

Research on the Function of Compound Governance Entities in the Context of Media: Taking China Disabled Persons' Federation as an Example

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Abstract: In the process of modernization of social governance, the functional orientation and mechanism of group organizations in public affairs governance have attracted increasing attention from academic circles. As a core group organization embedded in the national governance system, China Disabled Persons' Federation is not only representative, coordinated, but also executive-oriented, demonstrating the unique attributes of a compound governance entity. This study is based on social governance theory and adopts a governance process analysis framework to systematically sort out the functional structure and operating mechanism of the Disabled Persons' Federation across the three stages of governance input, process, and output. Research points out that the Disabled Persons' Federation effectively promotes the demands of disabled people into the public agenda through its needs expression and interest representation functions; promotes diversified collaborative governance between the government, social organizations and disabled people through overall coordination and intermediary mechanisms; and adopts policy implementation and feedback mechanism to improve the achievement of governance goals. Further analysis shows that the social governance function of the Disabled Persons' Federation is affected by multiple factors such as institutional authorization and functional boundaries, organizational governance capabilities and external collaborative environment, and there are certain structural difficulties. To this end, this paper proposes that functional positioning should be clarified, organizational capabilities should be improved, and collaborative networks and feedback mechanisms should be improved to optimize the functional effectiveness of the Disabled Persons' Federation in the governance of disability affairs. The research in this paper will help deepen the theoretical understanding of the functions of complex governance entities of mass organizations, and provide reference for improving the governance system for persons with disabilities and promoting the modernization of social governance.

1. Introduction

In the process of modernizing the national governance system and governance capabilities, my country's social governance concept has shifted from 'social management' to 'social governance,' emphasizing coordinated participation and institutionalized cooperation among multiple entities under the overarching guidance of established institutional frameworks. The complexity of social structure and the diversification of public needs have caused the traditional governance model dominated by a single entity to face challenges, and the construction of a compound governance system has become a core issue in governance modernization.

In this context, social organizations, as an important component of diverse governance entities, play an irreplaceable role in demand expression, resource integration, and policy implementation. As an important area of the social governance system, disabled people's affairs have put forward higher requirements for the participation of multiple governance entities due to their large group size, professional and special needs. How to respond to the diverse demands of people with disabilities through institutional mechanisms is related to social equity and integration.

As a national mass organization established in accordance with the law, China Disabled Persons' Federation (hereinafter referred to as the "Disabled Persons' Federation") has both quasi-government attributes and social organization characteristics, and undertakes multiple responsibilities such as representing the interests of disabled people, safeguarding rights and interests, and undertaking government entrusted functions. This dual attribute of "being both officials and people" has enabled the Disabled Persons' Federation to form a unique institutional embedding and intermediary role between the country and society, and has become the core subject in the governance of disabled people's affairs in my country.

Existing research focuses mostly on the policy practice and functional performance of the Disabled Persons' Federation, affirming its positive role in the governance of disability affairs, but lacks a systematic analysis of its functional structure and operating mechanism as a compound governance body. Some studies equate the Disabled Persons' Federation with a government execution tool and ignore its intermediary function in demand expression and resource coordination; others simply classify it as a social organization, failing to reveal the deep impact of its quasi-government nature on governance practice. This leads to insufficient understanding of the Disabled Persons' Federation's true role in the social governance system.

Based on this, this paper is based on social governance theory and mass organization research, combined with policy texts and normative analysis, focuses on the compound subject function of the Disabled Persons' Federation in the media context, and systematically discusses its role positioning and functional structure in the social governance system. It then analyzes the key conditions that affect the effective performance of its governance functions and puts forward optimization suggestions. It aims to provide theoretical support and practical reference for the Disabled Persons' Federation in the new era to better embed itself into the social governance system and promote the high-quality development of the cause of disabled people.

