Cultivate a New Path for the Development of Social Organizations—Based on the Single Case Study of the Social Innovation Park in Luyang District of Hefei

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Abstract. In recent years, local governments have cooperated with other social forces to build a social organization training platform (social innovation park) to enhance the development level of social organizations, so that social organizations can have the ability to undertake the transfer of government public functions. The society provides public services. Therefore, this article mainly starts with exploring the creation of social innovation park, its internal structure, cultivation process, operation process and functions, and proposes solutions to the specific problems that arise, which can promote the sustainable development of social health.

Introduction
Since the beginning of the 21st century, with the rapid development of China's economy, social problems have become increasingly prominent. There is a huge gap between the urgency of solving social problems and the lack of capacity of social organizations. The reality constantly drives us to think about how to establish a sound social organization cultivation mechanism and enhance the capacity of social organizations to solve outstanding social problems. In recent years, China has gradually begun to explore the social innovation park, which is of great significance for establishing a sound social organization cultivation mechanism, promoting the development of social organizations, and solving increasingly complex social problems.

In recent years, many local governments and third-party organizations have been continuously exploring and improving the cultivation mechanism of social organizations, and in the process of practice, they have conducted in-depth cooperation. The typical representative cities are mainly Beijing, Shanghai, Nanjing and Suzhou. Shanghai Enpai Public Welfare Organization Development Center (NPI) is the third-party organization in China that began to explore the platform for social organization cultivation and achieved certain success. With the continuous advancement of the process, it has gradually developed into inland areas, and Hefei City, Anhui Province, is constantly exploring innovative social organization cultivation mechanisms. In October 2014, the government of Luyang District, Hefei City, Anhui Province, through cooperation with Shanghai Enpai (NPI), jointly established the “Luyang District Social Organization Innovation Park (hereinafter referred to as Social Innovation Park)”, which is a deep cooperation between local governments and third-party institutions. The typical representative case shows that the social development and development platform for integrated management in China is initially formed, which is of great significance for innovative social management methods.

Case Study of Social Innovation Park in Luyang District

Social Innovation Park
The driving force for the emergence and development of social innovation parks is mainly the strong demand of society for its functions and functions. The difference in the degree of demand for social
innovation parks and the main body that promotes their establishment are also different. In developed countries, various social forces will be invested in the construction of social innovation parks. The main body of the establishment may be the government, but more is the social welfare organization. However, at present, China's social organization development is in its infancy, and more is faced with the divestiture of how to cultivate qualified social organizations to undertake the transformation of the government. Therefore, the social innovation parks established by local governments in China are mainly to cultivate social organizations to undertake the divestiture brought about by the transformation of the government. This also makes the founding body of China's social innovation park basically a local government, not a social welfare organization. Since 2014, the government of Luyang District of Hefei has successively formulated the “Implementation Opinions on Deepening the Government's Purchase of Services to Social Forces”, “Support Measures for Private Social Work Service Institutions” and “Implementation Opinions on Strengthening the Construction of Professional Teams for Social Work”. Such documents give support to policies, funds and talents to promote the capacity of social organizations and the development of social innovation parks.

The main goal of the Social Innovation Park is to continuously develop qualified social organizations for the society and solve social problems in a sustainable and innovative way. In the Social Innovation Park of Luyang District, according to the source of the organization, it can be divided into two categories: The first category is from the government's social organizations, such as the Qingyang Public Health Service Center in Luyang District, Hefei City, and the Luyang District in Hefei City. Community service center and Anhui Fuming Low Vision Rehabilitation Research Institute; the second category is from civil society organizations, such as Anhui Sun umbrella Children's Charity Relief Center, Anhui Guangshan Public Welfare Service Center, and Hefei City Water Environment Protection Development Center, Hefei Huayi Children's Service Center, Iridium Social Work Service and Hefei Luyang District Anhui Community Comprehensive Service Center. The specific service objects and service contents of these non-profit organizations are shown in the following table 1.

