

Collaborative Governance in Service-Oriented Social Assistance: A Case Study of Muding County, China

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Abstract. Social assistance assumes the role of guaranteeing basic life and maintaining social stability. In the critical period of China's advancement of socialist modernization, social assistance assumes an important mission and needs to promote high-quality development by means of continuous reform and innovation. Meanwhile, under the construction requirements of the categorized social assistance system, the collaborative governance network plays an important role in social assistance practice. This study chooses Muding County in Yunnan Province as the research object, and adopts the qualitative research method to present the practice cases of Dajiang Village and Republican Community's collaborative governance network participating in social assistance. The study concludes that social assistance in the collaborative governance network has four major practical functions: institutional support from the government, platform support from the community, organizational support from social organizations, and self-support from the assistance recipients. It also refines the three paths of collaborative governance network in social assistance, which forms a useful exploration for the development of social assistance field.

Keywords: collaborative governance, social assistance, practice functions, practice paths

1. Introduction

Social assistance is related to the basic life and food and clothing of the people in difficulty, and it is an important system for safeguarding the basic livelihood of the people, promoting social equity and maintaining social stability. On the new journey of Chinese-style modernization, social assistance bears an important mission and needs to promote high-quality development with continuous reform and innovation [1]. Since 2018, the central government has paid great attention to the practice of the social assistance system and put forward a series of reform measures. It also encourages social forces to participate in relief, forming a comprehensive, categorized and efficient social assistance pattern. In 2020, the Opinions on Reforming and Improving the Social Assistance System of the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council put forward key tasks such as creating a multi-level assistance system, innovating the way social assistance is provided, and promoting the integrated development of urban and rural areas [2]. The deepening of the state's attention to the social assistance cause has provided

favorable conditions for the practice of social assistance in various regions. The concept of social assistance has been continuously deepened, and the functions of social assistance have been continuously expanded. However, in the existing social assistance practice, due to the inequality of economic development between the eastern and western parts of China, some underdeveloped regions have not yet formed a perfect social assistance system.

Collaborative governance theory is an emerging cross-cutting theory originating from natural and social sciences. The premise of collaborative governance is the plurality of governance subjects: in the process of governance, as resources and expertise are held by different governance subjects, each subject should collaborate on the basis of voluntariness and equality, and develop a common code of conduct on this basis.

At present, research in Chinese academia on the participation of collaborative governance networks in social assistance focuses mainly on three aspects: first, the concept and goal of assistance services under the theory of collaborative governance. Some scholars have suggested that in traditional social assistance practice, the goal of assistance is to provide the poor with the most basic livelihood security. However, in the context of the current development of service-oriented social assistance, it is necessary to help assistance recipients realize independence and dignity and provide active welfare policies. The involvement of the collaborative governance network overcomes the original single-funded assistance and extends from the protection of basic life to the prevention of social risks, the enhancement of development capacity, and the cultivation of social capital [3]. Secondly, the ways and means of the collaborative governance network to participate in relief; some scholars have proposed that the "active discovery+ demand-oriented" approach should be adopted in the hierarchical social assistance system, and that a monitoring platform for relief recipients should be jointly built by the civil affairs, health care and construction, and disability associations and other departments. At the same time, the introduction of social work organizations and intelligent platforms can change the delivery method of social assistance and enrich the content of delivery [4]. Some scholars also advocate that through the separation of government and society, non-profit organizations should be included in the market competition in the field of social assistance, and participate in the formulation, implementation and evaluation of assistance policies. And change the passive receptor status of the aid recipients, and enhance their voice and sense of participation [5]. Third, the positioning of responsibility and relationship between the collaborative governance network. In the collaborative governance network, pluralistic co-management is the core essence of social assistance affairs, and some scholars have pointed out that individual self-help and family mutual assistance are in the first and second order in the main responsibility relationship. "Exhaustion of other help" is an essential element in China's social assistance legal norms, and the state is in the last position in the main responsibility relationship [6]. Fourth, how to integrate and cooperate among the collaborative governance networks. Some scholars have argued that the current social assistance programs have adopted the practice of sectoral responsibility and vertical promotion in system design and policy operation, but it is not easy to form a synergy of assistance. Some scholars believe that the current social assistance programs have adopted the approach of departmental responsibility and vertical promotion in system design and policy operation, but it is not easy to form a synergy of assistance, so the assistance should be promoted from "fragmentation" to "wholeness" [7]; some scholars suggest that social assistance services should be integrated from "management" to "cooperation" by integrating the functions of social services, social service organizations, social service bodies, social welfare tools, and so on. Other scholars suggest that social assistance services should be shifted from "management" to "cooperation" through the

integration of social service functions, social service organizations, social service subjects and social welfare tools [8].