2. Literature Review and Analysis Perspective

2.1. Evolution of Social Governance Theory and Multi-subject Governance

The rise of social governance theory stems from the reflection of the traditional single government-led model. At the end of the 20th century, Western academic circles gradually shifted from "government" to "governance", emphasizing that multiple entities jointly manage public affairs through coordination and cooperation. The Global Governance Council pointed out that governance is essentially a continuous interactive process between public and private entities around common

affairs. Its core features include diverse participation, non-mandatory coordination and procedural mechanisms[1]. This theory breaks through the management paradigm with command and control as the core.

In the China context, scholars have localized interpretations of governance theory. Yu Keping believes that governance is an interactive process between top and bottom that relies on cooperation, consultation and partnership, rather than one-way administrative orders[2]. My country's social governance concept has undergone a phased transformation from "social management and control" to "social governance", reflecting the dynamic adjustment of the relationship between the state and society and the trend of coordinated governance by multiple entities. Focusing on the connotation and mechanism of governance, academic circles have proposed various analytical perspectives such as multi-center governance, holistic governance, and consultative governance. These perspectives emphasize a process in which the government leads and engages social organizations, communities, and the public to achieve social order. These perspectives emphasize a process in which the government leads and engages social organizations, communities, and the public to achieve social order and the coordinated maintenance of public interests [3]. Among them, social organizations are regarded as important intermediaries connecting the state and society, and their degree of participation directly affects governance effectiveness.

2.2. Governance Functions of Mass Organizations and Quasi-government Attributes

With the deepening of social governance theory in China, mass organizations have gradually become the focus of academic attention due to their special institutional attributes. Mass organizations are different from ordinary social organizations or government departments, and have strong political embeddedness and organizational advantages. The governance of disability affairs naturally involves the interaction of multiple entities such as the government, social organizations and individuals with disabilities. Relevant research points out that the Disabled Persons' Federation plays a key role in representing, serving and managing the affairs of persons with disabilities, and is an important carrier for promoting the development of the cause of persons with disabilities[4]. The Disabled Persons' Federation not only represents the interests of disabled people and safeguards their legitimate rights and interests, but also undertakes government entrusted functions in accordance with the law[5], presenting obvious quasi-government attributes and playing the dual role of governance subject and governance intermediary in public affairs for disabled people.

Some scholars have analyzed the relationship between the Disabled Persons' Federation and social organizations of persons with disabilities from the perspective of social management and public service supply, and believe that the Disabled Persons' Federation has demonstrated innovative governance characteristics in guiding, standardizing and coordinating the development of social organizations[6]. Other studies emphasize the key position of the Disabled Persons' Federation in resource allocation and policy implementation from the perspective of welfare policy and social protection[7,8]. The grassroots Disabled Persons' Federation faces structural constraints such as resources, personnel and governance capabilities, which affect the effective performance of its governance functions[9]. Overall, although existing research provides reference for understanding the institutional role of the Disabled Persons' Federation, most of them still focus on functional description or policy implementation, and lack a systematic analysis of its complex main functions and mechanisms from social governance theory. Some studies simply classify the Disabled Persons' Federation as a government subsidiary or a general social organization, ignore the comprehensive impact of its quasi-government attributes and group characteristics on actual governance, and fail to fully reveal its intermediary and coordination functions in the collaborative governance of multiple entities.

2.3. Proposing Analytical Perspectives: Governance Process Orientation

Based on the above research status, it is urgent to systematically examine the role and function of the Disabled Persons' Federation in the governance system from a process and structural analysis perspective within the theoretical framework of social governance. The governance process orientation emphasizes starting from the dynamic process of governance operation, analyzing the functional division of labor and interaction between multiple entities in public affairs, and breaking through the static understanding of governance functions.

In the governance process analysis framework, public affairs governance can be divided into governance inputs, governance processes and governance outputs. Application to the governance of disability affairs will help reveal the specific role of the Disabled Persons' Federation in demand expression, resource coordination and policy implementation, so that it is no longer regarded as a single policy executor, but a composite entity embedded in the entire governance process.