| Source                        | Service object                        |
|-------------------------------|---------------------------------------|
| Government social organization| Luyang District Qingweigong Health Service Center | Hefei youth and high-risk groups |
| Civil society organization    | Anhui Sun umbrella Children's Charity Rescue Center | Rural children |
|                               | Anhui Guangshan Public Welfare Help Service Center | Poor and lonely elderly |

It is understood that since the establishment of the Social Innovation Park in Luyang District in 2014, a five-in-one social organization cultivation model of “selection- into-shell- cultivation-assessment- shelling” has been formed. As of November 2017, the Innovation Park has cultivated more than 40 social organizations, actively promoted social services into the community through government procurement of social organization services, and actively cultivated social organizations, giving full play to the professional role of social organizations and promoting social governance. Reform and innovation form a multi-participatory social governance model.

**Internal Composition**

Luyang District Social Innovation Park is the largest social organization innovation park in Anhui Province, located at No. 54 Hongxing Road, Hefei City. The Innovation Park pays great attention to functional zoning in design, and actively creates an office atmosphere. It not only divides the office area that is conducive to improving the efficiency of social organization work, but also creates an open office environment suitable for “brainstorming” for social organizations. In the Social Innovation Park, the functional areas are mainly divided into office areas, conference areas, business training areas, and social practice bases.
The Innovation Park was mainly built by the Luyang District Government and the Shanghai Enpai Public Welfare Organization Development Center. The Luyang District entrusted Shanghai Enpai to manage the operation through the government’s purchase of services, which formed the “government lead establishment, professional team management, social forces”. The model of support and social organization benefits and fosters the development of social organizations in the initial stage. Cultivation process.

Cultivation Process

The Social Innovation Park implements the five-in-one cultivation process of “selection-into-shell-cultivation-assessment-shell”, and the cultivation process based on the organization life cycle has a certain incentive effect on the growth of social organizations to a certain extent. The Social Innovation Park accepts applications from social organizations in January each year. After submitting application materials to the Social Innovation Park, the social organizations that have settled in the initiative will conduct preliminary audits through experts and leading groups, and participate in the Innovation Park after passing the competition. The “Social Creation Competition” lasted for one year. After the selection of the competition, the social organizations that stood out from the competition entered the Innovation Park and were cultivated. The speciality of the Innovation Park has certain privileges when accepting applications from social organizations. However, for the social organizations established by the government, the decision-making power of the Innovation Park has declined. This has also led to the innovation parks from the social organizations of the government departments that do not fully play the corresponding functions, but occupy the venues and other facilities resources in the Innovation Park. The specific cultivation process is shown in Figure 1.

Operational Process

The Social Innovation Park of Luyang District of Hefei City adopts the operation mode of “government-led establishment, professional team management, social strength support, and social organization benefit”. Therefore, whether the social innovation park can play its role in cultivating social organizations and solving social problems depends on the effect of multi-party collaboration. Multi-agent Analysis. In recent years, the People's Government of Luyang District of Hefei City has continuously deepened the reform of social governance mechanism, innovated the social governance management model, explored a new path for fostering social organizations, and actively
promoted the transfer of some functions of the government. In practice, the government, third-party operating agencies and socially supported multi-subject governance mechanisms are gradually formed.

The government set up a platform to set up a functional orientation of the Social Innovation Park. The government provides policy support, site equipment and registration assistance. At present, social problems are becoming more and more prominent. The government has set up a platform for social innovation parks, giving full play to the advantages and resources of various entities and deepening the way of social governance. The Social Innovation Park of Luyang District is the first social organization innovation park in China with the theme of “Social Creation Training Camp” and “Social Innovation Competition”. The working capital of the activity mainly comes from the support of government departments and vigorously promotes the development of local public welfare undertakings.

Professional operation, high standards to introduce professional team organization operations management. The Social Innovation Park of Luyang District entrusted the Innovation Park to the third-party organization, Enpai Public Welfare Development Center, through bidding. Enpai is mainly responsible for daily operations, management consulting and resource docking. Shanghai Enpai has more than ten years of rich experience in public welfare platform management, and has linkage resources among more than 30 cities across the country. It can not only provide professional consulting support for the development of social innovation parks, but also become a link between government and social service organizations. The ties to strengthen the relationship between each other have played a role in the docking and integration of resources, creating extremely favorable conditions for the cultivation of social organizations in the Innovation Park.