2. Methods

2.1. Research methods

This study mainly adopts the qualitative research method, through the embedded case study of the research site, examining and analyzing multiple research units and action variables. At the same time, the study introduces several cases for comparative analysis, and explores the choice of paths for social organizations to innovate in social assistance practices. In turn, the study will draw specific models of social assistance innovation mechanisms, summarize and form replicable results and experiences, and provide references for other regions to carry out social assistance innovations.

2.2. Data sources

This study used participant observation, unstructured interviews, and literature combing to obtain relevant data. The researcher participated in observing the implementation of the pilot work of the local social assistance "material+ service" by entering the research site. The researcher participated in symposiums through the county civil affairs bureau, and conducted in-depth interviews with government staff, members of social organizations, and aid recipients. During the interviews, the subjective initiative of the investigators was fully utilized, and two-way interactions were made with the respondents in a timely manner, so as to understand the behavioral paths and ideological perceptions of different subjects in the practice of social assistance. And combined with relevant government documents, news reports and other secondary data to form a side corroboration, to ensure that the case is real and three-dimensional, to provide feasibility and effectiveness for the development of this study.

2.3. Presentation of cases

Muding County, located in Chuxiong Yi Autonomous Prefecture of Yunnan Province, is one of the pilot projects for reform and innovation of social assistance "material+ services" in Yunnan Province. For a long time, Muding County has always adhered to the people-centered development concept, created a number of social assistance service brands, and insisted on serving the people in need with heart and soul.

Since July 2023 to carry out pilot work, Muding County to change the original single-sex "material" aid, to "material+ service" multiple aid mode change, focusing on the masses of urgent difficulties and sorrows. Muding County in the pilot work, focusing on resource integration and model innovation. On the one hand, through the government, society, enterprises and individuals and other forces to participate: the formation of "policy resources+ social resources+ rescue object endogenous motivation resources" mode of integration, effectively broaden the rescue resources of multiple input channels. On the other hand, it has actively explored the diversified assistance model of "material+ services": it not only provides the necessary material assistance to the needy, but also emphasizes the provision of diversified services such as care and nursing, rehabilitation training and psychological guidance.

2.4. Case presentation

2.4.1. Case A: Dajiang Village - endogenous dynamics: cohesion of the red gene and emotional governance of social assistance

Dajiang Village is located in the southeastern part of Muding County, including 8 natural villages, 12 villagers groups, 620 households, with a total population of 2,522 people, the jurisdiction of the Yi, Miao, Lisu, Zhuang and other ethnic minorities. In 2014, Dajiang Village was listed as the first batch of national traditional villages. Dajiang Village has a long history of building villages, and so far there are a large number of buildings of the Qing Dynasty and the Republic of China. At the same time, Dajiang Village, as a red revitalization village, was once a border village during the Anti-Japanese War. In 2019, the Party branch of Dajiang Village took the "inheritance of red genes, build a strong red fortress" as an entry point, and created the "red fortress group" of the Party branch of Dajiang Village. It has become a carrier for uniting the masses and an important position for educating party members.

At present, Dajiang Village has 761 social security recipients, including 124 urban and rural low income recipients, 5 special hardship recipients, 1 orphan, 69 disabled recipients, 66 elderly people over 80 years old, 497 elderly people over 60 years old. In order to better provide relief for the needy, improve the sense of belonging to the villagers, Dajiang Village, the introduction of social organizations to improve the professionalism of the relief, to create a heritage of the red gene and social assistance to help the emotional governance model.

First, to create a "ten-family" care grid to strengthen the emotional identity of residents. In order to standardize the rescue management system system, accurate identification of the rescue object, Dajiang village carried out the practice of grid governance model, the village living adjacent to about 10 households divided into a grid management body. And from them, a respected elderly person is elected as the head of the household to form a management group. They are mainly responsible for publicizing policies and regulations, collecting public opinions, mediating conflicts and disputes, and serving the people.

