cooperation of grid groups, fully implement the "fine grid micro-grid" and "micro-grid real grid", further highlight the "micro, strong and fine", and constantly improve the carrying capacity of the grid. The national full-time grid staff reached 4.5 million people, and the rate of working with a certificate increased to 78%. Suzhou subdivided 12,000 basic grids into 36,000 "micro-grids", increasing the efficiency of incident discovery by 70 percent.

2.3 From the perspective of content, "Co-construction, co-governance and sharing" points to the coordinated development of governance scenarios

The main contents of social governance in the report of the 19th CPC National Congress in 2017 include preventing and resolving contradictions, public security, social security prevention and control system, social psychological service system, and community governance system; The content of social governance in the report of the 20th CPC National Congress in 2022 includes accelerating the modernization of urban social governance, the experience of Fengqiao in the new era, grid management services, the overall prevention and control of social security, and mass prevention and treatment; In 2024, the Third Plenary Session of the 20th CPC Central Committee will include social work, party building guidance, volunteer service, citizen hotline, efficient completion of one thing, family tutoring and family style in social governance responsibilities. The content of social governance has been expanded, mainly covering social services, social management, social security and social vitality. The content of social governance is expanding dynamically. According to the statistics of the Ministry of Civil Affairs, there will be 42 more community service items in 2023 than in 2017, covering 15 fields. First, in the field of service, we will continue to promote the equalization, facilitation and quality of public services, focusing on the fields of one old and one young, education, medical care and employment to meet the needs for a better life. Hangzhou has created a "one old and one small" service scene, built 632 "Sunshine elderly" stations, and "baby growth station" to cover all streets. Shenzhen has introduced a "15-minute government service circle", with 97 percent of government affairs handled at the community level. Second, in the field of management, it has continuously improved the management mechanism of civilized city building, garbage sorting, urban renewal, property services and other affairs, from a "one-man show" by the government to a "chorus" in which the government, enterprises and the people participate. In Shanghai, the classification rate of municipal solid waste has increased from 15% in 2019 to 95% in 2023, and the resource utilization rate has reached 45%. Beijing has carried out standardized treatment of "urban furniture", standardizing 180,000 facilities of various types.

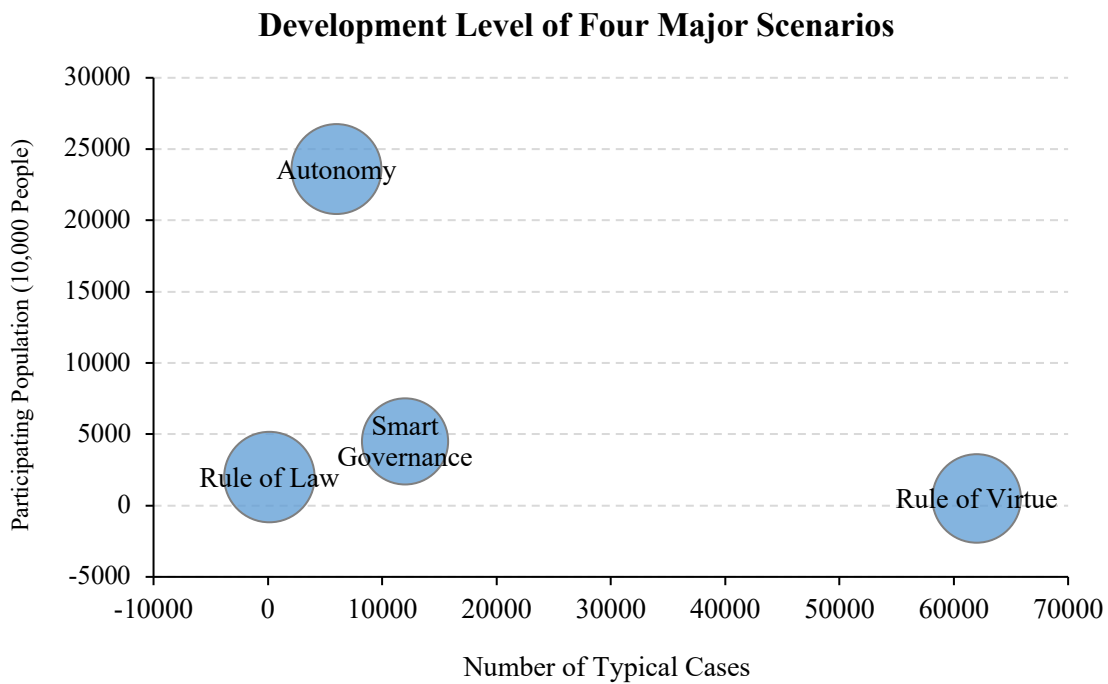


Third, in the field of security, Beijing has continuously improved the "one-stop" system for resolving conflicts and disputes in multiple ways, and promoted resolving conflicts at their source, in multiple ways, and in substance. In the new era, the "Fengqiao Experience" has been digitally upgraded, and Zhejiang has built an online conflict and dispute resolution platform, with a mediation success rate of 92.6% in 2023. Guangdong has established a cloud platform for comprehensive management of "Yueping An", integrating data from 21 departments and achieving an 85 percent risk warning accuracy rate. Fourth, in the field of vitality, it has continuously stimulated the participation of various market players, social organizations, volunteers, women, youth and other forces. Chengdu has set up a community governance innovation Fund, which has funded 486 projects in total and generated 320 million yuan of social investment. Shenzhen held a "Micro Facts for People's Livelihood" competition, which produced more than 200 innovation cases annually, 35% of which were promoted throughout the city.

2.4 In terms of approach, "Co-construction, co-governance and shared benefits" points to complementary and mutually reinforcing governance methods

The multiple subjects, contents and levels of social governance will inevitably lead to the diversity of governance methods, and various governance methods are not independent of each other, but complementary and mutually promoting relations. The combination of autonomy, rule of law and rule of virtue under the leadership of Party organizations is the basic way of social governance, and intelligent governance is the inevitable requirement to adapt to the social governance mode in the new era. The integration of the four governance is reshaping the logic of grassroots governance. According to the Ministry of Justice, the coverage of village (residential) legal advisers will reach 99.2 percent in 2023, 43 percentage points higher than in 2018. First, "autonomy" will stimulate vitality, optimize the mechanism of people's autonomy, enrich the carrier of residents' autonomy, and promote micro-autonomy such as "council", "council" and "building autonomy". Chongqing has implemented a "tripartite" mechanism, dividing affairs into government affairs, community work, and family affairs. The average completion time of community affairs has been shortened by 40 percent. Wuhan Baibuting Community established a "six-step process" system to solve 327 problems such as elevator installation. The second is to strengthen the concentration of "rule of law", through improving the three-level legal adviser service system of district - street - community (village), innovating law publicity, and carrying out the construction of "rule of law community" and other measures, to promote the modernization of social governance capacity on the track of rule of law. After the implementation of the Regulations of Beijing Municipality on Handling Appeals Immediately, the response rate of appeals has increased to 100%, and the resolution rate has increased by 19 percentage points. Shenzhen has issued data regulations, clarifying the number of public data sharing catalogs to 5,382. Third, it cultivates internal forces through "rule by virtue", excavates fine traditional Chinese culture, propagates the vivid stories of model families and moral models, disseminates the civilized concept of loving the country and abiding by the law, respecting the old and cherishing the young, running a thrifty household and helping neighbors, and promotes truth, kindness, beauty and positive energy. Zhejiang Province held the "Most Beautiful

Zhejiang People" contest, and a total of 12,000 moral examples were selected. In Qufu, Shandong province, a mediation room called "Peace is the most precious" has been set up to resolve more than 1,500 disputes annually, with a success rate of 98 percent. Fourth, it has improved the effectiveness of "smart governance", integrating scientific and technological innovation such as the Internet, big data and artificial intelligence into social governance, and creating pragmatic and effective new products, new solutions and new scenarios with digital solutions, so as to solve social governance problems more intelligently, flexibly, accurately and efficiently. Hangzhou's "City brain" has access to data from 96 departments across the city, with an average of 120 million collaborative data per day. Guangzhou has implemented the "Suizhiguan" platform to realize real-time monitoring of the city's operational signs and indicators.