Social support, high standards to establish a social support "support network." The main body of social support includes enterprises, foundations, universities and the public. At the beginning of the establishment of the Social Innovation Park, guided by the benchmarking theory, we will strive to be the leader. In the design of the functional zone of the Innovation Park, we will set up a “social club” to introduce and nurture seven social organizations every year. At the same time, with the help of the Internet + to build the "Anhui Social Welfare" online public welfare community, and through the "social creation tour", "public welfare into the campus" and other means to build a "support network" of the innovation park social organization. The specific is shown in Figure 2.

Operating Network. The Social Innovation Park is responsible for collecting the demand for services from the society. The main demand is currently from the government. First, when the government publishes the scope of purchasing public services, the social organizations in the Innovation Park submit application plans, and the government determines the social organization of the final purchase of public services through comprehensive evaluation and review to meet the needs of the clients. Secondly, in this process, the government is also responsible for supervising the progress of undertaking public services, and tracking and evaluating the financial status and service effects of social organizations.

Functional Analysis

Incubator. The most basic function of the Social Innovation Park is to cultivate qualified social organizations, namely the “incubator” function. The Social Innovation Park provides office space, financial support, capacity building, information resources, project implementation guidance, and various hardware and equipment support for social organizations. At the same time, the Social Innovation Park also plays a role in resource integration and links the role of multiple parties.
Take the integrated service of the love gathering community that has already settled as an example. Before entering the station, it faced problems such as insufficient professional level, unfixed office space, lack of funds, and imperfect software and hardware facilities. After participating in the Social Innovation Park “Social Innovation Competition”, the company was admitted to the Social Innovation Park after passing the examination and evaluation, and obtained the 50,000 yuan venture capital, entrepreneurship training camp centralized training, office space, resource network and other supporting services provided by the People’s Government of Luyang District. The Innovation Park guided its construction and improvement of the organizational framework, and these initiatives have enhanced the capacity building of the social organization.

**Navigator.** The navigation function of the Social Innovation Park is mainly reflected in providing policy and institutional guidance for social organizations. Standardize the development direction of social organizations and be able to solve social problems sustainably.

There are few social organizations officially registered in the Innovation Park, and most of the social organizations are still in a state of no formal registration. In July 2014, the Hefei Municipal Government of Anhui Province officially issued a notice on the “Implementation Opinions on Deepening the Government's Purchase of Services to Social Forces”. The document clearly stated that “the undertaking entities include non-administrative management institutions and are registered in the civil affairs department according to law. Social organizations that are established or approved to be exempted from registration are legally listed in the industrial and commercial administration or the competent authorities of the industry, such as enterprises, institutions and other social forces, and in the social organization registration process to give preferential policies, greatly simplifying the organization’s registration process. In September 2013, the Notice on Implementing the Opinions on Strengthening the Construction of Professional Teams for Social Work was issued. The notice clearly pointed out that the training of talents should be vigorously strengthened, mainly from the formulation of education and training programs for social work professionals and the implementation of the work of upgrading the quality of social work professionals. "Implementation of "high-level social work professional talents induction project", etc., to give policy subsidies in all aspects. Therefore, the social organizations in the Innovation Park actively seek “legalization” under the support and
guidance of the policy. At the same time, social organizations can give priority to the support of funds, information and other resources provided by the government after the formal registration, and the social recognition of social organizations is greatly enhanced, which is also very beneficial to the sustainable development of social organizations.