To sum up, this paper places the Disabled Persons' Federation within the framework of the social governance process and systematically analyzes its main positioning and governance functions in the governance of disabled people's affairs, in order to make up for the shortcomings of existing research in the functional structure and governance mechanism.

3. Theoretical Framework and Research Design

3.1. Theoretical Basis and Analytical Ideas

Social governance theory emphasizes that public affairs management has transformed from a static model in which a single entity relies on administrative authority to a dynamic process in which multiple entities continue to interact and operate collaboratively around public issues[1,2]. Governance entities bear diversified and changing functions in different links, and their roles are in the dynamic generation and adjustment of the governance process. Therefore, the analysis of social organizations in social governance needs to pay attention to their structural role in the overall governance process, rather than just staying at the level of functional listing.

A review of the previous literature shows that most of the existing research on the Disabled Persons' Federation focuses on its policy implementation or organizational attributes, and lacks discussions to systematically reveal its functional structure from the overall perspective of the governance process. To this end, this paper introduces a governance process orientation and regards disability affairs governance as a process system in which multiple entities participate in coordination and operate dynamically. Among them, the Disabled Persons' Federation is not only a subsidiary entity of policy implementation, but also a compound governance entity that plays a key role in multiple governance links.

The governance process orientation advocates dividing governance into different stages that are connected with each other, and clarifying the functional division of labor and interaction between each entity at each stage. Based on the actual governance of disability affairs in my country, this paper divides the governance process into three links: governance input, governance process and governance output, providing a unified theoretical framework for functional analysis in the following article.

3.2. Constructing a Theoretical Framework: A Process Analysis of the Social Governance Function of the Disabled Persons' Federation

In the governance input stage, governance is first manifested in the formation and expression of social needs and the process of entering the decision-making system. Due to the dispersed and

professional needs of people with disabilities, it is difficult for individuals to effectively express their needs. At this stage, the Disabled Persons' Federation gathers group demands through organized channels, transmits them to the government and public institutions, plays its role in demand expression and interest representation, and has become an important governance input entity connecting disabled people with the public decision-making system.

In the governance process stage, governance enters a key link of policy consultation, resource integration and action coordination. Affairs for persons with disabilities involves multiple departments and social entities, and has cross-department and cross-field characteristics. Relying on its institutional embedding and organizational network, the Disabled Persons' Federation participates in policy consultation, resource coordination and multi-agent cooperation, and plays its governance coordination and intermediary functions, which is reflected not only in the interaction between government and society, but also in the coordination of horizontal departments and social organizations.

In the governance export stage, governance results are reflected in the actual results of policy implementation, public services and institutional arrangements, which are directly related to the sense of gain and governance performance of the disabled group. At this stage, the Disabled Persons' Federation undertakes responsibilities such as promoting policy implementation, organizing service supply and governance feedback, embodying execution and feedback functions, transforming system design into concrete results, and feeding back problems encountered in practice to the decision-making system to achieve governance cycle.

Based on this, this paper builds a theoretical framework of "governance process-functional structure", summarizing the social governance functions of the Disabled Persons' Federation into three categories: demand expression and interest representation functions, overall coordination and mediation functions, and policy implementation and feedback functions. The three are connected and circulated in the governance process, and together constitute the functional structure of the Disabled Persons' Federation's participation in social governance.

3.3. Research Design and Analysis Path

This paper is a normative theoretical research, focusing on deepening the understanding of the social governance functions of the Disabled Persons' Federation through theoretical sorting and structural analysis. The research mainly uses literature analysis and policy text analysis methods to systematically sort out social governance theory, group organization research and policies related to disability affairs to provide support for the construction of the theoretical framework.

