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Research on the Digital Technology Enabling Grass-Roots Government Governance

-- Based on the Case of the Yingzhou District Government in Fuyang

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Abstract

Since 2015, when General Secretary Xi Jinping proposed to promote the construction of "Digital China" at the Second World Internet Conference, and now the Fifth Digital China Construction Summit, digital industries have sprung up in China like a spring. Digital government, as an important support for social governance, is being explored and practiced in depth. However, in the process of digital technology continuously empowering the construction of grassroots government, the internal structural contradictions of government organizations are increasingly prominent, which restricts the improvement of digital government governance capacity. This paper selects the digital government construction in Yingzhou District, Fuyang City, Anhui Province, as a research object, focuses on the governance pain points in digital government construction, and explores new paths for the government organizational structure to move towards digitalization.

Keywords

Digital Empowerment; Grass-roots Government; Grass-roots Governance.

1. Introduction

The 4th Plenary Session of the 19th Central Committee of the Communist Party of China aimed at improving the governance capacity of the Government and the system of governance, proposing "the establishment and improvement of systematic rules for the use of the Internet, big data, artificial intelligence and other means of management technology", the establishment of a digital government and other important tasks, which mark the digital age. The information revolution and other scientific and technological mean to improve the system of governance and enhance its capacity [1]. Digital technologies have a different impact on all aspects of human society. In order to adapt to the new landscape of social governance, to establish a new model of social governance and to strengthen and modernize social governance, the use of a new generation of media, such as social science governance to support accurate decision-making and policy implementation, must be required [2].

Currently, the Chinese Government has achieved positive results in the digital sphere, enabling it to govern. China was a country lagging behind in industrialization and urbanization, but in the information and digital age, it was almost alongside other developed countries in the development process. With the rapid development of the digital economy and digital society, it was timely for the Chinese Government to promote digital transformation, and digital

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government itself was the main variable driving the digital transformation of the economy and society [3].

During the 13th Five-Year Plan, Fuyang, Anhui Province, has implemented "Internet + Government Services" and "Internet + Supervision" on the one hand, and implemented reforms to continuously improve the efficiency of the government in society, people's lives and other areas, while meeting their business needs and actively implement city e-government services based on the information provided by the government, and implement significant results.

Information infrastructure becomes more seamless, reflected in cloud government, off-network e-government. Data collection applications are beginning to emerge. This is mainly to enable data exchange data centers; national Internet integration: government service platforms for a range of data on government ships. A city-wide platform of dense government sites for public deployment, joint construction, unified management and sharing of information across all levels of government sites [4].

We will promote "one door-to-door" reform, "integrated service windows" for inspection and approval departments in citizens' centres, and strong support for the prevention and control of the epidemic and the resumption of work and production. Terminal services will be provided in government service halls at the city and county levels, and government services will be provided to companies and the public. The capacity of inclusive urban management has been greatly improved [5]. This is mainly reflected in social management and traffic management. The level of public services has improved significantly. This is mainly in the areas of health, social security and cultural tourism.

Although the Government has made some progress in building information, there are still some problems and shortcomings. Among them, the level of infrastructure density needs to be improved. All management systems are not built on the Government's cloud platform, and there are some phenomena in the construction of information infrastructure, such as duplication, waste of resources, low utilization rate, scattered maintenance, etc. Second, data integration and resource sharing still need to be enhanced. There are many problems, such as reluctance to participate, fear of participation, non-participation, low quality of data, timely updates, etc. The level of data management is insufficient, and the implementation of each section of data management is not strong enough awareness awareness responsibility, Internet data, company data, industrial data, etc., progress is slow. Third, there is still a lot of room for digital transformation government. There is no cooperative office system in various departments and online levels, there is still a lot of room for strengthening mobile offices, economic regulation, market supervision, social management, public services and ecological protection of the environment, the level of intelligence is not high and the efficiency of government services still lags behind the public expectations.