2.5 From the perspective of space, "Co-construction, co-governance and sharing" points to the integrated development of governance areas

The modernization of social governance not only refers to "administrative district governance" confined to urban administrative boundaries, but also to "urban-rural integration governance" and "urban functional district governance" across

urban and rural boundaries and urban boundaries, transforming traditional "spatial fragmentation" governance into "integrated governance" of cross-domain collective action^[xii]. Data from the National Development and Reform Commission show that in 2023, the coverage rate of comprehensive service facilities in urban and rural communities will reach 90.6%, and the coverage rate of digital governance platforms will reach 82.3%. First, we will adopt targeted and differentiated governance models and mobilization methods for different housing types and living patterns in cities. For example, in order to solve the problems of poor environment, many hidden dangers, old facilities and few parking Spaces in the old residential areas, we should introduce the surrounding large residential property service enterprises or implement service units according to the district; Play the role of "red property" for problems such as weak public awareness and lack of sense of belonging in the resettlement community. In Zhejiang, the "Ten million Projects" have transformed 18,000 villages, and the coverage of digital management in rural areas has reached 76%. Chengdu has promoted the reform of "urban and rural community development and governance", and established 32 urban and rural mutual assistance alliances. Second, in rural areas, rural revitalization has been the main focus, and successful practices such as improving the living environment, upgrading and transforming industries, integrating agriculture, culture and tourism, and cultivating rural culture and civilization have been established. The Yangtze River Delta has established a mechanism for coordinated ecological and environmental governance, and the average PM2.5 concentration in 2023 has dropped by 28 percent from that in 2018. The Guangdong-Hong Kong-Macao Greater Bay Area has set up a platform for resolving cross-border disputes, handling more than 1,200 cases annually. Third, in the governance of the park, it has strengthened policy guidance on legal services and built a platform for resolving international digital trade disputes. Fourth, in the governance of the business district, build a joint coordination center of the business district, set up a people's mediation committee of the business district based on comprehensive factors such as the distribution of the business district, the number of contradictions and disputes, and the building of distinctive mediation brands, and

strengthen the security prevention, dispute resolution, legal aid, and order maintenance of the business district."

Urban	98	92	12000	96
Rural	76	63	5000	89
Online	89	98	230000	94
Cross - regional	82	85	210	91
	Facilities Coverage Rate (%)	Digitalization Level (%)	Collaborative Projects (number)	Dispute Resolution Rate (%)

Zheliban "APP integrated service items more than 1800, more than 45 million users. Beijing has set up an "online community neighborhood committee", which handles 230,000 appeals from netizens every year.

CHAPTER 3 THE PRACTICAL DILEMMA OF "JOINT CONSTRUCTION, JOINT GOVERNANCE AND SHARED BENEFITS" IN SOCIAL GOVERNANCE

3.1 Horizontal coordination problem how to do multiple entities form synergy

Whether in academic circles or in practice, multi-subject cooperation is regarded as the solution to social governance problems. However, cooperation is a long-term topic in human society, superficial cooperation is easy to achieve, and in-depth, lasting and high-quality cooperation is still a theoretical and practical problem. Most of the literature mentions the problem of multi-subject cooperation, and regards it as a means to solve the problem, which forms a certain paradox to some extent. Before 2019, Beijing's grass-roots governance was plagued by "fragmentation". After citizens reported problems through the 12345 hotline, 37% of their time was spent on departmental coordination, the rate of repeated orders was as high as 14.6%, and the data sharing rate was only 32%. In 2019, after launching the reform of "immediately handling complaints" and establishing an inter-departmental linkage mechanism, the satisfaction of the masses rose to 93.7% in 2023, and the response time was shortened by 58%, becoming a benchmark case for solving the problem of "Kowloon water control".

First, how to strengthen cooperation between party committees and government departments to solve the "Kowloon water control" problem. In the 2023 Reform Plan for Party and State institutions, it is proposed to add the "Social Work Department" as a functional department of the CPC Central Committee, whose functions include coordinating and guiding the people's petition work, guiding the people's suggestion collection work, coordinating and promoting Party building to lead grassroots governance and grassroots political power construction, etc., which is conducive to strengthening the top-level design and system improvement of social governance. After the reform, social governance affairs are mainly concentrated in the Ministry of Social Work, but the contents of social governance are complicated, and a large number of affairs are scattered in the departments of public security, housing and

construction, health and big data. Each department is more focused on its own hosting affairs, and the initiative of co-hosting affairs is not strong, and there are "rules" and "rules" respectively. The specific system of "whistle-blowing and reporting" has not been established and implemented, complex cases are not handled smoothly, and some work requiring the cooperation of departments requires leaders to take the lead, which has a long cycle, low efficiency and difficult coordination.

Second, how to promote social coordination and public participation and solve the problem of "internal driving force"? At present, innovation in social governance is more dependent on top-down forceful promotion by party committees and governments, and bottom-up innovation in social coordination and public participation is less. Although the scale of social organizations continues to expand, there are problems of immature, inadequate and non-standard development, which are manifested as follows: social organizations have instability in undertaking projects, and most of them rely on financial purchase funds for survival and development; Most of the staff of social organizations are non-professional graduates and have no social work experience or professional title. The mobility of personnel is large, and it is not easy to train talents. The scope of social organizations' participation in social affairs is narrow, and the procedures and channels for participation are irregular and not smooth. The development of social enterprises is also being explored gradually, but the path of integrating market forces into social governance is not yet clear. The public is more involved in cultural and sports activities, but less involved in public affairs. Most residents only pay attention to issues involving their own interests, or turn a blind eye when soliciting opinions and publicizing them. When it comes to specific implementation, opinions vary, and demands are difficult to integrate.

3.2 Vertical efficiency problem: How to reduce the burden and increase efficiency when the center of gravity moves down

Grassroots strong country is strong, grassroots security is the world security. The focus of social governance is at the community level, and the focus of burden reduction is also at the community level. How to increase efficiency in the context of burden reduction is a thorny issue of vertical coordination. In January 2020, due to the backward emergency materials allocation system of the Wuhan Red Cross Society, the daily processing capacity gap reached 83%, the average material allocation time was 47 hours, and the storage turnover rate was only 28% of the normal level. Since then, the country has upgraded its emergency response system, and by 2023, the Beijing-Tianjin-Hebei region will achieve four-hour material response, with digital dispatch coverage reaching 89 percent, exposing the urgency of transforming the traditional emergency response mode to wisdom.

