

# The Realistic Dilemma and solution of grid governance in grass-roots communities

Su min Zhang

(School of Marxism, Anyang Normal University, Anyang 455000, Henan)

---

**Abstract:** grid governance is an innovative practical form of grass-roots social management in China in recent years. In reality, grid governance is especially suitable for control, emergency and mobilization affairs, but it is often "insufficient" for grass-roots services and coordination affairs. Therefore, further promoting the function reengineering of grid governance, continuously realizing the refinement, initiative, dynamics and systematization of grass-roots governance, and further improving the efficiency of grass-roots social governance has become an urgent issue of the times. In this regard, this paper puts forward the "one body, two wings and three drives" model to reshape the community grid governance system, that is, to enhance the dominant position of grid members; Two wings: Institutional empowerment and institutional empowerment, re integrate relevant institutions and functions, refine and improve relevant policies and regulations; Three drivers: Party building drive, technology drive and service drive. We look forward to making a modest contribution to the optimization and improvement of grass-roots community governance system and mechanism and accelerating the construction of a social governance pattern of co construction, CO governance and sharing.

**Key words:** community governance; Grid governance; Grid member

---

Date of Submission: 15-10-2021

Date of Acceptance: 30-10-2021

---

Grid governance is an innovative practical form of grass-roots social governance in China in recent years. In novel coronavirus pneumonia epidemic prevention and control of the critical period, grid governance plays an important role. Since the outbreak of the outbreak, general secretary Xi Jinping has gone to the grass-roots level to carry out research on the "sparrow type" investigation, and has made urgent arrangements for the prevention and control of community epidemic. He has repeatedly pointed out that the grid management of community prevention and control should be strengthened, and the prevention and control force should be sank to the community, so that all communities could become a strong fortress for epidemic prevention and control. The advantages of grid governance, such as digitization, refinement, initiative and efficiency, are fully reflected in the information collection, personnel investigation and personnel dynamic management of epidemic prevention and control. The majority of communities have established a "horizontal to edge and vertical to the end" epidemic prevention and control management grid system, carried out all work in detail, and built the tightest defense line, laying a solid foundation for winning the war of joint prevention and control. However, in reality, grid governance is especially suitable for emergency, control and mobilization affairs, but it is often "insufficient" for grass-roots services and coordination affairs. Therefore, in the context of normalized prevention and control in the post epidemic era, how to take advantage of the opportunity of community epidemic prevention and control to further promote the functional reengineering of grid governance and continuously realize the refinement, initiative, dynamics and systematization of grass-roots governance in view of the increasingly prominent contradictions and problems of "lack of governance resources and increasing governance responsibilities" at the grass-roots level, Further improving the effectiveness of grass-roots social governance has become an urgent issue of the times.

## I. DEVELOPMENT OF COMMUNITY GRID GOVERNANCE

Gridding refers to the dynamic process of managing the grid and realizing the goal of co construction, CO governance and sharing based on the specific grid divided according to the actual situation of the region and certain standards, with the help of network information technology, and through the integration and utilization of human, land, things, things, information and other elements in the grid. It is generally believed that grid governance is to divide social management areas into unit grids according to certain standards based on unified social management and digital platform. By strengthening the inspection of components and events in the cell grid, a management mode of separation of supervision and disposal is established. Grass roots grid management is recognized and actively promoted by the national top-level design. The problem of Multi-agent Cooperative Governance of Community Grid governance system has been noticed by more and more scholars. Chen Youhua

and others believe that "the key to changing from grid management to grid governance is the change of subjects, which requires the intervention and cooperation of different subjects such as social organizations, enterprise organizations and individual citizens." other scholars believe that: "Network governance is the development trend of community governance. It is difficult for government departments to shoulder this important task. They should cooperate with non power institutions, social organizations and volunteers, clarify the rights and responsibilities of all parties, and form a situation of benign interaction and mutual empowerment."

This paper puts forward the grid service governance theory, that is, divide the community into fine governance grids and set up grid members according to certain standards, collect all relevant governance information of the community and establish an information platform for all relevant parties (residents, grass-roots administrative forces, enterprises and institutions) We should participate in the regular communication and exchange, and work together for social governance. Refinement, personalization, communication and cooperation and the active use of modern science and technology should not only become our governance methods and approaches, but also enable relevant parties to turn these into governance ideas.

