

Operational Mechanisms and Experiences of Community Governance in Developed Countries from the Perspective of Participatory Governance : An Analysis Based on the CLEAR Model

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Abstract: Participatory governance is a key model for achieving effective governance in modern communities within social governance frameworks. Exploring effective community participatory governance is not only essential for safeguarding the rights and interests of residents but also a crucial step toward building a modernized governance system. However, in practice, many communities have not fully implemented participatory governance. To address this gap, this study examines the community governance practices of developed neighboring countries such as Japan, South Korea, and Singapore, bringing their experiences into the context of participatory governance. Using the Stokes CLEAR model, the study organizes five dimensions of governance: Can To, Like To, Enable To, Ask To, and Responded To. These dimensions offer a framework for encouraging community residents in China to engage in participatory governance. This analysis provides a model and practical reference for promoting effective resident participation in community governance, fostering an interactive process of government leadership and citizen involvement.

Keywords: Participatory Governance; CLEAR Model; Community Governance; International Experience.

1. Introduction

In the report of the 20th Party Congress, General Secretary Xi Jinping emphasized the need to improve the social governance system and to implement and develop the "Fengqiao experience" at the grassroots level in the new era. He highlighted the importance of resident participation in building consultative democracy, grassroots autonomy, pluralistic governance, and social coordination. There is an urgent need to fully utilize the participatory role of residents in community governance and to further empower government administration, autonomous governance, and social coordination through participatory governance. However, community participatory governance in China still faces many challenges. While neighboring developed countries are at the forefront of community governance, sharing similar social contexts, their experiences offer valuable insights. These experiences could help resolve the challenges facing China's community participatory governance and provide useful references for improving governance practices.

2. The study of Community Public Participatory Governance Experience

At the Third Plenary Session of the 18th CPC Central Committee, the concept of "social governance" was formally introduced. As the most important unit of governance, the grassroots management system has undergone fundamental changes. The previous administrative structure-based management system has been divided, reconstructed, and integrated into a more diversified and inclusive governance framework. As the basic unit of grassroots self-governance,

community governance plays a critical role in promoting the modernization of national governance systems and governance capacity. In the field of social governance, the Fourth Plenary Session of the 19th CPC Central Committee proposed improving the social governance system, led by the Party committee, overseen by the government, with democratic consultation, social coordination, public participation, the rule of law, and technological support. The construction of a social governance community was emphasized, with a particular focus on encouraging active participation by the people. [1]

Through an analysis of existing literature and comprehensive case studies, it is apparent that most community governance models follow a top-down, single-line governance approach, which deviates from the intended "two-track politics." While the institutional arrangements in community governance continue to provide various subjects with channels and rights for participatory governance, citizens' self-governance abilities remain weak, participation motivation is low, and public involvement in governance is limited. Despite the continuing institutional arrangements that enable participatory governance, challenges persist, including low self-governance capacity, weak participation motivation [2], limited participation subjects, insufficient downward empowerment by the government, and an inadequate operating environment [3]. Although existing research acknowledges these issues, there is a lack of systematic analysis on the internal operational logic and mechanisms that drive participatory governance in community governance. Research on factors such as endogenous mechanisms, framework analysis, participation motivation, feedback loops, and system construction is limited, making it difficult to analyze and dismantle the construction of these mechanisms.

On the other hand, international experiences in grassroots community governance, particularly in developed countries,

provide valuable references. In South Korea, community building has established "Resident Self-Government Groups" [4], aiming to create a resident participation practice centered on "restoring the community community", under the guidance of the government and through cooperation between the government and the people [5]. In Japan, a citizen-oriented governance model has been developed, integrating "family-resident groups-town councils-resident agreements" as the core system [6], where residents engage in value-based activities to maintain the community and jointly evaluate policies with the government [7]. In Singapore, the integration of the Housing and Development Board (HDB) system with community governance has strengthened support services, facilitating community mobilization, cohesion, and integration [8]. In the United Kingdom and the United States, community governance is more institutionalized, with a focus on economic regulation and legal guidance. This institutionalized model emphasizes citizen participation and the promotion of third-party involvement in governance. [9]