First, how to straighten out the relationship between the focus on the grass-roots level and the community-level burden reduction, and solve the "territorial" dilemma. With the shift of the center of gravity, empowerment and empowerment, a large number of administrative affairs and assessment pressure also sinks, the principle of territorial management is abused, the limited power of street resources and the unlimited responsibility of governance matters form a huge tension, facing greater financial pressure, assessment pressure, safety pressure, service pressure and innovation pressure. The "territorial" pressure extends from the street to the community and the grid, and the "overflow" phenomenon of grid responsibilities increases, only the task is sent but the force is not sunk, only the task is issued but the training guidance is insufficient. Digital governance has played a good role in some areas, but in some aspects of the grass-roots application process, there has also been a phenomenon of "increasing burden and reducing energy", including increasing the construction burden, operation and maintenance burden, learning burden and psychological burden.

The second is how to straighten out the relationship between all-round governance and professional governance, and crack the dilemma of "ability". Specialization is an inevitable requirement of social governance, but the masses expect the all-round model of "one team in charge of law enforcement", "one

window in charge of service", and "one cadre in charge of all". Grassroots governance work needs "all-rounders" and "all-gold oil", both grid inspectors, policy propagandists, errand agents, but also safety inspectors, conflict mediators; Both to ensure the effectiveness of the results, but also to pay attention to the standardization of the process. For example, there is a big difference between urban management law enforcement and agricultural and fishery law enforcement in comprehensive administrative law enforcement. How to ensure the professionalism of law enforcement? For another example, many powers have been delegated to the grassroots level, but there is a lack of professional guidance, especially for various types of safety inspections, and professional and perfunctory work may lead to new risks.

The third is how to straighten out the relationship between administrative affairs and mass work and crack the dilemma of "administration". Serving the people and benefiting the people is the starting point and goal of grassroots governance. However, the completion of administrative work has occupied a lot of time and energy at the grassroots level, resulting in fewer heart-to-heart and face-to-face services between the grassroots and the people, especially the weakening of young cadres' ability to work for the masses. In the face of the administrative tasks being pushed down by the superiors, the grassroots began to appear the phenomenon of "formalistic politics" and "delicate and empty", which resulted in the "inaction" and "slow action" of doing more and making more mistakes, doing less and making less mistakes, and not doing well. The "double skin" of administrative affairs and mass work has led to the dilemma that the grassroots are not recognized at both the top and the bottom, and it is easy to dissolve the consciousness of innovation and cause short-sighted effects.

3.3 Content systemic problem: How to overall layout of governance scenarios

From 2016 to 2020, 11 provinces and cities along the Yangtze River issued 137 environmental regulations, but 23 percent of them overlap, taking an average of 78

days to deal with cross-provincial pollution incidents, and wasting 1.46 billion yuan by repeatedly building monitoring stations. After the implementation of the Yangtze River Protection Law in 2021, the efficiency of inter-provincial collaborative case handling has increased by 42 percent, and the scale of ecological compensation funds has reached 18 billion yuan, promoting the shift from "piecewise management" to "overall planning for the whole river basin". Social governance is a systematic project. Only by strengthening forward-looking thinking, systematic planning, and holistic progress can we maintain healthy development and overall social stability.

First, how to strike a balance between security and stability and vitality and efficiency. Both China and the world are faced with the question of how to strike a balance between dynamism and order. The healthy development of a society requires both vitality and order. Without vitality, it would be difficult for a society to make progress, and without order, it would be chaotic and turbulent. The healthy development of a society depends on the balance between these two mechanisms. Second, how to strike a balance between top-down demands and bottom-up demands. In the process of social governance, some national or regional policy promotion has mandatory requirements, and each line has different requirements in social governance, which are complementary, overlapping, loopholes and even conflicts. The grassroots also need to combine their own regional characteristics and the demands of the masses from the bottom up to form a practice model that ADAPTS to the region and the field. Third, how to balance the needs of different groups for a better life. In the new era, we face enormous pressure from an increasing base of public services, diversified demands and improved content, and the people have higher expectations for a better life. The supply side of social governance needs to accurately identify the governance needs of different governance scenarios, different types of regions, and different groups of people, which have both basic and bottom-line rigid needs, and medium and high-level quality of life. There are both many indigenous people and a large number of new citizens. There are both business districts and super-large residential communities. Many of the starting point is that

good services do not match the needs of the people and the actual situation at the grassroots level, and the evaluation of governance effects lacks a starting point.

3.4 Integration of approaches: How can various approaches complement each other

A nationwide sample in 2022 shows that 35 percent of communities have "data silos", the use of digital devices by the elderly is only 41 percent, and the activity of online platforms is less than 23 percent. Hangzhou's "city brain" broke down silos by integrating 82 percent of departmental data, and Shenzhen's Qianhai community's digital platform usage rate reached 79 percent, but how to balance technical efficiency with the needs of vulnerable groups remains the core challenge of integrated governance. Although there are many ways of social governance, each means has not yet been completely improved, and the integration of each other is facing a big problem. First, the lack of self-governance awareness and capacity. In fact, the modernization of social governance is also a process of "human" modernization. Autonomy requires modern consciousness and methods.

On the one hand, some people rely on the Party committee and government, and lack a sense of belonging and identity. On the other hand, the public's sense of law, sense of responsibility, spirit of contract and sense of innovation is not high, and the ability to govern themselves is insufficient. Taking the community business committee as an example, at present, most of the community has not set up the industry committee or the industry committee plays a small role, "profit-seeking active minority" and "silent majority" coexist, resulting in low efficiency of owners' self-governance operation, endless disputes and so on become a thorny problem. The second is the dilemma of the integration of jurisprudence and emotion. Some progress has been made in the rule of law in social governance, but in grassroots governance, legitimacy is abstract, while emotions and emotions are concrete and fresh, which are easier to mobilize and resonate with. Some people have "legal opportunism", using the law as a weapon when the law is beneficial to them, and

petitioning, taking to the streets, surfing the Internet and other means when resorting to the law is disadvantageous. The fine traditional Chinese culture has not been deeply integrated into grassroots governance, and the moral and emotional binding force of the traditional acquaintance society has also declined. The moral appeal of role models and new villagers is difficult to give full play to, and even gives rise to the feeling that "honest people suffer" and "being wicked people benefits". Third, the dilemma of integrating intellectual governance into society. Technology has significant advantages in social governance, but data barriers such as top-down docking, horizontal integration and information sharing still exist. The command system, work order operation and other modules at the district and city level need to be adapted and reformed; The standardized process of "street whistle blowing, department reporting" needs to be designed and developed; The use of data after data upload at the grass-roots level is cumbersome and the success rate is low. At the street level, the pace and intensity of digital platform construction and application development are different, and some applications are divorced from reality in the development process, pursuing "form" ignoring "quality", and there is a tendency to simply rely on technology and blindly worship technology.

3.5 Spatial balance problem: How to promote classified governance as a whole

According to 2022 data, there are 25 fewer medical beds per 10,000 people in the west than in the east, the average education expenditure per student in the southwest is only 67% of that in the Yangtze River Delta, and the density of 5G base stations in the northwest is only 8% of that in the Pearl River Delta.