Specifically, this paper first reviews domestic and foreign social governance theories and mass organization research, and clarifies the analytical perspective and core concepts; secondly, based on the institutional background of disability affairs governance in my country, conducts a normative analysis of the organizational attributes and functional structure of the Disabled Persons' Federation; Thirdly, based on the governance process orientation, we discuss the functional performance of the Disabled Persons' Federation in different governance links in categories, revealing the inherent logic and operating mechanism of its social governance functions; Finally, we discuss the practical conditions that affect the governance function of the Disabled Persons' Federation, and make suggestions for improving its participation in social governance.

It should be noted that this paper emphasizes theoretical analysis and institutional interpretation, and aims to build an explanatory and malleable analytical framework to provide theoretical reference for understanding the practical role of Disabled Persons' Federation in the governance of disability affairs and subsequent empirical research.

4. The Main Characteristics of the Disabled Persons' Federation and Its Role in National Governance

4.1. Institutional Embedding Strengthens the Disabled Persons' Federation's Pivotal Position in the National Governance System

As a group organization, China Disabled Persons' Federation has institutional characteristics that are deeply embedded in the national governance system. Its establishment basis, organizational structure and functional allocation are highly institutionalized, performs its duties within the legal and policy framework in accordance with the law, and undertakes important national institutional arrangements for the governance of disability affairs[4,5]. As previous research institutes have pointed out, a stable and institutionalized interactive relationship has been formed between mass organizations and the governmental system [5]. The Disabled Persons' Federation is not only deeply embedded in organizational affiliation and functional authorization, but also continues to participate in governance aspects such as policy formulation, implementation and feedback. Compared with general social organizations, the Disabled Persons' Federation can directly participate in public decision-making and policy implementation through institutionalized channels, thus becoming a functional node in the social governance system with high stability and predictability.

Institutional embeddedness means that the Disabled Persons' Federation is not equivalent to a government department, but rather undertakes specific governance functions between the country and society. Based on this, the Disabled Persons' Federation can achieve cross-subject connection and multi-actor coordination in the governance of disability affairs, serving as a crucial fulcrum for multi-subject collaborative governance.

4.2. Group Attributes and Quasi-government Attributes Jointly Shape the Organizational Advantages of the Disabled Persons' Federation

The main positioning of the Disabled Persons' Federation is also reflected in its dual attributes as a mass organization and a quasi-governmental organization. First of all, as a group organization, the Disabled Persons' Federation is composed of disabled people, their relatives and friends and related workers. It represents the interests of disabled people, reflects reasonable demands and safeguards their legitimate rights and interests[6], forming a solid social foundation and value legitimacy. Secondly, the Disabled Persons' Federation undertakes a large number of public management and service functions entrusted by the government, covering rehabilitation, education, employment, social protection and other fields, and has obvious quasi-government attributes[8]. In these areas, the Disabled Persons' Federation participates in policy implementation as an executive or collaborative entity. Its operating logic obeys the rules of the administrative system to a certain extent and has organizational advantages in resource integration and policy implementation.

It is this superposition of group and quasi-government attributes that gives the Disabled Persons' Federation the unique organizational characteristics of "being both an official and a citizen". On the one hand, dual attributes provide the institutional foundation and action space for their participation in social governance; on the other hand, they also bring about the role tension and balance between representative interests and policy implementation, becoming a core issue in understanding their main positioning.

4.3. Composite Governance Entities Achieve Effective Connection between the Country and Society

Under the combined effect of institutional embeddedness and dual organizational attributes, the

Disabled Persons' Federation has formed a unique compound governance subject position in the social governance system. Its governance role is reflected in the following three aspects:

First of all, through organizational networks and working mechanisms, the Disabled Persons' Federation transforms the needs of disabled people into governance issues that can enter the public decision-making system, assumes the role of institutionalized interest expression, and makes up for the expression dilemma of vulnerable groups in policy formulation. [4,5].

Secondly, as an intermediary entity between the state and society, the Disabled Persons' Federation promotes the formation of a cross-department and cross-field collaborative governance network[5,9] by connecting with the government, integrating social resources, and guiding social organizations to participate, becoming a hub connecting multiple governance entities., enhance the synergy and integrity of the governance process.