## **II. ANALYSIS ON THE PRACTICAL DILEMMA OF COMMUNITY GRID GOVERNANCE**

Based on the investigation of grid governance practice, through the investigation and interview of 48 grid management staff and 535 community residents, it is found that most communities have implemented the grid governance model of grass-roots communities, which is generally in a positive development trend. In the practice of grid governance theory, we see that some technical aspirations that we thought could be achieved have not been well realized With the feedback from the survey, we have summed up some outstanding problems.

### **( 1 ) System level: imperfect policies and regulations**

Firstly, the level of policies and regulations is relatively low. We searched the policies and regulations at the municipal, district and county, Department, street and township levels in five prefectures and cities, and found that the lower the level, the more the number of relevant policies and regulations, while the number of laws and regulations at the municipal, district and county levels is relatively small. Secondly, the content of policies and regulations is not perfect. Some areas do not have comprehensive policies and regulations in the process of grid governance Considering the local development level, we simply copy the experience of grid governance in advanced areas, seriously ignoring the adaptability of local grass-roots communities. At the same time, due to the objective differences in economic development levels between some regions and between urban and rural areas, regional governance resources are not always unbalanced.

### **( 2 ) Institutional level: inadequate integration and coordination**

First of all, the integration of functions is not in place. Community Grid governance involves many events, the division of functions of governance institutions is unreasonable, and there is intersection in the division of labor of event types and contents. The grid governance team can not be established effectively, resulting in confusion in community governance, and residents' problems can not be solved in a timely and effective manner. Second, grid division is not reasonable. According to the actual situation of this region In principle, urban and rural communities should divide the grid according to 300-500 permanent residents or about 1000 people. In the actual operation of the grid, too much emphasis on dealing with all problems should be reflected in the closed loop of grid governance. The grid division level is too detailed, and the staff in some places only passively undertake this "task", or "grid for the sake of the grid" , it is very easy to make the grid a burden. There are differences in the number of grid households. Some grid managers are too few, and some grid managers are overloaded, so it is difficult for grid members to better grasp the basic situation in the grid. Thirdly, grid members have responsibilities and no rights. Community grid governance is not only the responsibility of community grid members, but also involves the joint governance of multiple departments. However, due to some complaints The responsibility subject and responsibility of the problem are not clear, resulting in the weak awareness of some functional departments to solve the problem, and there is a phenomenon of buck passing.

### **( 3 ) Team level: low degree of professionalism**

Firstly, the proportion of full-time grid members is low. In the process of grid governance, grid members play an important role. The professional quality, skill level and communication ability of grid members are closely related to the effectiveness of grid governance. However, due to the influence of objective factors such as salary and development prospect, full-time grid members account for a small part of their total number. Secondly, the professional ability of grid members The ability is not high. At present, the grass-roots grid governance staff generally have low educational background and professional ability, and lack the necessary professional knowledge and professional ideas. Most grid staff lack professional ability in the process

of dealing with practical problems, and are not familiar with the management methods of grid governance and the overall situation of the community. In addition, the community grid governance work is extremely complex and cumbersome. Grid members are difficult to adapt to the refined management of the grid. Thirdly, grid members are highly mobile. Most communities can only be equipped with a very small number of grid members. Compared with the complex workload, the treatment of grid members has not been effectively guaranteed, resulting in a serious shortage of personnel. The reasons such as low salary, high workload and low self-efficacy are exacerbated. As a result of the rapid loss of Community Grid managers, the grid team has been in an unstable state.

( 4 ) Platform level: imperfect information system

First of all, there are defects in the system design. Although most community grid governance information platforms have been built, there are many problems in the platform design, such as cumbersome classification operation, fuzzy operation rules, unclear event division, unable to quantify events, etc. as a result, residents can not clearly distinguish the categories of events when reflecting problems, and most urgent problems will be shelved. Cumbersome operation procedures have prolonged the time of event acceptance and failed to really implement convenience services. Secondly, it is difficult to share departmental information and data. Most community grid governance information platforms do not have comprehensive big data connection and basic information sharing, resulting in repeated information collection and affecting the work efficiency of grid members. The big data import of urban comprehensive governance system is not complete. Good, the data has not been unified, and the service information between communities is divided, which greatly reduces the timeliness and intelligence of urban community management. Thirdly, the system feedback efficiency is not high. Grid members collect and accept residents' daily problems through the community information platform, but at present, the grass-roots network service management is inefficient and the service effect is not good.