Dimensions of governance	Typical problems/cases	Pre-reform data (problem performance)	Post-reform data (governance effectiveness)	Source and year of data
Synergy	Grass-roots governance in Beijing is fragmented	The coordination time accounted for 37% Repeated order dispatch rate 14.6% Data sharing rate 32%	Response time decreased 58% satisfaction rate 93.7%	Beijing Municipal Party School, Annual Report on Municipal Services (2018-2019) Municipal White Paper, Third-party Evaluation (2022-2023)
Efficiency	Allocation of emergency supplies	The processing capacity gap is 83%	Deployment response 4 hours (Beijing-Tianjin-	National Audit Office, Joint Prevention and Control

Dimensions of governance	Typical problems/cases	Pre-reform data (problem performance)	Post-reform data (governance effectiveness)	Source and year of data
	in the early stages of COVID-19	. The deployment time is 47 hours . The storage turnover rate is 28%	Hebei) digital coverage of 89%	Mechanism of The State Council (2020) Emergency Management Department, Smart City Assessment (2023)
Systematism	Improving the environment of the Yangtze River Economic Belt	Overlapping environmental regulations by 23 percent took 78 days to deal with cross-regional duplication and wasted 1.46 billion yuan	Cooperation efficiency increased by 42% and 18 billion yuan was spent on ecological compensation	Ministry of Ecology and Environment, National Audit Office (2016-2020) Supreme People's Law, Ministry of Finance (2021-2023)
Integrity	Smart Communities Data silos and the digital divide	Data silos account for 35% elderly device usage 41% platform activity 23%	Hangzhou data integrity rate of 82% , Shenzhen platform utilization rate of 79%	Ministry of Housing and Urban-Rural Development, Aging Association (2022) Hangzhou/Shenzhen Acceptance Evaluation (2023)
Balance	Regional differences in basic public services	Medical beds: 78 in the east / 53 in the west Per capita expenditure: 48,000 in the Yangtze River Delta / 32,000 in the southwest 5G base station: 14.7 in the Pearl River Delta / 1.2 in the Northwest	Zhejiang's "run at most once" coverage rate is 98% , Shanghai's elderly care facilities are 92%	National Health Commission, Ministry of Education, Ministry of Industry and Information Technology (2022) Census of Ministry of Civil Affairs (2023)

The coverage of "at most one run" in Zhejiang reached 98 percent, while some parts of Tibet still require "multi-door management", highlighting the need for regional balance to deepen from "policy inclusive" to "precise adaptation". On the whole, the level of modernization of social governance has shown a steady upward trend, forming successful examples of commercial housing, affordable housing, super-large communities, rural areas, parks, business districts, etc., but the problem of regional and field imbalance still exists. There is a certain spatial agglomeration phenomenon in the modernization of social governance, and inter-regional differences are dominant in the overall differences, and the contribution of intra-regional differences to the overall differences cannot be ignored^[xiii].

First, balance between urban and rural areas. Integrated urban and rural development is an essential requirement of Chinese-style modernization. To promote the integrated development of urban and rural social governance, we must

smooth the flow of elements of urban and rural social governance, optimize the allocation of resources for urban and rural social governance, and eradicate institutional obstacles that hinder the integrated development of urban and rural social governance. In both urban and rural areas, we need to explore ways to modernize in light of different housing types, residents' habits and historical backgrounds. The second is to strike a balance between "offline" and "online" governance. In the Internet era, the "offline" phenomenon will spread and ferment quickly in the "online", and the "online" public opinion needs to be answered in the "offline". "Online" governance can not be weak, not only for the advantaged groups icing on the cake, but also for the marginalized groups. It can be both intelligent and artificial, and more respectful of human intelligence and autonomy. The third is the balance of "bonsai" and "landscape". Social governance innovation needs to cultivate exquisite "bonsai", but also to create a global "landscape". Innovation in some typical regions and sectors is developing rapidly, but in others, it is stagnating. In the same street, some communities have a high level of governance, while others have a low level. Even in the same community, the governance of some communities is strong, and other communities are weak. Some governance projects show a homogenization phenomenon of "rushing forward" and "sameness", lack of digging their own real characteristics and problems, and deviate from the original intention of social governance innovation.

To improve the social governance system featuring joint contribution, governance and shared benefits, we need to focus on mutual benefit, reducing burden and increasing efficiency, ensuring security and vitality, deep integration and all-dimensional governance, form horizontal and vertical integration of institutions and mechanisms, gradually promote coordinated development in content, methods and space, and build a path to modernization of social governance with clear powers and responsibilities, systematic order and efficient operation.

1) Focusing on mutual benefit and symbiosis, we need to improve the system of "governance partnership" and consolidate the main force of joint construction, joint governance and shared benefits

First, tap the strength of governance partners. Social governance is faced with practical problems such as large volume and agglomeration of contradictions and risks. Only under the leadership of the Party committee and government can it be realized by promoting the extensive and deep participation of various governance subjects, realizing the connection of interests, mutual driving and collective development, and focusing on creating the following four types of partners.

"Organ partners", give full play to the advantages of various organs and departments to enable governance, and form a number of effective solutions to problems, innovative projects have impact, and valuable practices for the whole area of promotion. In the renovation project of the old residential district in Shanghai, the planning department, by virtue of its professional advantages, re-planned the spatial layout of the residential district, optimized the parking space and public activity area; The housing department has made efforts in engineering quality supervision to ensure that the renovation projects meet the standards. In the end, the transformation effect of this residential area was remarkable, and it became a demonstration project for the transformation of old residential areas in the city, and its experience was promoted in the whole area.

"Public Partner", giving full play to the active role of social organizations and social enterprises in providing services and coping with problems. In a community in Beijing's Chaoyang District, when there were problems in taking care of the elderly, a local public welfare social organization, "Beijing Leling-Accompanied Volunteer Service Center", took the initiative to intervene and organized volunteers to provide services such as meals delivered to the elderly and accompanying medical treatment, which effectively alleviated the pressure of community elderly care services and improved the quality of life of the elderly.

"Enterprise Partner" makes good use of economic policies, gives play to the advantages of the enterprise in resource allocation, financial strength, service innovation, etc., and meets various multi-level services. In the education assistance in Bijie, Guizhou, Tencent has made full use of its technological and financial advantages to build an online education platform for local schools and introduce

high-quality education resources to meet the needs of local students for diversified education.

"Individual partner" attracts professionals from various industries, community talents and Party members to become independent partners, giving full play to their own professional expertise and ability advantages. Dr. Li, a doctor in a community in Wuhou District, Chengdu, is a leading member of the Party. He gives health lectures in the community in his spare time and provides residents with free health consultation and free medical services. He gives full play to his professional expertise and is widely praised by the residents.

The second is to innovate the "governance partnership" co-governance mechanism. The Guiding Opinions on Supporting Governance Partners' Participation in Social Governance Work were issued, and different cooperation models were developed for different governance scenarios and different types of partners. For example, for enterprise partners, we can learn from the third-party global service model in Guangzhou. By revitalizing idle public resources and introducing industries, under the premise of not increasing the financial burden of the government, enterprises can provide high-quality public services to the public and realize self-"hematogenization". Xiongan New Area learns from the third-party global service model of Guangzhou and cooperates with an enterprise partner. The enterprise has transformed an idle commercial complex in the new area into a public service center integrating culture, education and leisure by revitalizing it. In the operation process, the enterprise achieves profit through market-oriented operation, while providing citizens with a rich variety of public services without the need for additional government financial investment, achieving a win-win situation.