Thirdly, relying on its quasi-government nature, the Disabled Persons' Federation plays a practical implementation role in governance output links such as policy implementation and service supply, transforming governance goals into concrete actions and enhancing the realistic directionality of governance effectiveness.

To sum up, the Disabled Persons' Federation should be defined as a compound governance entity embedded in the social governance process. Its institutional embeddedness, dual organizational attributes and multiple governance roles together shape its unique position in China's social governance system. This clear positioning of the main body has laid a theoretical foundation for subsequent analysis of the Disabled Persons' Federation's social governance functions and operating mechanisms.

5. The Structure and Operating Mechanism of the Social Governance Function of the Disabled Persons' Federation

Under the theoretical framework of social governance, governance functions are not only the collection of responsibilities of an organization, but also the structural role it plays in the process of public affairs governance. Based on the governance process analysis framework, this paper systematically analyzes the social governance function of Disabled Persons' Federation in the governance of disabled people's affairs from three links: governance input, governance process and governance output to reveal its functional structure and internal logic.

5.1. Demand Expression and Interest Representation Mechanism Enhance Policy Responsiveness for People with Disabilities

During the governance input stage, due to multiple limitations on physical, social and institutional resources, it is difficult for persons with disabilities to directly enter the public decision-making system. There are widespread dual dilemmas of fragmentation of expression and insufficient institutional channels[4]. As a collective organization, the Disabled Persons' Federation relies on a stable organizational network to transform dispersed individual needs into common collective demands through research, discussions, information integration, and other methods, and provides feedback to the government and public sectors through institutionalized channels[5]. This mechanism effectively enhances the possibility that the needs of people with disabilities will be included in the public agenda and alleviates the insufficient participation of vulnerable groups in policy formulation.

The demand expression function of the Disabled Persons' Federation is not only information transmission, but also an institutionalized governance input mechanism. By continuing to participate in policy consultation, issue feedback and institutional communication, the Disabled Persons' Federation has become an "issue generator" and a "problem intermediary", providing real information from the grassroots to the decision-making system and supporting the inclusiveness and

responsiveness of the social governance system.

5.2. Overall Coordination and Intermediary Mechanisms Promote Collaborative Governance of Multiple Entities

The governance process stage emphasizes multi-agent interaction and resource allocation. Affairs for persons with disabilities involves multiple departments and social organizations, with overlapping policy areas and diverse subjects. Without effective coordination, it may easily lead to policy fragmentation and resource dispersion[7,8]. Relying on its institutional embeddedness and organizational network advantages, the Disabled Persons' Federation connects the government and grassroots groups with disabilities in a vertical structure, participates in policy discussions, assists in interpretation and promotes implementation, and makes up for the information asymmetry between policy and reality. In terms of horizontal structure, the Disabled Persons' Federation connects with civil affairs, human resources and social security, education, health and other departments, guides social organizations, enterprises and institutions to participate together, and promotes cross-department and cross-field collaborative governance[6].

From a theoretical perspective, the intermediary function of the Disabled Persons' Federation is reflected in resource integration, action coordination and governance relationship reconstruction. By promoting cooperation among multiple entities, it reduces governance transaction costs and enhances the stability and sustainability of collaborative governance. This function is an important feature that distinguishes the Disabled Persons' Federation from general social organizations and government departments.

5.3. Policy Implementation and Feedback Mechanisms Promote the Dynamic Realization of Governance Goals

In the governance export stage, governance effectiveness is reflected in policy implementation, service supply and actual results. The effectiveness of policy implementation is a key factor affecting governance performance. As an organization with quasi-government attributes, the Disabled Persons' Federation directly participates in the implementation of policies and services such as rehabilitation, education, employment, and social protection for disabled people, transforming policy goals into concrete actions, and making governance results benefit disabled people. At the same time, the Disabled Persons' Federation can promptly identify problems during the implementation process and feed them back to the policy adjustment process, promoting the continuous improvement of the governance system[5,8].