2. The Role of Digital Government

2.1. Digital Government Takes Decision-making to Science

Scientific decision-making is one of the goals of modern national government, because the decisions of the "poor" are "a thousand miles". Inadequate and incorrect information makes decisions inaccurate or even wrong. Such decisions were a strong colour, causing huge losses, which are still painful today. Digital government, through large data, artificial intelligence, chain quality and other information technologies, has direct access to a wealth of information and data that allows decisions to be made on a solid information basis. Data is not only a record of the past, but also an important means of predicting the future. By using modern data technologies to collect, analyze and study data, governments rely on such technologies to create a scientific decision-making mechanism that will greatly improve the accuracy and

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predictability of decisions, helping people to live intellectually. Digital government is therefore an important means of changing traditions and becoming more scientific [6].

2.2. Digital Government Makes Social Governance More Accurate

The accuracy of governance is an important feature of modern State management. "Society" in this context can be understood in a broad or narrow sense. In a broad sense, "society" is "one fifth" and includes the economic, political, cultural, social and five spheres of the ecological environment. Strictly speaking, "society" belongs to one fifth. The construction of digital government has greatly improved the intelligence of society, for example, the whole process of food surveillance and ensuring the safety of food for the general public. People and vehicles everywhere leave traces, making public safety management and dredging traffic easier and more "traceable". Real-time tracking and monitoring of companies involved in air, soil, water, corporate emissions, etc., is more appropriate for building an ecological civilization [7].

Sophisticated figures make the figures for various social indicators easier and useful in later data processing. Timely identification of "quality", "pain points" and "difficulty points" in public services and social management is also one of the large amount of data, providing a starting point and focusing on social governance. Public services should go from "flooding" to "no leakage". According to the local situation, the accuracy, effective assistance and problem management of the assistance should be realized. Systems management, legal management and integrated management are sources of management that are more likely to achieve more significant results. Collaborative management systems can be achieved and the management of individual processes no longer exists.

2.3. Digital Government Makes Public Services More Efficient

Digital government is the pursuit of comfort and efficiency in public services. Through public service platforms, "one-stop" and "integrated" public services, streamlined online processes, immediate implementation of traditional routines and avoidance strategies lose living space and people no longer "break legs", "slam doors" and "die". ", "slamming doors" and "dying". Many local governments quickly approved hundreds of issues, including talent acquisition, applying for old age benefits, company registration, applying for an online driver's license, and the list goes on. Today, in China, Marx praised the then-Paris Metropolis for its view that this had become an irrelevant issue. It was in the interest of the people.

2.4. Digital Government Enables Democratic Governance

China is a socialist country, based on a workers' and peasants' union and led by the working class Democracy Democracy - The development of socialist democratic policies must reflect the will of the people, protect their rights and interests, stimulate their creative energy, and ensure that the people are the masters of the country. Digital government has a close relationship with thousands of households, and citizens can ask for government information that reflects the situation, provides advice and participates in political discussions at any time. The Government can conduct polls, seek opinions or conduct hearings via the Internet. The right of the people to know, participate, express and monitor the true sense of control of their country is protected. The participation and collective action of all people can focus on public wisdom, be subject to public scrutiny, make decisions reflect public opinion, and improve government administration. The relationship between the Government, the people, the cadres and the public could be closer, with people supporting the Government and the public supporting the cadres.

2.5. Government Prohibits Official Corruption

In an increasing number of issues, digital government makes it impossible for both parties to follow digital procedures for scrutiny and approval, and "control the machine" replaces "control the people", avoiding human intervention, not only to ensure fairness, but also to make

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corruption difficult. Digital government makes the power structure ubiquitous, with surveillance data replacing the surveillance of the workforce, followed by the surveillance of the surveillance process, with comprehensive surveillance based on individual surveillance, with "digital" power in a cage. The ground for bureaucratic diseases, such as evasion, delay, arbitrariness, bureaucracy, etc., will disappear and the image of impartiality of government will become more perfect.