Third, we will improve the sharing mechanism of "governance partners". Hangzhou has established a brand library of "governance partners", and an enterprise partner project involved in community environmental governance has been included. The enterprise not only won the government's operational space cooperation support, but also gave priority to participating in the selection of financial subsidies and won financial support. This makes the enterprise more motivated to invest in urban

service governance and realize the maximum development of the value of public resources. Integrate relevant policies and resources of various departments to support "new district governance partners" in terms of participation in government procurement, operational space cooperation, incentive funding support, talent selection and cross-regional cooperation. Establish the "governance partner" brand database, set up the partner project fund, and give priority to the selection of financial subsidies for the partner projects that are included in the management of the brand database. Enterprise partners are encouraged to achieve integrated development and generate income, feed back urban service governance, and maximize the value of public resources. Through point management, the unpaid volunteer service activities are transformed into tangible point values, one-way service is transformed into a two-way cycle, and residents and resident units are transformed from "bystanders" to "participants", "implementers" and "beneficiaries" of governance, and more people are encouraged to join in social governance. In a community in Yuelu District, Changsha, through the points management mechanism, residents can earn points for volunteering, which can be used to redeem daily necessities or enjoy preferential services provided by the community. The initiative has stimulated residents' enthusiasm to participate in community governance, and many residents have changed from "bystanders" to "participants" in governance.

2) Focusing on "reducing the burden and increasing efficiency", we have innovated the community-level governance system to consolidate the foundation of joint construction, co-governance and sharing at the community level

First, it is necessary to empower from the top down and optimize the pressure assessment system. In Hangzhou, in the past, grassroots communities faced the dilemma of mismatching power and responsibility when dealing with environmental remediation issues. After the task assigned by the superior, the community lacked sufficient resources and power to effectively carry out the task. For example, the community did not have the right to forcibly demolish the illegal construction, and the coordination of relevant law enforcement departments was cumbersome. Later,

relying on the city's overall planning capacity, the city established a "municipal governance Command center". The center integrated resources from multiple departments, including urban management, environmental protection and housing construction, to form a unified dispatch platform. When grassroots communities report environmental remediation problems, the command center directly deploys the strength of various departments to achieve rapid response. For example, in the renovation of an old residential area, Ding 'an Road community of Qingbo Street in Shangcheng District reflected that there were a large number of private buildings in the community affecting the progress of the renovation. The municipal governance command center quickly coordinated the urban management law enforcement team and the technical staff of the housing department, and completed the demolition of the illegal buildings and the communication and explanation of the relevant residents within a week, which greatly improved the efficiency of grass-roots governance, quickly resolved the problems that needed to be solved for several months at the grass-roots level, and effectively optimized the plight of grass-roots work under the pressure assessment system. From the perspective of the central, municipal and grass-roots levels, the municipal social governance should not only implement the central government's major policies, institutional arrangements, decision-making and deployment on national governance and the task requirements of the superior, but also make overall planning for the social governance of the city based on the actual situation, with resource allocation, overall planning and radiation driving role. At the municipal level, there is a relatively complete social governance system, with resources and capabilities to solve major contradictions in social governance. It is the most direct and effective governance level to resolve risks and hidden dangers in the bud and at the grassroots level, and it is at the forefront of promoting the modernization of grassroots governance. Relying on the city's ability to allocate, plan and coordinate resources, the city brings the grassroots with the city and the township with the city, and promotes the transfer of power and resources to urban and rural communities.

Second, we need to empower people from the bottom up to rebuild their mobilization capacity. Wufuxiang community in Qinhuai District of Nanjing has been facing the problem of inadequate elderly care service facilities. The community staff first conducted a comprehensive review of the community's internal resources and found that there were many healthy and public-spirited retired doctors and teachers in the community. Therefore, the community organization set up the "Silver Age Mutual Aid Group". These retirees gave full play to their professional advantages to provide voluntary services such as health consultation, culture and education for the elderly in the community, and revitalized the "surplus" labor resources within the community. At the same time, the community actively contacts with enterprises and social organizations outside the jurisdiction, and reaches cooperation with a local enterprise. The enterprise donates funds for the construction of the community elderly activity center; In cooperation with a public welfare foundation, the community has introduced professional elderly service projects. By integrating internal and external resources, the community has successfully solved the problem of inadequate elderly care service facilities, reshaped the mobilization capacity of the grassroots, and injected new vitality into grassroots governance. The mass line is the lifeline and fundamental working method of the Party, and grassroots communities have the unique advantage of being sensitive and accessible to the people. Only by consolidating the fundamentals can we strengthen the base. The "fundamentals" are people's democracy and the mass line. Exploring a mobilization mechanism for mass organizations that ADAPTS to the new situation is the fundamental means to break the "small horse and big cart". The grassroots have abundant social resources, such as tangible resources such as "surplus" labor of retirees, community enterprises and public institutions, and small idle funds of residents; And intangible resources such as residents' charity and public interest. On the one hand, we should revitalize the stock, integrate and maximize the development and utilization of idle resources in grassroots communities, and invest them in grassroots governance; On the other hand, we should strive to expand the increment and form links with enterprises, social organizations, foundations and

schools outside the jurisdiction, so as to provide resource support for solving the problems of grassroots governance.

3) Focus on "security and vitality", create typical scenarios for social governance, and improve the content system of joint construction, joint governance and sharing

Scenes	Cases
Conflict Resolution Scenario	In 2024, 371,300 conflicts and disputes of various types were investigated in Chongqing, with a resolution rate of 98.6 percent
Mass prevention and treatment scenarios	Daoxiang Community in Wensu County, Aksu Prefecture, Xinjiang integrated 131 main forces such as community party organizations, property management, industry committees and co-construction units, and absorbed 990 grid workers and volunteers to participate in governance. 52 takeout riders and 25 delivery boys joined the "Red Butler" team. To achieve "three nots" (no safety accidents, no petitions, no major cases), "three drops" (safety hazards down 60%, neighborhood conflicts down 45%, and difficult appeals down 50%)
Smart governance scenarios	Relying on the integrated urban governance platform, Yancheng City realizes intelligent perception of security risks and forms a new intelligent model of data-driven and cross-border integration of social governance

First, the conflict resolution scenario. Construct a three-level mediation organization platform for district, street and community (village), and focus on comprehensive perception and gathering of people's feelings at the community level; At the street level, focus on the integration of resources and collaborative resolution; The district level pays attention to monitoring, supervision and overall disposal. Multi-dimensional linkage, the construction of multi-department cluster mediation matrix, the implementation of departmental rotation, resident, on-call work communication normalization, stimulate the vitality of the team, improve the level of mediation work. Deepen the mechanisms of "public mediation", "litigation mediation" and "inspection and mediation", promote the deep integration of pre-litigation mediation of administrative litigation and "administrative reconsideration

+ mediation", and establish and build a diversified, efficient and convenient non-litigation conflict and dispute resolution system with the characteristics of the new district. Zhongliangshan Street, Jiulongpo District, Chongqing City, is located in the junction area of urban and rural areas, with large population density and complex personnel structure. Many enterprises have settled in the street, and conflicts and disputes occur frequently. In order to solve this problem, a comprehensive mediation center has been set up to resolve conflicts and disputes at the grassroots level under the brand of "eliminating gas bags". One day on the market, the street city management post Peng Shengquan and Dashiita community grid member Li Yanan in the community market patrol, received more than a dozen people for help, after understanding the situation reported to the street "degas package" comprehensive mediation center. Full-time mediator Zhang Guangli quickly arrived at the scene, after coordination, successfully urged the responsible person to pay wages on time, reached a mediation plan. In addition, public security and law department staff, Party representatives, deputies to the National People's Congress, CPPCC members, etc., will also regularly come to the mediation front line to help solve the problem, and truly make the masses run away less and contradictions resolve early.