**Booster.** The booster function of the Social Innovation Park is mainly reflected in the social resources obtained by the government through the purchase of public services and venture capital. The Social Innovation Park will give the starting organization of the social organization in the park a starting capital of 500,000 yuan; carry out the project docking activities: the municipal and district civil affairs bureaus will organize relevant departments, communities and social organizations to carry out "blind meeting" activities for relevant government departments and communities. And social organizations and other links to promote the government to buy public services; social innovation park to establish a project library: the first in the province to introduce the "Luyang District Civil Administration System to undertake service social organization catalogue", the civil administration system government to buy public services directly from the "catalog" selected to undertake Institutions, this measure not only simplifies the government's procedures for purchasing public services, but also promotes the benign competition of social organizations in the Innovation Park, continuously enhances the social service capabilities of social organizations, realizes the innovation of social pluralistic governance models, and promotes the participation of social organizations in social governance capabilities. The government purchases “double promotion” of public service level; strengthens organizational exchange and learning: leads social organizations in the Innovation Park to participate in charity exhibitions, and rushes to Nanjing, Shanghai, Suzhou and other places to exchange learning and learn from the advanced experience of other parks.

### Problems and Suggestions in the Social Innovation Park of Yuyang District, Hefei City

#### Problem

**Government-led, Lack of Autonomy.** The Luyang District Social Innovation Park is a platform for the city and district to jointly build and cultivate social organizations. At the same time, the office space and other software and hardware facilities of the Innovation Park are provided by the government. At present, although the sources of funds raised by the Innovation Park include the government's purchase of public services and venture philanthropy, the philanthropy ventures are in their infancy, so the funds are mainly from the government's purchase of public services, which strengthen the society. The Social Innovation Park’s dependence on the government.

**Limited Access to Social Organizations Has Limited Capacity.** In the process of providing social services, social organizations from the government have neglected the demand of society, which not only caused the idleness and waste of some resources, but also caused the distrust of the service objects to the social organizations. In the choice of service objects, service content or service forms, social organizations from the government pay more attention to the feasibility of social services, often ignoring the actual needs of the client. Social organizations from the private sector can achieve the needs of the client in the process of providing social services. However, due to financial and other issues, the activities are slow and the sustainability is poor.

**Innovation Park’s Assessment Mechanism for Social Organizations Needs to be Improved.** There is such a phenomenon in the Innovation Park: although some social organizations have settled in the park, they have not carried out effective activities and there are no beneficiaries. In this case, it is necessary to consider the organizational structure within the Optimization and Innovation Park, establish a sound social organization evaluation system, timely clean up the corresponding social organizations, avoid the inefficient use of resources, and continue to attract powerful social organizations to settle in the Innovation Park. The Social Innovation Park plays its due role.
Suggestions for Advancing the Development of Social Organization Innovation Parks

**Improve the Government's "One Big Family" Situation.** On the one hand, the Social Innovation Park of Luyang District of Hefei City is led by the government and entrusted the Shanghai Enpai Public Welfare Organization Development Center to manage operations. However, in the actual operation process, it faces the problem of strong government dependence and poor autonomy. Therefore, the government should gradually reduce the excessive intervention in daily operations and give third-party operators a greater autonomy. This will not only help to improve the independence of the Social Innovation Park, but also maximize the function of the Innovation Park. On the other hand, actively developing innovative management methods such as venture philanthropy to ensure the broadness of funding sources can, to a certain extent, reduce the dependence of the Innovation Park on the government and maintain relative independence.

**Develop a Venture Capital Investment Model and Expand Funding Sources.** Venture philanthropy is an innovative philanthropic investment model introduced from abroad in recent years, emphasizing that funders (enterprises/Foundations, etc.) will establish long-term charitable partnerships with recipients by participating in social innovation projects. Compared with the single model of government financial subsidies, this long-term partnership is conducive to long-term funding of social organizations, so that their sustainability is better protected. At the same time, the funders will also send representatives to participate in the activities of social organizations. This is not only an effective way of monitoring and performance evaluation, but also helps the funders to conduct risk assessment of the social innovation projects.

**Enhance the Ability of Social Organizations in the Innovation Park.** The organization of the Social Innovation Park in Luyang District of Hefei City is divided into two categories, one is the social organization derived from the government. Such social organizations often face the characteristics of lack of professionalism in the process of providing social services, and strengthen such social organizations. The professionalism is very important; the other is the social organization from the private sector. The Innovation Park should strengthen the ability of such social organizations to communicate with the government departments and cooperate with enterprises, and continuously expand their funding sources. At the same time, the Innovation Park also needs to actively build the social reputation of such social organizations and enhance their professional level.

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