China's community governance model aligns more closely with the community building dynamics seen in developed Asian countries. However, existing research often lacks integration of community governance experiences from neighboring developed countries, presenting only a descriptive narrative of governance strategies. There is also insufficient attention to international experiences in participatory governance. To address this, this paper examines the experiences of three neighboring developed countries—South Korea, Singapore, and Japan—and summarizes their community participatory governance models. By applying the CLEAR model of participatory governance, this paper constructs an explanatory framework for reshaping the empowerment of community governance stakeholders and conducts a mechanism analysis. It is structured into five dimensions: Can To, Like To, Enable To, Ask To, and Responded To. Based on this framework, it provides model basis and practical references for the effective integration of residents participation into community governance.

3. Theoretical Framework of Participatory Governance

(1) Theoretical Connotation of Participatory Governance

Participatory governance is rooted in Western democratic thought and represents the development and evolution of participatory democracy. During the 18th century, Enlightenment thinkers established the theoretical framework of civic participation within democratic ideals. Rousseau, in *The Social Contract*, viewed citizen participation as a means of aligning private and public interests, allowing citizens to engage in decision-making primarily through the transformation of their roles into those of "public figures." [10] In contrast, Cohen defines participatory democracy as a system of social governance. He argues that contemporary participatory governance shares a unified governance philosophy. In his view, democracy allows citizens to freely express their opinions and hold the government accountable for improper actions [11]. The complete theory of participatory democracy was further developed by Peterman, who combined ideas from Rousseau and Cohen. Peterman proposed that participatory democracy represents a new form of citizen involvement in governance, distinct from administrative democracy. He emphasized that citizen participation should focus not only on acquiring participatory

skills but also on protecting the rights and opportunities of citizens. [12]

In the 1980s, participatory governance emerged as a model of national governance, originating in Brazil, the United States, and South Africa. It has since been widely discussed in academic circles. Unlike participatory democracy, which is primarily concerned with citizen involvement, participatory governance focuses on the governance level itself. It emphasizes the responsibility of participants and the creation of participatory effectiveness, while also focusing on improving governance performance through participation, which ultimately contributes to societal development. In 1988, American scholar Ostrom highlighted a key point in governance theory: the process of governance should involve the government establishing a dialogue and ongoing interaction with various organizations within the public sphere, including private individuals, citizens, and organizations. This interaction forms an interdependent, two-way network, which reflects the principles of participatory governance [13]. Thus, participatory governance essentially integrates democratic participation into governance theory, emphasizing the value of civic involvement in social governance.

Table 1. Participatory Governance Factors: CLEAR Model

Influencing factors	Mode of action	Guiding target
Can to	By mobilizing or allocating resources, focusing on the participation of individuals in expressing themselves, writing, and the application of techniques, as well as the degree of inner motivation, it is of great significance for them to be able to participate.	Capacity building refers to acquiring the necessary basic skills for participation: communication skills, expression skills, and negotiation skills.
Like to	Developing an identity with the public sector and shifting from a passive role to an active one	Acquiring community consciousness and civic spirit
Enable to	Various groups and volunteer organizations constitute the channels and facilities for citizen participation.	Build a citizen infrastructure, cultivate channels for participation and assistants
Asked to	Government-citizen cooperation, actively seeking citizens' participation and mobilizing them to take part	Design diverse and flexible public participation plans
Responded to	People feel that their voices are being heard and responded to, thus being able to continuously participate.	Establish a feedback-oriented circular public policy system

(2) Stokers CLEAR Model

The CLEAR model of participatory governance was proposed by Gerry Stoker, a professor at the University of Manchester, UK (see Table 1). It identifies five key factors

that influence residents participation in governance: Can To, Like To, Enable To, Ask To, and Responded To. The model provides an analytical framework for understanding the efforts of politicians, community representatives, voluntary organizations, and the public in promoting resident participation. It highlights the mechanisms of civic engagement and outlines the steps needed to improve governance effectiveness through a logical process that includes fostering critical thinking, building systems, and developing actionable strategies. [14]