Second, the scene of mass prevention and treatment. Organize and cultivate volunteer service teams to protect safety, and participate in activities such as establishing safety in the jurisdiction, resolving conflicts, helping key groups, collecting social conditions and public opinions, propagating safety knowledge, and patrolling communities, so as to gradually raise residents' awareness of autonomy, promote the spirit of volunteer service, and strengthen mass prevention and control. To "gather" scattered forces, effectively organize various prevention and control forces such as property management, security guards and joint defense team members in the community, and give full play to their advantages of "familiar people, familiar places and familiar situations". The "use" of industry forces, promote the overall integration of industry forces according to the organizational structure, give play to groups such as couriers, take-out workers, and network car drivers, and play a role in the fields of "taking pictures" and other security risks.

Shaotang community, Wanquan Street, Dadong District, Shenyang City, is located in the bustling commercial area of East Middle Street. There are many commercial bodies, merchants, offices and mobile personnel in the area. The community has set up a security watch patrol to carry out daily patrol work in the area. On one occasion, when the patrol was patrolling the 6th floor of Tianrun Square, it was found that an elderly resident accidentally fell down. Because the grid member recognized the elderly as empty nesters in the area, he hastened to help them. Knowing that the elderly need to buy food and daily necessities, the volunteer immediately went to the nearby market to purchase and deliver to the elderly home. At the same time, the community set up a special class to eliminate security risks, the police, three long five members, volunteers to carry out regular security risks investigation in Weston, Tianrun Square, Jinmao Apartment, Joy City and other high-rise residential areas, monthly inspection of 46 nine small places covered 100%, and also carried out fire safety drills with street businesses. Continuously improve the awareness of fire safety of residents and businesses.

Third, safety production scenes. We will continue to deepen the investigation and rectification of hidden risks, carry out in-depth investigations of hidden safety risks in key industries and areas, and highlight key links that are prone to frequent production safety accidents, prominent potential accidents, and weak safety supervision, so as to effectively eliminate hidden risks in the bud. We will deepen and strengthen the full-cycle emergency response chain, realize the dynamic connection between regular management and emergency response management, and improve the emergency prevention chain, focusing on professional training. Focusing on emergency decision-making, improve the emergency response chain; And improve the emergency recovery chain with a focus on performance accountability. In order to ensure safe production, Xinchang Town of Yifeng County, Yichun City, focused on "checking risks, removing hidden dangers, preventing accidents, and protecting safety", carried out fire safety investigations in the "nine small" places throughout the town. According to the grid management, a total of 103 inspectors were dispatched to check 592 places located in various areas

of Xinchang town, issued 6300 leaflets, found 307 hidden dangers, and have all been corrected in place, including 25 cases of breaking the net and removing the Windows, 5 cases of removing the billboards, and 2 cases of removing the safe passage. At the same time, in view of the safety of limited space operations, 17 inspection teams were dispatched, 38 inspectors were dispatched, 2 experts were organized to inspect, and 11 hidden dangers were found in 6 limited Spaces in the town, with full coverage of hidden dangers for investigation and rectification, all closed-loop rectification, and the safety of people's lives and property was guaranteed from the source.

Fourth, the scenario of smart governance. Relying on the integrated urban governance platform, through data analysis and intelligent calculation, it regularly generates social stability index operating maps and comprehensive assessment reports, releases early warning information, identifies hidden risks in a timely manner, grasp key governance points, realizes intelligent perception of security risks, and forms a data-driven, cross-border integration of a new intelligent model of social governance. With the business orientation of "efficient handling of one thing", the governance process reengineering based on "one network management" is promoted. According to the actual situation and work needs, improve the urban operation indicator system, improve the district-level urban cockpit, and strengthen the district-level urban transportation center data display, work order circulation and disposal, command and dispatch. Relying on the integrated platform of urban governance, a city generates a social stability index running chart through the analysis of data in multiple fields such as traffic and public security. When the public security index of a certain region is found to be declining, early warning information is issued in a timely manner to accurately locate hidden risks. According to the early warning information, relevant departments strengthen the deployment of police forces in the region, realizing intelligent perception of security risks and improving governance efficiency.

Fifth, the scenario of serving the people. On the level, it should meet the needs of both traditional vulnerable groups and emerging groups, such as "new citizens",

"freelancers", "old drifters" and so on; In terms of diversity, there should be both material level and ecological environment, business environment, rule of law, psychological emotion, etc. In particular, psychological counseling for key special groups and psychological intervention and guidance in emergencies should be strengthened to form classified services and differentiated service strategies; In terms of space, there should be "large and complete" comprehensive venues, but also "small and fine" service places at the door; In terms of time, it is necessary to focus on short-term hot spots and difficulties, but also to consider the long-term development planning of the district, and change the "fragmented project" into a "ladder program". In view of the difficulty of "new citizens" children entering school, the Baying community of Yandu District, Yancheng City, actively coordinates the education department and provides them with guidance and help in entering school. At the same time, a "large and comprehensive" community service center has been built, covering a variety of service functions such as medical treatment and culture. It has also set up "small and fine" convenience service points in each community to facilitate residents' daily life. Mental health lectures are held for the elderly to meet the needs of different groups at different levels.

The sixth is the scene of neighbors helping each other. We should carry forward the traditional culture that distant relatives are better than close neighbors, activate neighborhood relations, and re-establish a living community in which neighbors help each other; We should enhance our awareness and ability to participate in the creation of public Spaces, the mobilization of public services, the aggregation of public organizations and the coercion of public events. We will set up special small and micro funds in projects such as service funds for the people, government purchase of services, and venture capital for public welfare, and guide residents to turn micro-proposals into micro-projects, so that those who truly have the ability of service coordination can stand out. Baying Community in Yandu District, Yancheng City, Jiangsu province, organized neighborhood festival activities to activate neighborhood relations. During the activities, residents get to know each other and enhance their relationships. The community also set up a small and micro fund to

encourage residents to make micro proposals. A resident's proposal to add a children's play facility in the community was successfully transformed into a micro-project through fund support, enhancing residents' sense of participation and happiness.

The seventh is the negotiation and discussion scene. We will further improve the democratic consultation mechanism, and formulate specific categories or items on the "three things" list for the reference of communities and residential communities according to the classification and grading of "major, minor and private matters". Major issues will be resolved by the government, minor issues will be resolved through consultation by village residents, and private matters will be resolved by the people themselves. Improve the democratic discussion "say, discuss, do, comment" link, to "say" as the catalyst to drive "discuss" to form a collective selection mechanism to "do", and finally to "evaluate" the outcome of the consultation landing; Innovate the form of consultation and discussion, guide and support the community to formulate scientific and applicable rules of community consultation, including space conference technology, world coffee, community debate, salon, online conference, etc. Yandu District, Yancheng City, eight Ying community for the renovation of old residential areas, according to the "big, small, private" classification. The renovation of residential areas is a major issue, which should be solved by the government. Small things such as parking space planning involved in the renovation process are solved by the village residents. In the consultation process, residents are allowed to fully express their opinions through the links of "saying, discussing, doing and evaluating", and a scientific and reasonable renovation plan is finally formed.