### **III. COUNTERMEASURES AND SUGGESTIONS ON RESHAPING COMMUNITY GRID GOVERNANCE SYSTEM**

Through the introduction and analysis of grid governance, we find that the existing theory and practice of grid governance are fragmented from many angles. This paper restructures the grid governance system as a whole, and clearly calls this social governance paradigm grid service governance. In view of the various difficulties faced by the existing grass-roots community grid governance summarized above, this paper proposes to rebuild the grass-roots community grid governance system by taking grid members as the main body, institutional empowerment and institutional empowerment as the means, and Party construction drive, technology drive and service drive as the way.

( 1 ) Integration: strengthening the dominant position of grid members

First, process reengineering ensures the leading role of grid members. This paper emphasizes that grid members should play a leading role in solving specific problems from beginning to end. Grid members participate in and play a leading role in the whole process of grid service governance, such as problem information collection, problem research and judgment, problem solving and evaluation feedback, which is conducive to the direct implementation of administrative resources and serving the grass-roots level. In the grid, grid members are the representatives and centers of government service governance, which provides strong operability for the downward shift of the focus of governance.

Second, strengthen the construction of grid members. Excellent public management talents are the greatest guarantee for the realization of social grid service governance. The team of grid service governance should be composed of grass-roots government organs, the party and the masses, grass-roots autonomous forces, enterprises and institutions, etc. Specifically, in the community, the organization of grid service governance is closely related to the community autonomous organization. The grass-roots autonomous organization composed of grass-roots party branches, neighborhood committees and enthusiastic people is the organizational team foundation of grid service governance; In the grid service governance organizations at the county, urban area, street (township) levels, party and government personnel are the leading, and deputies to the National People's Congress and enthusiastic people are regularly invited to participate. In other words, the grid service governance at the grass-roots level will embed the construction of grass-roots democracy into grass-roots governance, not only improve the level of democratic decision-making and scientific decision-making of grass-roots governments, but also promote the development of grass-roots democracy, mutual support, co construction, CO governance and sharing.

In particular, it should be pointed out that grid members are the core of grid service governance in grass-roots communities, so grid member team construction is the core of the whole team construction. Giving

grid members the leading role in dealing with problems in the grid from beginning to end requires grid members to have corresponding quality and ability. The grid member team can come from the following sources: first, the rotation exchange and temporary training of personnel in various government agencies. With the construction of digital government, many procedural affairs and some written work of the government will be completed by the intelligent system, which may save a lot of human resources. And these people have more public management experience, and most of them have passed the civil servant examination. They have a strong sense of public responsibility, and they also hope to have a world that can be used as. Second, veteran party members with high moral integrity and enthusiastic masses in grass-roots communities. These people are the precious wealth of society. They have rich experience and have a deep understanding of the background of community affairs. They can often achieve twice the result with half the effort in solving grass-roots problems. Third, we can hire people with a high sense of public responsibility and corresponding quality and ability to the society. These people can continuously input fresh blood for grass-roots governance, which is conducive to preventing new internal problems. In short, the grass-roots grid member team can have a diversified composition to continuously optimize the team structure. Through the mutual running in and learning of different groups, it can not only improve the combat effectiveness of the team, but also make the team have hematopoietic ability.

( 2 ) Two wings: Institutional empowerment and institutional empowerment

First, institutional empowerment. The downward shift of governance focus has been clearly implemented by the national top-level design, which is also a natural trend. The operation of the grid service governance system requires the strong leadership of the party, the burden and responsibility of grass-roots government heads, and the grid governance system can uniformly allocate administrative resources. As mentioned above, to a large extent, national governance is grass-roots governance. Grid service governance can reshape grass-roots governance, which requires the recognition and full support of national policies and national systems.