The feedback function of the Disabled Persons' Federation enables the governance process to form a dynamic cycle of "input-process-output-re-input", improving the learning ability and self-correction ability of the governance system, and providing a foundation for the continuous optimization of social governance.

5.4. Three Major Functions Work Together to Build the Structural Advantages of Disabled Persons' Federation's Social Governance

To sum up, the Disabled Persons' Federation's social governance function in the governance of disability affairs shows overall and procedural characteristics. The three functions of demand expression and interest representation, overall coordination and mediation, and policy implementation and feedback are embedded in different aspects of the governance process, which are both independent and closely connected. The Disabled Persons' Federation incorporates persons with disabilities into the governance system through institutionalized expression, promotes cooperation

among multiple entities through intermediary coordination, and achieves governance goals and institutional optimization through implementation and feedback, constituting its unique functional structure in social governance. This analytical framework not only reveals the irreplaceable role of the Disabled Persons' Federation in the social governance system, but also provides a theoretical basis for understanding its main positioning and governance effectiveness.

6. Multiple Factors and Practical Challenges Affecting the Social Governance Function of the Disabled Persons' Federation

From the perspective of social governance theory, the effective performance of governance functions does not occur spontaneously, but is subject to multiple factors such as institutional environment, organizational capabilities and external relationship structure. As a compound entity embedded in the national governance system, the Disabled Persons' Federation's social governance functions show significant differences in different contexts. Therefore, this study aims to systematically sort out the actual conditions and main dilemmas affecting its functions, so as to provide theoretical support for explaining the differentiated performance of governance effectiveness and proposing subsequent optimization paths.

6.1. Institutional Authorization and Functional Boundaries Both Affect the Governance Space of the Disabled Persons' Federation

The institutional environment is the fundamental foundation for the realization of the social governance function of the Disabled Persons' Federation. On the one hand, with the deepening of social governance concepts, the state has clearly authorized the governance responsibilities of the Disabled Persons' Federation through laws, regulations and policy documents, giving it institutional legitimacy in terms of representation, coordination and execution[4,5]. Institutional authorization has enhanced the stability and resource mobilization capabilities of the Disabled Persons' Federation in participating in public affairs governance. On the other hand, this authorization is also accompanied by clear functional boundaries. The Disabled Persons' Federation is neither a completely independent social organization nor has complete administrative authority. Its scope of responsibilities and resource allocation are highly bound by the administrative system[5]. In actual operation, institutional boundaries limit the Disabled Persons' Federation's policy innovation and cross-departmental coordination space, affecting the full release of its social governance functions. Therefore, the impact of institutional conditions on the functions of the Disabled Persons' Federation is dual: it not only constitutes a prerequisite for participating in governance, but also limits its action boundaries, and is an important institutional background to explain the differentiation of the governance functions of the Disabled Persons' Federation.

6.2. Shortcomings in Organizational Capabilities Restrict the Effective Performance of the Disabled Persons' Federation's Governance Functions

Organizational capabilities are an important guarantee for the effective performance of the Disabled Persons' Federation's governance functions. Social governance emphasizes the professional capabilities, organizational resources and collaboration mechanisms of governance entities[7,8]. However, in actual operation, there are large differences in personnel, funding and professional support at different levels and regions of the Disabled Persons' Federation. In particular, the grassroots Disabled Persons' Federation generally faces shortcomings in capabilities and resources, making it difficult to effectively undertake diversified governance functions such as demand integration, resource coordination and policy feedback[9].

In addition, the internal organizational structure of the Disabled Persons' Federation is still dominated by administrative logic, and the update of governance concepts and tools lags behind, which affects its flexibility and intermediation in the collaborative governance of multiple entities. These organizational constraints weaken the Disabled Persons' Federation's ability to actively participate and systematically govern, and are an important practical reason for its limited governance functions.