3. Case Selection and Data Collection

3.1. Case Selection

In recent years, the People's Government of Yingzhou District, Fuyang , Anhui Province, has been making efforts to promote the construction of digital grassroots government and strengthen the mapping and research of departmental vertical systems. At present, the district government deepens the reform of "management and service" and investment approval system, dynamically adjusts the list of powers and responsibilities and the associated list, changes enterprises and the public to do "one thing to run multiple windows" to "one window to do multiple things The "One Window for Many Things", promote the 7×24 hours "Anytime" service to the street community expansion. Promote the use of "Internet + supervision" system, and promote the standardization of government supervision, precision, intelligence. First, accelerate the "integrated window" construction. In accordance with the requirements of "should be into must into", Anhui government services network Yingzhou Branch Office matters all stationed, including business start-up, engineering construction, public security enterprises comprehensive synthetic services and other thematic integrated window, to achieve "a window to do more than one thing". As of the third quarter, "business start-up a window to accept" business set up 2,278 new enterprises, free engraved 13,825; "engineering construction project comprehensive window" for the design program of 5 joint review, environmental assessment 7, issued 6 construction permits, and for Enterprises to provide "help to do" services, to achieve "a matter to run a window" to "a window to do many things" change. Continuously expand the function of the district self-service hall, this year's new medical insurance, judicial self-service equipment, can provide the masses with "7 × 24" hours without closing legal advice, medical insurance reimbursement and other 11 types of "ready to do" services, including individual business license for 3960. At the same time, assist the District Medical Insurance Bureau to promote "near to do", for the township level for the people's service center configuration medical insurance self-help equipment 15. Second, to promote the "Internet + supervision". In the third quarter, 485 items of regulatory matters were claimed, 448 items of implementation lists were compiled, and the regional compilation ratio was 100%. By the end of September, the coverage rate of regulatory acts was 54.09%, with 169 regulatory developments and 58 exposure tables. Seize the integration into the Yangtze River Delta "window period" and the new trend of industrial transfer, deepen cooperation and exchange with the town of Shihudang, Songjiang District, Shanghai, continue to send young cadres to study with the class, accelerate the "one network to do" and medical and health insurance integration, expand the depth and breadth of cooperation. First, strengthen the vertical system of the department of mapping research. At present, the Bureau has completed the mapping and research of the vertical systems and other elements of the district and village levels. Among them, 166 district-level departmental vertical systems (74 national systems, 76 provincial systems, 16 municipal systems); 19 town-level departmental vertical systems (9 national, 9 provincial, 1 municipal); 12 village-level departmental vertical systems (4 national, 6 provincial, 2 municipal). The foundation for system docking and "one network to do""cross-provincial to do" work has been solidified. The second is to accelerate the "cross-province through the office"

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offline special window construction. The company's main business is to provide a wide range of services and services to the public.

This paper uses a case study as an analytical tool, focusing on the grassroots government sector. In order to understand the management pain points of grassroots government departments, this paper focuses on the district-level people's government of Yingzhou District, Fuyang, Anhui Province, as an administrative agency. It analyzes the process of organizational change and the core logic in the construction of digital government in Yingzhou District, and then distills the experience of digital government construction at the grassroots level. The construction of digital government in Yingzhou District is chosen as the research object. Thus, better enable digital technology to empower the structural reform of grassroots government to improve management effectiveness.

The People's Government of Yingzhou District in Fuyang is currently strengthening the construction of an "Internet+" service platform, strengthening the construction of an "Internet+ mediation" service platform and enhancing the effectiveness of handling labour and personnel disputes. Solidly promote the standardization of mediation organizations, the implementation of the combination of online and offline cases, to provide quality and efficient services for the parties. The "Internet + mediation and arbitration" service platform now has two mediation service administrator accounts and four mediator accounts, completing 160 grass-roots labor and personnel mediation organizations and their 384 mediators' information entry. It is the first in the city to achieve 100% of the mediation organizations to promote the use of mediation. Now a total of 58 applications for online mediation have been accepted, all of which have been closed, saving workers a total of more than 220,000 yuan in economic losses, further improving the quality and efficiency of labor and personnel disputes and the rate of arbitration and mediation, and better meeting the growing demand for mediation and arbitration.

3.2. Data Collection

The research data in this paper is derived from three sources: (1) official government published data and information. In this paper, the author collected the latest data about digital technology to promote government development collected on the official website of Yingzhou District People's Government to make the article data novel and objective. (2) In-depth interviews. Members of the team conducted several rounds of structured and semi-structured interviews with leaders and staff of several administrative centers in Fuyang , Yingzhou district government, government service data management department, district administrative service center, and each street and town. (3) Historical documentation. By systematically analyzing the policy documents, meeting minutes, etc., during the construction of digital government in Yingzhou District, the historical documentary materials recorded in detail the key decisions and the decision-making process of digital government construction in Yingzhou District, which can easily supplement and corroborate the content of participatory observation and in-depth interviews. This study collects data from multiple sources to achieve "triangulation" between case evidence, thus improving the reliability of the data and achieving multiple perspectives on the issue.