Second, the introduction of social organizations to improve the professionalism of the rescue. With the support of the township office, Dajiang Village has introduced social work organizations and enterprises to purchase services and continue to help the professionalism of the village's relief work.

LeXin social work station is the first private social work service organization in Muding County, through the introduction of social forces to participate in the protection of minors, especially rural left-behind children, children in difficult circumstances, people with disabilities, and other actions. Since 2023, with the support of Dajiang Village Village Committee, the social work station has recruited 62 caring parents, and the township has accumulated a total of 198 visits to left-behind children.

Meanwhile, Dajiang Village has improved the participation of social forces in socialized assistance by linking enterprises to purchase services. The aim is to provide more professional relief services for special groups such as the elderly and the disabled. In this process, social worker members took the initiative to carry out visiting services and personalize the service demand. In accordance with the service list, 80 elderly people were provided with door-to-door home services, and 120 elderly people were provided with home care bed renovation projects. The social work station has also set up a volunteer service team and recruited 26 volunteers to actively help the left-behind elderly to solve all kinds of services in their lives, and to strive for the public welfare cafeteria project to land in the village.

Thirdly, the Shanghai-Yunnan collaboration program continues the red bloodline and maintains a long-term source of funding. 2023 Muding county party committee and county government plan to fight for Shanghai-Yunnan collaboration to help the financial support of counterparts. With the location and resource advantages of Dajiang Village, with the inheritance of red cultural resources as the core, set up the theme of "red genes, inheritance of the ancient stage". Dajiang Village will be built into a set of red culture, ancient post, agricultural experience, ecological sightseeing, vacation tourism multi-functional as one of the leisure and vacation tourism livable and beautiful village demonstration village.

2.4.2. Case B: Republican Community - external collaboration: system embedding and integration empowering integration of multiple resources

The Republican Community is the largest immigrant relocation and resettlement area in Muding County, with a total of 667 households and 1,768 people living in the community. Community households cover all types of people in seven townships, including 268 households relocated and resettled, 46 households in poverty, 41 households in shantytowns, 142 households in dangerous housing, and 170 households in public rental and low-cost housing. At present, there are 359 elderly people over 60 years old, 70 elderly people over 80 years old, 40 children left behind in difficulty, 136 urban and rural low-income objects, 11 people with expenditure difficulties, 7 people in special hardship. Republican community has a complex composition of people, the original emotional connection is weak and the existing resources are insufficient is its main constraints. Based on this, the Republican community focuses on linking multiple resources, strengthening institutional empowerment to improve resource utilization, and creating a social assistance community.

First, to strengthen the operation of the system, built a three-level grid to clarify the main responsibility. Republican community through the creation of a three-tier grid model, to play the leading force of the government and party committees to promote the system of sinking. They include: 1) the establishment of a three-tier grid "building chief", mapping the neighborhood household information, family difficulties. And the establishment of a database of difficult groups, clear service object; 2) the establishment of the second grid "district party branch" "property party branch", the mapping of difficult groups to carry out one-on-one visits, collect service needs, develop a list of service content; 3) the establishment of the first grid "Community Party Committee", the service needs of the difficult groups to diagnose the pulse, accurate order. This solves the drawbacks of the original assistance system, which was "suspended" and difficult to respond to the needs of the public, and realizes the effective connection between the concept of assistance and the grass-roots system.

Second, the county-level digital platform is linked to realize online closed-loop management. Muding County created the Huizhou livelihood data platform in 2023, using modern information technology means to realize the sharing of data on people in need. It also signed service agreements and undertook service projects with three local service entities, namely, senior care service companies, social work stations, and housekeeping service companies. By linking the digital platform, the Republican Community has brought all residents in the district into digital management. It is worth noting that there is also a QR code posted underneath the unit of each household, which allows you to view detailed information about the residents, information about the rescuers, contact information of grid workers, and contact information of the community police.

Third, to create a community governance circle and realize integration and empowerment. After the realization of grid management and intelligent management, the Republican community began to cultivate a group of community volunteer service team, encouraging neighbors to help each other,

public welfare to feed the community. With the help of county social work stations and charity associations, the Republican community gives full play to the power of retired veteran cadres: the creation of "loving grandparents" station, employing 20 veteran cadres for the left-behind children to provide service activities such as lecturing on party history, singing red songs, teaching calligraphy. For active participation in social assistance, outstanding contribution of individuals or institutions, the Republican community will be publicized and recognized, and regularly carry out star rating activities.