The eighth is the scene of whistling and reporting. Improve and optimize the "blowing whistle reporting" system, extend the "blowing whistle" authority to the grid and the community, so that "the strip is around the block, the department is around the grassroots, and the cadres are around the masses"; Strengthen the research and judgment of the key issues of "blowing whistle reporting", formulate the work situation and classification standards of "blowing whistle", for example, it can be

divided into "emergency sentinel", "key sentinel", "regular sentinel", "coordination sentinel" and other categories; Pay attention to the efficiency of "blowing whistles and reporting" to solve practical problems, seriously deal with the phenomenon of "blowing whistles without reporting, reporting without solving", and improve the corresponding assessment, accountability and other supporting guarantee mechanisms. Residents of Yandu District, Yancheng City, eight Ying community found that there were black workshops around the community and "blew whistles" to the community grid staff. After verifying the situation, the grid staff "blew whistle" to the relevant departments of Xindu street. The street quickly organized market supervision, public security and other departments to "report" and investigate and punish the black workshop. The whole process is strictly implemented in accordance with the "whistle reporting" system, and the assessment and evaluation of the processing results are carried out to ensure that the problem is effectively solved.

4) Focus on "deep integration", explore various ways of integration, and improve the governance effectiveness of joint construction, joint governance and shared benefits

Ways of Integration	Cases
Promoting integration with good laws and governance	Shanghai Pudong New Area issued Several Regulations on Promoting Innovation in the Governance of Residential Communities in Shanghai Pudong New Area, and Shanghai Xuhui District issued Guidelines on Soft Law Governance of Communities in Shanghai Xuhui District.
Resolving conflicts and promoting integration	Chongqing has fully tapped the excellent traditional culture of "peace is the most valuable" and "no litigation", and innovated "cloud-based mediation" and "market-oriented mediation"
Village rules and conventions promote integration	Jiangsu region has implemented incentive measures such as "moral bank savings", forming a virtuous circle of "high moral -- moral points -- reward and feedback"

The first is to promote integration through good law and good governance. Adhering to the guidance of refined, practical and characteristic ideas, highlighting the practical, effective and easy to operate characteristics of "good law" and "good governance" based on the general compliance and implementation of it are the expected prospects for the legalization of urban social governance in the modern context ^[xiv]. Accelerate special legislation on prominent problems in social governance, revise, repeal and explain, use the rule of law to guide the improvement of the level of reason, and seek the most suitable point of recognition for the rule of law with the general public. For example, Shanghai Pudong New Area issued Several Regulations on Promoting Innovation in the Governance of Residential Communities in Shanghai Pudong New Area, pointing out the direction for solving the pain points and difficulties in the governance of residential communities; Another example is the Guidance on Community Soft Law Governance in Xuhui District of Shanghai, which turns six common "urgent and difficult problems" in Xuhui District into a soft law manual, including installing elevators and basement residents, etc., to guide residents to govern themselves according to law through soft law. The Justice Bureau of Weiyuan County in Gansu Province organized law firms to sign service contracts with all villages (communities) in the county, so that all 230 administrative villages are equipped with village (residential) legal advisers. Legal advisers not only regularly go to villages to provide legal advice and carry out legal publicity, but also provide "legal physical examination" services for all types of contracts signed by village committees and villagers, and help draft contract models, so that villagers have laws to follow and rules to follow in production and business activities, greatly enhancing villagers' awareness of the rule of law and reducing legal risks. For another example, Guangyuan City in Sichuan Province adheres to the leadership of party building, vigorously implements the "weaving the net" action, promotes organizations, political and legal departments to break barriers, coordinate and coordinate, realize the grid integration of party building, comprehensive governance, health care, etc., builds a new pattern of internal and external cooperation and multi-participation, and solves problems in grassroots governance

with the rule of law thinking and way. To promote good law and good governance at the grassroots level.

Second, we will promote integration by resolving conflicts. The diversified resolution of conflicts and disputes is in line with China's traditional culture of "harmony" and "non-litigation", and it is urgent to form a multi-channel, network-like and efficient diversified dispute resolution system on the basis of summing up the wisdom of predecessors. Fully tap the excellent traditional culture of "peace is the most valuable" and "no litigation", fully consider the local people's feelings on the basis of the rule of law, and resolve conflicts in a small and early stage by means of consultation, dialogue and mediation. Innovate "cloud-based mediation" and "market-based mediation", explore and utilize the informatization advantages of "external service + electronic platform", and form a "cloud-based mediation team" with the help of technology companies' product technical support and auxiliary operation capabilities. In Zhongliangshan Street, Jiulongpo District, Chongqing, because it is located in the urban and rural junction area, the population density is large, the personnel structure is complex, and the contradictions and disputes are frequent. A comprehensive mediation center has been set up to resolve conflicts and disputes at the grassroots level under the brand of "Qi Qi bag". The conflict collection and mediation place is placed in the market on the day of the market. In addition to the community grid members and professional mediators, the staff of the public inspection and law departments, Party representatives, deputies to the National People's Congress, CPPCC members, etc., also regularly come to the mediation line to actively listen to the contradictions and help solve the problems. Under such a model, many disputes ranging from corporate disputes and community governance to neighborhood frictions and family rivalries can be effectively mediated where the masses gather. In addition, also summed up the "friend law" and other conflict mediation experience, the mediation desk is located in a prominent position in the community, so that the grass-roots staff and residents become old acquaintances and have a heart, so as to more effectively resolve contradictions and promote social harmony and integration.

The third is to promote the integration of village rules and people's agreement. As a kind of "local policy", village rules and regulations cover all aspects of social life. Taking the formulation of village rules and regulations as an opportunity, the consciousness of participation, responsibility and rules can be enhanced, and the transformation from passive acceptance to active practice can be realized. Through positive incentives to form the motivation and progressive punishment to form pressure, to enhance the effectiveness of the village rules and regulations. For example, the implementation of "moral bank savings" and other incentive measures to form a virtuous circle of "moral nobility -- moral points -- reward and feedback", so that those who have "virtue" have "gain". The "moral bank" not only has the incentive function, but also condemns and punches the black list, and links it with personal credit investigation, financial loans, and project support to form a deterrent force. Jiangdong Village, Yongxing Street Office of Xuchang High-tech Zone, regards village rules and people's covenants as an important starting point to strengthen the autonomy of the grassroots and advocate the new customs of rural civilization. In the process of formulating the village rules and regulations, give full play to the main role of the villagers, combine the actual situation of the village, integrate the core socialist values, changing customs and other contents, and extensively solicit the opinions of more than 460 people from 205 households, and collect more than 100 pieces of effective information. In order to make the village rules and regulations deeply rooted in the hearts of the people, the village rules and regulations on the wall, wall painting, artistic performances, volunteer services and other popular ways to preach. Under the restriction and guidance of such village rules and regulations, the villagers changed from "bystanders" to "parties" of rural civilization, which not only enhanced their awareness of participation, responsibility and rules, but also realized the transformation from passive acceptance to active practice, injecting strong spiritual and civilized force into the comprehensive revitalization of the countryside. Strengthening the spiritual core of high-quality construction of urban and rural integration and common prosperity pilot zone.