6.3. Insufficient External Coordination Exacerbates the Real Dilemma of Social Governance of the Disabled Persons' Federation

The realization of the governance function of the Disabled Persons' Federation is highly dependent on the collaborative environment of multiple entities. Although social governance emphasizes multi-stakeholder cooperation, in some areas, the development of social organizations for persons with disabilities lags behind, their willingness and capacity to participate in mobilizing social resources are insufficient, and the Disabled Persons' Federation consequently lacks strong social docking mechanisms within the collaborative governance framework [6]. When external coordination is weak, it is easier for the Disabled Persons' Federation to return to the administrative model, making it difficult to fully demonstrate its intermediary and coordination functions. At the same time, different government departments have different perceptions and support for the governance role of the Disabled Persons' Federation, and cross-department coordination is not smooth, which leads to the limited role of the Disabled Persons' Federation as a hub in resource integration and policy coordination, and social governance is prone to departmental segmentation and policy fragmentation[8]. The imbalance of the external collaborative environment has become a key external factor that restricts the performance of the Disabled Persons' Federation's governance functions.

6.4. Governance Effectiveness and Optimization Direction under the Interaction of Multiple Factors

In summary, the realization of the social governance function of the Disabled Persons' Federation is the result of the joint action of institutional authorization, organizational capabilities and external synergy. Institutional authorization provides the basis for legitimacy, but functional boundaries bring action constraints; organizational capabilities are the realistic support for governance functions, but differences in capabilities exacerbate the imbalance of governance effectiveness; external collaboration provides an interactive field for governance, but insufficient coordination weakens the intermediary and coordination of the Disabled Persons' Federation. Multiple conditions and dilemmas are intertwined, resulting in significant differences in the social governance functions of the Disabled Persons' Federation in different situations.

A systematic analysis of these conditions and dilemmas will help grasp the practical limitations of the Disabled Persons' Federation's governance function from a structural level, and also provide a theoretical basis for subsequent discussions on optimizing the social governance function of the Disabled Persons' Federation.

7. The Systematic Path to Optimize the Social Governance Functions of the Disabled Persons' Federation

In the process of modernization of social governance, the optimization of the social governance functions of the Disabled Persons' Federation is a systematic project covering institutional arrangements, organizational capabilities and collaborative mechanisms. Based on an analysis of the actual conditions and dilemmas of the Disabled Persons' Federation's governance function, its

effectiveness improvement requires multi-dimensional paths to be coordinated. To this end, this paper puts forward optimization suggestions from the aspects of system, organization and governance network to promote the Disabled Persons' Federation to be more deeply embedded in the social governance system.

7.1. Clarify Functional Boundaries and Role Positioning, and Consolidate the Institutional Foundation

The primary task at the institutional level is to further clarify the functional boundaries and role positioning of the Disabled Persons' Federation in the social governance system. Although existing laws and regulations provide the basic basis for the Disabled Persons' Federation to participate in the governance of disability affairs, its scope of responsibilities and coordination role are still ambiguous in practice[4,5]. The functional focus of the Disabled Persons' Federation should be refined within the policy framework, highlighting its institutional role in demand expression, overall coordination, and policy feedback, and avoiding being simply equated with an administrative execution department or a general social organization. By clarifying functional positioning, it can provide a more stable and predictable institutional environment for the Disabled Persons' Federation's governance actions and enhance its standardization and effectiveness.

7.2. Improve Organizational Governance Capabilities and Strengthen Professional Support

Governance capabilities are the core guarantee for realizing social governance functions. In view of the practical constraints of the grassroots Disabled Persons' Federation in terms of personnel, majors and resources, internal capacity building should be strengthened[7,8]. On the one hand, it should optimize the personnel structure, strengthen professional training, and enhance its capabilities in demand integration, policy analysis, and cross-agency coordination. On the other hand, it should improve the internal operating mechanism, promote the shift of work focus from transaction processing to governance coordination, strengthen information collection, feedback, and horizontal collaboration mechanisms, and enhance the adaptability to diverse collaborative governance. The improvement of organizational capabilities will provide a solid foundation for the continued performance of the Disabled Persons' Federation's social governance functions.