3. Functions of collaborative governance network

Muding County has explored a path of accurate help and effective expansion of social assistance by combining its own development conditions. By comparing the two main cases of Dajiang Village and Republican Community, we can find the important functions played by the collaborative network in the rescue practice. As far as this paper is concerned, the government mainly includes county-level civil affairs departments and grass-roots party organizations, which provide institutional safeguards in the construction of the relief system. The community mainly includes autonomous organizations such as residents' committees, village committees, and community centers, which undertake most of the public affairs and public welfare undertakings in the community. Social organizations include social work stations, elderly service companies, social enterprises, etc., which are equipped with professional relief knowledge and relevant skills and are able to provide specialized services. In addition, there are also individual aid recipients, and transforming their object status and stimulating their internal motivation is also an important part of the process of building the aid system.

3.1. Government: institutional support

Under the background of the national level's continuous attention to the development of the social assistance cause, the government, as the executive organ of the state's rights, the government should actively act as a national responsibility to provide assistance. It should also take effective measures to ensure the implementation of the relief policy. The so-called institutional support is based on clear relief concepts and theoretically formulated rules, with dynamic articulation between the top-level framework and grassroots practice as the basic requirement. Through top-down policy formulation and other means, effective institutionalized rules are established. In this way, every citizen is guaranteed the right to receive assistance on an equal footing, so that the weak can be supported.

Grass-roots governments are the main implementers of the higher-level government's social assistance policies, and are responsible for translating national and provincial assistance policies into concrete measures. They also formulate and implement specific assistance standards, procedures, etc., to ensure the effectiveness and fairness of social assistance work. After Muding County was recognized as the pilot of social assistance "material+ service" reform in Yunnan Province, Muding County combined the requirements of provincial and state documents, and issued the "Implementation Program on Reform and Improvement of the Social Assistance System" and the "Pilot Program on Social Assistance "Material+ Service" Reform and Innovation". Program" and other institutional documents, clear responsibilities of departments at all levels, the formation of synergistic cooperation mechanism. At the same time, Dajiang Village and the Republican Community's rescue practice, the establishment of a number of village and community mutual aid groups, the establishment of a diversified contact services to the public support network, forming a

strong institutional support. In this way, to ensure that the rescue policy layer by layer response, detailed implementation in place.

3.2. Community: platform support

A community is a social community built on the primacy of geography, blood, natural will and value orientation. Both Dajiang Village and Republican Community in this study belong to the category of community. The community is an important carrier to help the government realize public services and manage public affairs, and provides platform support in the social assistance system. In order to better meet the diverse needs for assistance in the community, the community can take advantage of centralized management to achieve accurate mapping and effective docking of assistance recipients. At the same time, the community can rely on existing venues to provide residents in the community with multi-faceted social public services such as recreation, culture, leisure and home care. For example, Dajiang Village has created an ancient road station and a cultural corridor, which enriches the spiritual and cultural life of the elderly left behind in the village and gives them more emotional support. Warm public space, happy canteen, health hut and other places in the Republican community greatly facilitates the public service needs of residents in the area such as dining and medical care. The service-oriented management system explored by the community is a common model in China's social assistance practice, providing a sufficiently broad platform for social assistance policies to take hold.

Communities are able to fully link social forces to participate in assistance, help local social organizations develop, and provide more professional services to residents in their districts. As a self-organization of grassroots governance, the community is able to fully understand the relief needs of residents in the community and provide a platform for social organizations to intervene in the relief work. In this study, both the urban community Republic and the rural community Dajiang introduced professional social work organizations and enterprises to purchase services. With the support of the community, social forces can quickly integrate into the relief services and obtain financial and space support. In order to maximize the integration of resources, and then form the whole society to participate in the relief linkage.

3.3. Social organizations: organizational support

Because of their high degree of organization and specialization, social organizations are able to make use of their own professionalism to provide multi-angle social support for the aid recipients. Social organizations include social work stations, volunteer teams, and elderly centers, etc., which have relevant resources and professional expertise not available in the community. By linking and cooperating with the community, they can pinpoint the needs of assistance recipients. Meanwhile, in this process, social organizations can give play to their internal coordination and autonomy. For example, deploying professional social workers and professional technicians to carry out door-to-door services for the assistance recipients. And accept the supervision and feedback of the service recipients, in order to achieve the effect of constantly optimizing their own service level.