4. Community Governance Practices in Developed Countries

4.1. Community Participatory Governance Practices in Japan

4.1.1. "Government-Society Collaboration" to Cultivate Non-Profit Organizations

As early as the 1990s, Japanese intellectuals began advocating the concept of "New Publicity." Unlike the traditional, government-led publicity, this concept emphasizes the pluralistic participation of citizens, with the idea of "living private and opening up public." In 2010, the Japanese government issued the "New Public" Declaration, which linked non-profit organizations (NPOs) to the concept of New Public [15]. Since then, NPOs have been recognized as a vital force in the governance of the New Public [16]. In terms of community building, the Japanese government has utilized decentralization reforms, mutual aid societies, and other supportive policies to encourage the involvement of more social actors in community governance. This has fostered the creation of strong "people-to-people relations," leading to a situation where decentralization in local government has ended the traditional government-social organization relationship. The collaborative development of NPOs has become the central focus of this evolving relationship. The synergistic development of non-profit organizations is now the core of this new structure. [17]

To support the cultivation of non-profit organizations, the Japanese government has provided legal and political backing. At the legal level, Japan enacted the Law for the Promotion of Specified Non-profit Activities as early as 1998, followed by a revision of this law in December 2010, granting legal qualifications and rights to NPOs [18]. By March 15, 2024, Japan will have 49,949 non-profit organizations, nearly half of which are involved in community building, significantly expanding the unofficial community building network [19]. At the policy level, the government has created a favorable environment for NPOs through reforms to the tax system, system revisions, and financial support. Additionally, policy support has been provided through the "Concerted Policy," aiming to establish professional service NPOs. This approach encourages synergy between "endogenous" (internally driven) and "exogenous" (externally driven) types, fostering complementarity of strengths to avoid internalization. This pluralistic synergy seeks to drive the development of NPO-related laws [20]. On the financial side, the government has invested resources to ensure the smooth operation of community self-governance associations and town councils. These operations are included in the government's financial budget, enabling the purchase of services from non-profit organizations. This ensures sustainable financial support through payment mechanisms, effectively guaranteeing the continued operation of NPOs.

4.1.2. "Citizen-Oriented" Hierarchical Governance System

The Japanese system of self-governance operates as a hierarchical structure, where issues are addressed starting from the residents level, gradually progressing through the family, residents group, town council, and residents council. Unlike traditional grassroots self-governance organizations, Japan implemented a significant reform to its local self-governance system in 2000. This reform introduced the "self-governance system" and the "statutory trustee system," which assigned local governments direct responsibility for major local public affairs. In line with the "subsidiarity principle," this system empowers local authorities and facilitates hierarchical self-governance, extending authority from residents up to the government.

At the grassroots level, town councils are established within communities. These councils integrate all local resources and unite community organizations to collaboratively address issues. Town councils are usually formed by residents on their own initiative, with decision-making and initiative resting in the hands of the residents, and they are staffed by unpaid volunteers. These councils are characterized by territorial membership, automatic enrollment, family units, and administrative functions. They operate without legal or policy regulation, with their establishment and operations determined through consultations among residents. [21]

In contrast, residents councils are organized within primary and secondary school districts. These councils are formed by residents in residential areas, town councils, residents associations, PTAs (parent-teacher associations), business associations, local activity groups, and local businesses. They operate voluntarily within the system, coordinating with town councils and other groups responsible for the district. These councils act as an agreement-based self-governance organization, resolving cross-district relations and coordinating activities between departments and districts. Residents councils also play a role in fostering a system that aligns with residents daily needs. They organize special events, such as sports activities, community festivals, youth camps, eldercare events, and radio gymnastics, to encourage interaction between local residents and facilitate intergenerational exchange, from children to the elderly. These activities also create opportunities for community participation and strengthen the social fabric. The residents councils, thus, serve as umbrella organizations that are inclusive, regional, and open, fostering collective community engagement. [22]