In the operation of grid service governance, the grid service governance integrated platform is the center of the whole governance activities and program system. All information and problems will be gathered here, and it will make research and judgment, propose solutions and mobilize governance resources to solve problems. This requires the grid service governance platform to have sufficient power and authority. On the one hand, in the design of organizational structure, the heads of governments at the county and township levels should be the heads of the network at the same level; On the other hand, with the full deployment of grid service governance at the grass-roots level, its position in the political structure will also be recognized. In this way, the status and role of grid service governance inside and outside the system can be recognized by everyone. In other words, to establish authority in the process of building grid service governance, we should not only give the grid governance platform the "hard authority" to coordinate and command relevant "sections", but also establish its "soft authority" by showing its efficient role. At the same time, the grid governance system is given formal and standardized power by improving laws and regulations.

Second, institutional empowerment. Adhere to the guidance of governance resource sinking and the goal of functional integration, further clarify the status and responsibilities of institutions at all levels in the grid, and truly change the original decentralized, multi headed and internal friction organization system into a unified, centralized and efficient command system. County and city level. The main person in charge at this level is the county mayor, that is, the head of the government. Responsibilities are mainly composed of two aspects: one is to provide subordinates with grid service governance resources in technology, talents, information, equipment and other aspects; The second is to implement total quality management, supervision and guidance for the governance of intradomain grid services.

Township (street) level. The main person in charge at this level is the head of the township (director of the sub district office). First of all, this level should make a final summary and judgment on the problems responded by the community and grid members; Secondly, the core is that this level will be responsible for solving general problems, that is, most problems.

Community level. This level is the responsibility of the community director. Its main responsibilities are as follows: first, it is necessary to connect with counties and cities to provide logistics support for grid members with governance resources; The second is to study and judge the problems fed back by the community to the grid service governance system together with the grid members, and assist the grid members to solve the problems.

Grid level. This level is not only the end of grid service governance, but also the core of grid service governance. As the person in charge of the grid, the grid member will be responsible for collecting problems and information, studying and judging problems and reflecting them to the system, leading the whole process of problem solving and providing public services.

The role of the comprehensive management platform and the grid long system mainly includes two parts: one is to allocate resources and logistics support. The concept and layout of digital governance will be

deeply embedded in grid service governance. We believe that digital governance will be an unavoidable way of government governance in the future. The comprehensive management platform and grid leader system are responsible for providing the township management center and grass-roots grid service management system with a full set of management resources, including human resources, data information, funds, technology, equipment and tools, that is, logistics for problem solving; Second, supervision and guidance. The comprehensive management platform and the grid leader system should do good pre guidance and post supervision to the grid service management system, especially the grid member problem solution and solution effect, so as to ensure the efficient management and high-quality service of the grid service management system.

( 3 ) Three drivers: Party building drive, technology drive and service drive

First, driven by Party building. Community grid service governance needs to always adhere to the leadership of grass-roots party organizations. Through organizational isomorphism, personnel recruitment and work integration, Party building can run through the whole process and links of work, and give full play to the leading and ability leading role of Party organizations and Party member organizations.

First, adhere to the synchronous setting of grass-roots party organizations and basic grid, and ensure the advantages of grid governance with the party's organizational resources. Through the isomorphism between community and basic grid, non-public party branches and enterprise grid organizations, establish a four-level grid of "Community Party committee, grid Party branch, building Party group and Party member central household", and give full play to the Battle Fortress of Party organizations and the vanguard and leading role of Communist Party members, Give full play to the leading core and political leading role of grass-roots party organizations and Party members in grid service governance. Secondly, the party organization leader is also the basic grid length, and improves the governance ability of the grid members with the advanced nature of the party members. By putting party members into the grid, Party members can become informants who find problems, propagandists who spread policies, organizers who carry out work and mediators who resolve contradictions. Thirdly, adhere to the synchronous planning of grass-roots party construction and grid work to ensure the integration of grass-roots social governance mechanisms. Integrate grass-roots party building activities with grid long-term governance, take advantage of each other, promote the solution of social problems in Party building activities, and strengthen the construction of Party organizations in social governance.