The embeddedness of social organizations and the community can also provide social support for the assistance recipients. It can promote exchanges and mutual assistance among the recipients and help them establish a new social support network. For example, the Republican community relies on the local social work station to actively absorb retired cadres, left-behind women and other groups, and carry out relevant skills training for them. Encouraging them to participate in relief work not only enhances their sense of participation and belonging, but also further promotes the formation of

a larger social view of relief. Another example is the establishment of a special Yi embroidery workshop at the Party Service Center in Dajiang Village. The volunteer team of embroidery masters moved in and carried out volunteer services focusing on cultural dissemination and skill inheritance. Through skills training and daily activities, it has enabled more people to master embroidery methods and helped women, the elderly, the disabled and other groups to increase their incomes. While enhancing the cultural identity and self-confidence in employment of groups in difficulty, it also realizes the effective combination of embroidery skills and market demand. Through socialization, social organizations have incorporated the assistance recipients into the social assistance system, playing an important role in helping them integrate into society and reconstructing the social support network.

3.4. Rescue recipients: self-support

In traditional relief practices, the relief recipients are usually put in the position of receptors. The passive acceptance of assistance leads to the lack of the subject's right to speak, and therefore they are excluded from the participation of social assistance subjects. As a result, the content of assistance is separated from the actual needs, which makes the allocation of resources inefficient. The American economist Amartya Sen has put forward the theory of viable capacity: he believes that in dealing with the problem of poverty, development should be viewed from a human-centered perspective. Poverty is not only low personal income, but also the deprivation of individual viable ability. Through the transformation of individual capabilities and the external environment one can seek self-worth and realize personal development goals. Against the backdrop of evolving social welfare practices, active social policy is seen as a more developmental policy philosophy. Its main proposition is to shift the focus of social programs from risk protection to capacity building, and to help individuals make better use of their own abilities to withstand risks.

When an individual is faced with a situation of poverty, the first step is for him or her to take responsibility for assistance. This embodies the principle of harmonizing the rights and obligations of citizens in the field of social assistance. In the process of building a social assistance system with the participation of the collaborative governance network, the support of the individual beneficiaries is a part that cannot be ignored. The essence of social assistance is to help aid recipients become self-reliant, so that they can realize self-reliance at an early date. When aid recipients are given more rights of participation, they are able to better understand their own needs and predicaments, and thus actively seek changes. Through participation in the planning and implementation process of social assistance, clients can gradually recognize their own value and potential, and thus be motivated to develop themselves. The success of both Dajiang Village and the Republican Community lies in the integration of self-support for the recipients into the assistance practice. Through the development of mutual aid groups, encouragement of twinning, activation of employability and other measures, the original disadvantaged and passive mentality has been changed. This process returns the initiative of assistance to the recipients and reshapes their own sense of development and individual confidence.

4. Practical path of collaborative governance network

The main functions of each subject in social assistance work are different. In order to avoid a mismatch between their roles and practice, it is necessary to explore effective participation paths and enhance the vitality of the main bodies to promote the long-term operation of the linked relief system.

4.1. Downward and upward mobility: enhancing the function of the grassroots system

The government is usually regarded as the leading force in social assistance matters. However, local governments are often prone to over-regulation and cumbersome systems, which affects the construction of the social assistance system of the collaborative governance network. Sinking and embedding the system at the grassroots level has far-reaching significance for the development of local assistance practices. The main embodiment of "sinking" is to return some of the authority for managing affairs to the community, clarify the boundaries between government functions and community affairs, and help the community give full play to grassroots self-governance functions.

To achieve the "upward" development of the grassroots system, it is necessary for the community, social organizations and social enterprises to form a joint effort. Together, they can focus on the healthy development of assistance practices, actively cooperate with the government, and help those in need to obtain more accurate assistance from the system. Based on the hierarchical relationship of the grassroots system, they can provide timely feedback to their superiors on the realities that exist in the daily practice of assistance. This can provide a realistic basis for optimizing the implementation of welfare policies. At the same time, it promotes the linking of relief information between districts and counties to create a citywide or provincewide data-sharing platform to be established. This will help the needy to obtain higher-level policy assistance and establish a relief system that covers more latitudes.