According to the relevant data released by the People's Government of Yingzhou District, Fuyang , Anhui Province, we can easily find that the current People's Government of Yingzhou, Fuyang is accelerating the completion of digital government to promote the digitalization and informatization of government management so as to improve the management efficiency of grassroots government. However, there are still a series of difficulties in the development process. This paper is based on the current government development, and seeks to provide new ideas for digital technology to empower grassroots government management.

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4. Pain Points of Government Governance

4.1. Lack of Clarity in Linking Resources Within and Outside Grass-Roots Government Organizations

The grassroots government mostly solves complex and trivial problems, and the management subjects involved are often diversified, and at the same time, there is a need for rational use and effective allocation of resources in many aspects, which requires both division of labor and cooperation among multiple departments. However, there are many management departments in grassroots governance, such as neighborhood committees, property owners' committees, etc., and there is less linkage between various organizations, which has given rise to a deep-rooted problem in grassroots government governance, namely, fragmentation of management, inability to coordinate effectively between organizations at all levels, no way to respond to problems in a timely manner, and difficulty in the progress of work that requires coordination. When work needs to be handled collaboratively, each organizational department does not have a clear understanding of its own position and what role it should play, resulting in a small number of departments taking on a huge workload, while other departments are in a restricted state in terms of staff and resources.

4.2. There are Contradictions in the Organizational Structure of Digital Government

Digital government in the process of performing its functions, section hierarchy and flattening coexist eading to internal contradictions in the organizational structure. The lower level government offices in the virtual network for business, in accordance with the requirements of the section management management system must be reported and approved at various levels. The process is not adequately authorized by the government to the lower level authorities. The lower-level authorities that are not fully authorized will ask the community to submit additional materials as supplements in order to prevent being held accountable by the higher levels. On the other hand, in order to prevent problems in the downward implementation of policies and regulations, etc., higher-level government agencies and units will increase the supervision of lower-level agencies and units, requiring them to fill in a large number of data and information statistical forms, increasing the workload of lower-level agencies and units in vain. The contradictions within the digital government structure seriously hinder the construction of digital government, and this vertical information structure, although making full use of digital technology, does not adequately consider the public and the lower-level authorities.

4.3. Lack of Implementation of Decentralization

When digital technology was applied to government management, government affairs continued to be standardized, and higher-level governments formulated policies to gradually devolve power to lower-level authorities and require lower-level authorities to take over, but some problems emerged in the process of implementation. Although the higher levels of government have been decentralized, businesses and people still choose to go to the higher levels of government for inquiries, and the workload of the higher levels of government has not been reduced.

(1) The devolution of power to lower-level authorities has not fundamentally solved a series of problems such as making the public go back and forth to deal with matters and having many links. Although digital technology can make things more efficient, the certificates to be provided still require the business public to go back and forth between the two sides.

(2) "Lazy governance" by lower-level authorities. The higher-level government has been decentralized through the simplification of government, to achieve the lower-level organs and

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units can be decentralized, but the lower-level organs and units in order to avoid the higher-level government to handle the affairs of the masses, through the government information system, to the higher levels of reporting, in the process of approval will inevitably take a lot of time, which directly led to the original should be completed by the lower-level organs and units to extend the completion of all the matters time. This is not only time-consuming for the general public, but also involves more personal energy. Although the introduction of digital technology has improved the efficiency of some processes, such as information entry, the internal contradictions within the government structure have essentially made it difficult to decentralize power and still do not fundamentally solve the practical problems of the business community.

5. Solutions to the Pain Points of Government Governance

5.1. Standardization of Government Matters

Through years of government reform practice, we have found that the top priority of government reform is the standardization of government processing. Only by standardizing the requirements for all matters handled by the Government can all government departments coordinate closely and work together.