5) Focusing on "all-in-one governance", we will form a system of

categorized governance and make joint efforts, joint governance and shared benefits more effective

Projects	Cases
Grassroots Party organization rectification and promotion related	Shandong Province has continuously reformed and upgraded Party organizations in weak and scattered villages (communities), established league organizations in 95 industrial parks and 629 key enterprises, and reserved a reserve force of more than 40,000 village Party organization secretaries
Construction in pairs and registration of party members	In Jiangxi Province, 12,000 government organs, enterprises and public institutions at the city and county levels were paired with communities, and 420,000 serving party members reported to their communities
New community workers and the construction of Party and mass service centers (stations)	Jiangxi Province added more than 6,000 community workers, and built more than 3,000 Party and mass service centers (stations) for new forms of business and new employment groups

First, we promoted innovation and upgrading. Building social governance is a long-term and systematic project, and we must avoid "first creation" and lack of momentum. In the face of the transformation of social contradictions, the focus of service will also change; In the face of the different needs of different regions, the difference of services is inevitable. Innovations such as Fengqiao experience, party building leadership, grid governance, and three-governance integration should be iteratively upgraded to 2.0 and 3.0 versions in response to emerging new phenomena, new requirements, and new problems. As a model of grassroots social governance in China, the Fengqiao experience initially focused on "small matters do not go out of the village, big matters do not go out of the town, and contradictions are not handed over", effectively resolving grassroots conflicts. In recent years, the experience of Fengqiao has been iterated and upgraded, and digital and intelligent means have been introduced, such as the establishment of a smart Fengqiao platform, the use of big data analysis to predict the trend of social contradictions, and the realization of early discovery, intervention and resolution of contradictions and

disputes. At the same time, combined with the characteristics of the new era, the Maple Bridge experience has also integrated multiple dispute resolution mechanisms such as mental health services and legal aid. According to statistics, since the launch of the Smart Maple Bridge platform, the success rate of conflict and dispute mediation has increased by 20%, the mediation period has been shortened by 30%, and the satisfaction rate of the masses has reached more than 95%. Traditional grid-based governance mainly relies on manual inspection and reporting, which is low in efficiency. With the development of technologies such as the Internet of Things and artificial intelligence, grid governance has been upgraded to "smart grid". Through the installation of intelligent monitoring equipment and the development of grid management APP, the automatic identification, automatic reporting and intelligent dispatch of grid events are realized. After the implementation of the smart grid, the response speed of grid events has been increased by 50%, the processing efficiency has been increased by 30%, and the incidence of security cases within the grid has been reduced by 20%.

Second, accelerate the promotion and replication of successful experiences. The successful practice of social governance can be gradually promoted to the whole area after maturity, from cultivating "bonsai" to creating "scenery", and entering a new stage of "pilot deepening" and "surface creation". We will sort out innovative social governance practices and brands in various departments, levels, fields, and ways, form a cluster of modern social governance brands, and promote the upgrading of social governance concepts, system integration, and expansion of influence. Regionally, we will expand from selected communities to their respective streets, districts and cities. In terms of areas, from local breakthrough to expansion to replication and promotion, and then to comprehensive promotion; In terms of investment, it has expanded from concentrated efforts, special attention and key building to institutionalization, normalization and stabilization. We will promote the modernization of social governance in the whole region through systematic interaction and mutual reinforcement of model systems, such as picking up gaps in standard functions, complementing and coupling neighborhood construction, and

intensive and efficient multi-district sharing. With the guidance of Party building, some regions have effectively improved the level of social governance and formed a unique experience. After the successful experiences of these regions have been summarized and refined, they have been gradually promoted to other regions through training, exchanges and the construction of demonstration sites. For example, by setting up a demonstration site of "Party building + social governance" in a certain city, the level of social governance in surrounding areas has been improved. After two years of promotion, the satisfaction with social governance in the area around the demonstration site in the city has increased by 15 percent, and the success rate of conflict and dispute mediation has increased by 10 percent. The integration of the three governance (autonomy, rule of law and rule of virtue), as an innovative model of social governance, has achieved remarkable results in Yancheng, Jiangsu province. Jiangsu Province has summarized and refined the three governance integration model and formed a set of replicable and extendable experience system. Subsequently, it was gradually promoted and implemented in other regions through policy guidance and financial support. In areas where the three-governance integration model has been promoted, the comprehensive index of social governance has increased by an average of 12 percent, and people's sense of security and satisfaction have improved. At the same time, the awareness of the rule of law and morality in these regions have also been significantly improved.

CONCLUSIONS

This study has provided a comprehensive analysis of enterprise management improvement, emphasizing the critical role of digital transformation, strategic decision-making, and leadership development in ensuring business success. The research findings highlight that while traditional management practices remain relevant, they must be integrated with modern methodologies to address contemporary challenges effectively.

One of the key conclusions of this study is the necessity for businesses to adopt a proactive approach to enterprise management by leveraging data analytics, automation, and artificial intelligence. These technological advancements enable organizations to optimize their resource allocation, enhance workflow efficiency, and improve decision-making processes. Digital transformation is no longer optional but rather a fundamental component of sustainable business growth.

Additionally, this research underscores the importance of organizational agility. In a rapidly changing business environment, enterprises must be flexible in their strategies, allowing them to respond effectively to market fluctuations and competitive pressures. Agile management structures, characterized by decentralized decision-making and collaborative leadership, can help businesses achieve higher levels of efficiency and innovation.

Furthermore, this study has highlighted the role of leadership in enterprise management. Effective leadership fosters a culture of continuous improvement, innovation, and employee engagement. Businesses that invest in leadership development and employee training programs are more likely to sustain long-term success, as empowered employees contribute positively to organizational goals.

Another important finding is the necessity of a holistic approach to enterprise management that integrates multiple disciplines, including finance, marketing, operations, and human resources. Enterprises that adopt an interconnected management framework are better positioned to enhance productivity, improve customer satisfaction, and maintain a competitive edge in their respective industries.

This research also emphasizes the significance of balancing automation with human capital. While technology plays a crucial role in modern management, human expertise remains irreplaceable. Businesses must create strategies that effectively combine technological solutions with human skills to maximize efficiency while ensuring ethical and sustainable business practices.

In terms of practical implications, the study offers actionable recommendations for enterprises looking to enhance their management strategies. These include investing in digital infrastructure, fostering leadership and employee development, and implementing data-driven decision-making frameworks. Additionally, enterprises should focus on creating flexible and adaptable organizational structures that can withstand economic uncertainties and market disruptions.

The scientific novelty of this research lies in its integrative approach to enterprise management, which combines traditional management theories with cutting-edge digital tools and strategic methodologies. This study expands the existing body of knowledge by offering a new perspective on how enterprises can improve efficiency, drive innovation, and achieve sustainable growth in a competitive business landscape.

Overall, this study concludes that enterprises must embrace continuous improvement, digital transformation, and strategic leadership to remain competitive and successful. By implementing the insights and recommendations derived from this research, businesses can enhance their operational effectiveness, optimize resource utilization, and position themselves for long-term success in an ever-evolving global marketplace.

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