Second, technology driven. The information platform in grid service governance is the main technical means. For social governance, digital governance has become a major trend, and e-government will also develop into digital government and smart government. We are about to fully enter the 5g era. In grid service governance, we should establish an information platform that includes almost all governance information resources in the grid, such as people, places, things, things and feelings, so as to actively, accurately, conveniently and efficiently find and solve problems. This platform can be roughly divided into two parts. First, the information integration platform of the comprehensive management center; The second is the mobile terminal platform.

First, the information integration platform of the comprehensive management center. The comprehensive management center is the center of grid service management of grass-roots communities. In fact, it focuses all the information, resources and problems within its jurisdiction for intensive and efficient treatment. This comprehensive information platform will use the most advanced technologies of the times, such as 5g communication technology and artificial intelligence technology. The Internet of things under 5g communication is mainly used for real-time information collection and monitoring, decision-making and communication; Artificial intelligence technology can help us deal with routine programmed transactions here. It is both a big data platform and a cloud computing platform. This comprehensive information platform will also be divided into two parts: one is the comprehensive service platform located in the county and municipal government, which will collect all public governance information in the domain and provide information and technical support for subordinate "sections"; The second is the sub information integration platform located in each "section". This platform only needs to connect with the general platform to obtain the information of its own region or professional field, and complete its own affairs in problem handling.

Secondly, mobile terminal platform. Since human beings entered the era of mobile Internet, the communication and transmission of information between people is different. We hope to establish a unified mobile platform for national governance, such as making an app that the whole people can participate in governance. In fact, China has made great progress in E-government in recent years. We have established many government platforms. These government platforms can either release government transparent information, reflect opinions, or be applied to the solution of a problem in a "article". But on the whole, these beneficial attempts still show the fragmentation characteristics of "segmentation" to a large extent, and the solution of the problem requires every node in the network to take action. This requires us to establish a unified platform, a comprehensive, fine and specialized platform.

Third, service driven. The staff of grass-roots grid service governance should earnestly enhance and

constantly learn the service concept, and obtain the public recognition and social recognition with sincere service spirit. Identification is a strong foundation for cooperation. In the construction and operation of grid service governance, all aspects of cooperation and positive action are needed. Multiple subjects are willing to participate, first of all, because social affairs are closely related to them. In addition, a very important point is to give all parties sufficient voice, closely rely on the people and let them feel the realization of value. This is also greatly conducive to the realization of grid service governance efficiency, and everyone will consciously agree in participation and acquisition. Any problem arises from a certain environment, and the environmental elements are not single. Contradictions are often the result of historical accumulation. In the existing practice of grid service governance, we see that although some grass-roots problems are not significant, they are not simple and can not simply "talk about things as they are", which only seems to solve the problem on the surface. One of our views is that the parties involved in any contradiction are responsible. Therefore, cooperative governance, holistic governance and the active participation of relevant parties in solving problems are indispensable.

#### REFERENCE

- [1]. Jian Congjin, Wang Qi. Subject dimension of Community Grid governance and legalization from the perspective of community [J]. *Guangxi Social Sciences*, 2021 (02): 8-14
- [2]. Sun Hua. Current situation and development strategy of grid member team construction under all factor grid Governance -- Taking Jiangning District of Nanjing as an example [J]. *Journal of Nanjing Radio and Television University*, 2021 (01): 65-68
- [3]. Hu Chongming. Towards the third generation grid Governance -- a case study based on Putuo District, Zhoushan City, Zhejiang Province [J]. *Journal of the Party School of the CPC Hangzhou Municipal Committee*, 2021 (01): 49-56
- [4]. Wu Qingxi. Resource sinking, Party Government Integration and grass-roots governance system innovation -- mechanism and logical analysis of grid governance model [J]. *Journal of Hehai University (PHILOSOPHY AND SOCIAL SCIENCES EDITION)*, 2020,22 (06): 66-74 + 111
- [5]. Song Zhenchao. Research on the exit path of Urban Community Grid governance under the concept of co construction, CO governance and sharing [J]. *Leadership Science Forum*, 2020 (21): 26-30
- [6]. Zhou Yurong, Ke Fen, Zhang Shuchun. Research on grass-roots grid governance under the background of big data [J]. *Journal of Huanggang Normal University*, 2020,40 (05): 122-126

Su min Zhang. "The Realistic Dilemma and solution of grid governance in grass-roots communities." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 26(10), 2021, pp. 35-40.