7.3. Build a Collaborative Governance Network and Expand the Space for Social Participation

It is difficult for a single entity to deal with complex public affairs, and building a diversified collaborative governance network is the key to improving the governance efficiency of the Disabled Persons' Federation. Through an institutionalized collaboration mechanism, the Disabled Persons' Federation and government departments, social organizations and relevant social forces should be promoted to form a governance network with clear division of labor and stable interactions[6]. While maintaining the embeddedness of the system, we actively guide and cultivate social organizations of persons with disabilities to participate in governance and build a collaborative pattern of multi-level and multi-subject participation. This network should strengthen cross-department collaboration and information sharing, enhance the intermediary and hub functions of the Disabled Persons' Federation, and improve the overall synergy of social governance.

7.4. Improve Feedback and Learning Mechanisms and Promote Dynamic Governance Optimization

Social governance is essentially a process of continuous adjustment and optimization. The

Disabled Persons' Federation should improve the governance feedback and learning mechanism, systematically summarize problems and experiences in policy implementation and service supply, and actively play a feedback role[5,8]. It should also promote the establishment of a governance learning mechanism with problem-oriented and practical reflection as the core, and strengthen its dynamic adjustment capabilities in social governance practice. This will not only help improve the Disabled Persons' Federation's own governance capabilities, but also help promote the improvement of the overall effectiveness of the disability affairs governance system.

The optimization path of the Disabled Persons' Federation's social governance function is a systematic process consisting of clear systems, improvement of capabilities, expansion of collaborative networks, and dynamic adjustment and coordination. By consolidating its role positioning at the institutional level, strengthening governance capabilities at the organizational level, expanding collaboration space at the network level, and improving feedback and learning mechanisms at the operational level, the Disabled Persons' Federation can more effectively perform its social governance functions in the governance of disability affairs. This multi-dimensional path supports and promotes each other in practice, helps promote the transformation of the Disabled Persons' Federation from a traditional functional organization to a governance organization, and plays a more active and stable role in the modernization process of social governance.

8. Conclusions

Against the background of modernization of social governance, the functional positioning and governance mechanism of mass organizations have become important theoretical and practical issues. Taking China Disabled Persons' Federation as an example, based on social governance theory, this paper systematically combs its main positioning, governance functions and realization conditions, and reveals its inherent logic and practical significance in the governance of disabled people's affairs.

Research shows that the Disabled Persons' Federation, as a composite entity embedded in the national governance system, is both representative, intermediary and executive-oriented. Its institutional attributes determine that the Disabled Persons' Federation not only assumes the responsibility of intermediary interest expression and communication, but also plays a key role in policy implementation and public service supply. Based on the perspective of governance process, the Disabled Persons' Federation has achieved collaborative governance by multiple entities through functions such as demand expression and interest representation, overall coordination and mediation, and policy implementation and feedback in the three links of governance input, process, and output, thereby effectively realizing the governance goals.

Further analysis shows that the social governance function of the Disabled Persons' Federation is affected by multiple structural factors such as institutional authorization and functional boundaries, organizational governance capabilities, and external collaborative environment. The institutional environment provides the basis for legitimacy, but also sets the boundaries of action; differences in organizational capabilities determine the balance of governance effectiveness; and the degree of external collaboration affects its mediation and integration functions. In response to these constraints, this paper proposes that system optimization should be carried out from aspects such as clarifying role positioning, improving governance capabilities, building collaborative networks and improving feedback mechanisms.

Overall, this paper deepens the theoretical understanding of the social governance functions of mass organizations, and provides a reference for promoting the improvement of the disability affairs governance system and the practice of collaborative governance among multiple entities. Future research can further combine empirical methods to compare the governance practices and effectiveness of Disabled Persons' Federation in different regions to enrich relevant theoretical and

policy suggestions.

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