5.2. Virtualizing the Organizational Structure of Government

The government can transform the original physical government organization into a virtual government organizational structure set up for a certain reform, an urgent task, or a special work by reengineering the entire business process, so that government administration is no longer constrained by time and space, and can better serve the people and provide more convenient services to the general public.

5.3. Establishment of a Polycentric System of Governmental Organization and Authority

The difficulty of delegating authority from the higher levels of government to the lower organs and units is a key reason for the contradictory organizational structure within the government. Therefore, the most urgent task of government reform is to rationalize the internal logic between decision-making at the top and implementation at the bottom of government. The reform of digital technology-enabled grassroots government allows for the organic combination of information technology, internal government structural changes, and standardized processing of affairs. In the process of procedures and approval documents, the linkage between the district and township levels of organization is strengthened around the pain and difficulty of the enterprise public in the process of business. Breaking the digital barriers in the original government governance allows information to flow not only vertically between higher level government and lower level authorities and units, but also enables horizontal information synchronization among government departments.

5.4. Organic Integration of Online and Offline Government

Digital government reform can be described as a radical reform, which is a holistic and systematic reorganization of the government. Unlike the previous simple government reform, the grassroots government reform enabled by digital technology has to integrate online and offline information, and try to make it play a "one plus one more than two" organizational effectiveness. Digital platforms play a pivotal role between online and offline governments, providing the foundation for building a digital government. From another perspective, offline government and online government have their own advantages. Offline government is mainly characterized by a section hierarchy, with full responsibility and a clearer internal organizational structure; online government is presented in a digital space, but there is no

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denying that he has better flexibility and faster response time. The application of digital platforms requires the government to do a good job of organically combining online and offline government, bringing into play the respective advantages of both, thus realizing the respective division of labour at the functional level.

6. Research Limitations and Future Prospects

6.1. Research Limitations

The construction of digital government in Yingzhou is one of the practices of exploring digital government reform in China, and its practical experience is worthy of in-depth summary and excavation. In this paper, through a single case study of digital government in Yingzhou District, the experience of digital government construction in Yingzhou District is theoretically refined and practically summarized from the perspective of government organizational structure change, but the universality of its research findings still needs to be treated with caution. First of all, as the construction of digital government continues to develop, coupled with the different and changing practice environments, there are differences in its organizational structure and operational logic, which need to be further improved through continuous practical summaries. Second, although this paper expects to analyze the operational logic of digital government from a systematic and holistic perspective, it is undeniable that the analytical framework constructed in this paper still makes some necessary simplifications in view of the complexity of digital government organizations. Based on the above two points, the subsequent study will conduct a multi-case study by increasing the sample of cases of digital government construction in different regions as the construction of digital government continues to develop, while it will continue to follow this case and conduct in-depth excavation to add more details of digital government operation logic.

6.2. Future Outlook

First, continue to integrate the province's resource business approval system, upgrade to the provincial "intelligent resources" integrated service platform, and government services platform to do a good job of seamless docking and information sharing, to achieve the resource government services matters "cross-province through the office", "one network to do". The second is to adjust and optimize the resource supervision and decision-making system, which mainly includes "double random, one open" spot checks, resource market monitoring and supervision, "one map" implementation supervision, monitoring the implementation of land use control, ecological restoration of land space, arable land protection and "field length system" supervision. The supervision of "field director system", mineral development and supervision, and comprehensive supervision of natural resources law enforcement, etc. Third, promote the construction of Anhui Province's resource remote sensing monitoring application platform, coordinate the comprehensive application of the results of the provincial and municipal satellite application technology centers, and continue to promote the integration, optimization and application of the province's geological disaster monitoring and early warning system. Fourth, optimize and improve the province's "Internet + real estate registration" service system, for the province's real estate registration business throughout the online processing and other technical support, convenient for enterprises and the masses. Fifth, to expand and improve the Department's integrated office management system, breaking the original single to send and receive documents as the main administrative management model, the construction of integrated integrated government and mobile office system, docking "Wanzhengtongzuo" platform, part of the application extended to the Department's direct affiliated institutions and municipal departments in charge of natural resources, empowering natural resources management of government Highly efficient and convenient.

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