4.2. Expertise and skills: the knowledge of social organizations

The participation of collaborative governance networks in social assistance puts forward higher requirements for participating social organizations. Not only do they need to have strong professional service quality and master basic professional knowledge such as psychology, rehabilitation, and medical care, but they also need to have a full understanding of existing policies and systems, laws and regulations. Timely updating of relief concepts and methods ensures the scientificity and effectiveness of relief work. In the existing relief practice, many regions are still facing the dilemma of lack of social worker talents, weak professional skills and insufficient number of full-time staff. For this reason, the relevant departments can actively carry out personnel training. Experts, scholars and senior social workers are invited to give lectures to improve the professionalism and practical ability of service personnel. At the same time, we can try to establish a long-term talent cooperation mechanism with colleges and universities, and invite college experts to serve as relief advisers. And encourage social work, social security and other professional students to participate in the relief work of internship, to realize the professional talent counterparts.

In rescue practice, some people in difficulty often resist the help of social organizations due to their own psychological situation and emotional thinking. As a result, there are greater difficulties in the development of social relations. At this time, social organizations should pay attention to the establishment of a sense of trust with the aid recipients, give full play to their own professional expertise, and develop psychological identity and interpersonal communication skills in a targeted manner. Compared with the community and the government, the expertise of social organizations also lies in building social support for groups in difficulty and strengthening the sense of family responsibility. Special attention should be paid to special groups, such as children, the elderly and the disabled, who often face more difficulties and challenges and require more precise and personalized assistance services. For example, psychological counseling, rehabilitation services, educational support, etc. to help them better integrate into society and improve their quality of life.

4.3. Self-support and borrowing power: internal energies and external integration

The key to exploring a linked social assistance system lies in the self-cultivation of all parties by fully tapping their own kinetic energy. By integrating and pooling dispersed resources and drawing on external energy, they can work together to gradually explore a path of assistance that is in line with local realities. The government, as the leading direction of assistance, should first build up a general framework for social assistance. Adhere to policy promotion and strengthen organizational leadership. Give full play to the mobility of grass-roots organizations at the county and village levels to form a set of sound working mechanisms. The role of the government is to be the "helmsman", ensuring the fair, just and efficient operation of the assistance system through coordination and supervision. Social organizations are flexible and innovative. They are able to provide more accurate and effective relief services for specific groups or problems. Therefore, they should do a good job of developing themselves, taking into account both soft and hard power, improving internal supervision and management mechanisms, and clarifying their own value orientation and organizational culture. Adhere to the orientation of serving the people in need, and guarantee the professionalism and enthusiasm of the members of the organization. The community is the basic unit of residents' life and an important force for social assistance. Through organizing volunteer services and carrying out neighborhood mutual aid, they provide timely and effective help to families in difficulty. It also encourages family members to take up the obligation to help each other. In addition, the community can also play the role of a bridge and link, connecting the government, social organizations and enterprises and other relief main bodies, and jointly provide all-round support for groups in difficulty.

5. Conclusion

Moving into the new development stage of a modernized country, the work of social assistance has been entrusted with greater responsibilities. China has a vast territory and a large population, and there are big differences in the development of different parts of the country. How to change social assistance from "blood transfusion" to "blood creation", avoid single-type assistance, and build a linked social assistance system is a topic worth exploring. The social assistance practice of collaborative governance network participation undoubtedly provides a feasible reference for many medium-sized and underdeveloped regions in China. By giving full play to the practical functions of institutional support, platform support, organizational support and self-support of different subjects, it has become the necessary foundation for the construction of a social assistance system with the participation of multiple subjects. Muding County's practice of building a social assistance community with the core logic of "collaborative governance" not only provides a vivid sample of social governance innovation in the county, but also contributes to the transformation and upgrading of the social assistance system in the new era, which can be used as a reference path.

Muding County's exploration shows that social assistance is not only a safety net for people's livelihood, but also a testing ground for social governance modernization. Only by deepening the logic of collaborative governance and promoting the organic integration of government, market and social forces can the social assistance community truly become a warm and resilient people's livelihood protection network. It will provide practical wisdom for more regions to realize the transformation from "relief of emergencies" to "promotion of development".

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