4.2. Korean Community Participatory Governance Practices

4.2.1. "Government-Citizen Cooperation" to Improve Community Building

Korean communities are rich in local characteristics when it comes to community building. Various administrative rules and regulations are developed based on local needs, such as the Seoul Community Building and the Busan Community New Deal, each with its own participatory approach. Seoul's "Community Community Project" is a resident-led governance initiative that encompasses the entire process from proposing and planning to implementing and managing community projects. The city provides comprehensive support to help residents identify their community needs and common concerns, and to form a unified community. Seoul

also offers a year-round proposal format, allowing residents to participate at any time. Any community can engage in the project if it demonstrates "public awareness of the problem" and a "spontaneous intent to promote change." [23] Seoul conducts resident surveys to gather feedback on community infrastructure, activities, and daily affairs through questionnaires. This helps clarify the support system for community building and ensures that community affairs are guided by residents' requests. Additionally, regulations require that residents formulate community plans. To further support community engagement, Seoul has set up a comprehensive support center for community building. The city regularly conducts community surveys, collects resident opinions, revitalizes civic organizations, and fosters the development of community leaders. Seoul also promotes inter-community exchanges to ensure the continuity and effectiveness of resident participation.

Since 2011, Busan City has focused on creating a "Community Building Committee" to foster collaboration between the government and citizens, incorporating the joint participation of private experts and the government. In 2013, Busan established the "Community Building Comprehensive Support Center," emphasizing the empowerment of residents and promoting better communication and interaction between the government and residents. That same year, the city introduced a five-year plan to reorganize community building through the legal system and through collaboration between residents and the government, with the aim of achieving comprehensive participatory governance. [24]

4.2.2. "Government-led" Revitalization of Residents Subjectivity

In South Korea, local governments place significant emphasis on empowering residents' subjectivity in community building. This is achieved through a multi-subject participation mechanism that combines "government assistance, residents participation, and collaboration with expert citizen groups" in developing activities and managing community affairs. The government has effectively mobilized residents to participate in community governance while balancing the interests of all parties involved. For example, Gangbuk-gu in Seoul launched the "Dongbae Grid Gathering," a special event designed to bring together residents' organizations. This initiative aims to analyze the psychological factors behind residents' participation, gather residents' opinions during the initial stages of government planning, and adopt a resident-led approach to facilitate inter-resident relations. The event also fosters the residents' leadership abilities, enabling them to take an active role in the community. [25]

In Gwangju's northern district, a cultural community was created by developing a unique cultural capital. This approach strengthened the residents' sense of identity and collective consciousness, encouraging their participation in distinctive cultural activities and integrating them into the community's collective life. Additionally, Yanglim-dong's Penguin Village in Gwangju is rich in historical culture, housing landmarks such as Choi Seung-hyo's house, Wilson Missionary's private house, and the Owen Memorial Pavilion. These sites enrich the cultural life of the community and foster a strong sense of spiritual identity among residents. [26]

The Korean government plays a dominant role in revitalizing residents' subjectivity in community building. Between 2013 and 2017, the proportion of residents participating in community projects in Seoul was 1.3% of the

city's total population. The frequency of participation has steadily increased over time [27]. Notably, the Seoul Metropolitan Government has taken the initiative to recruit citizen teams for community planning through workshops. Since 2014, 913 residents from 87 districts (dongs) have joined participatory teams, and by 2016, the number had surged to 4,500 residents, demonstrating a growing commitment to community involvement. [28]

4.3. Singapore's Community Participatory Governance Practice Model

4.3.1. "Intelligent Empowerment" to Realize Resource Integration and Sharing

As early as 2006, Singapore introduced the "Smart Nation 2015 Plan," the world's first blueprint for a smart nation. This initiative has been integrated into community governance to enhance the effectiveness of community work by utilizing e-government services, digital technology, and resource integration to promote intelligent participation by residents. At the smart community building level, Singapore has implemented digital self-governance for residents, providing them with a "one-stop" service platform. Through this platform, residents can complete various tasks such as housing applications, tax returns, work permits, and submitting feedback, all using a single personal account. They can also directly participate in urban management via the "One Link" system, enabling one-click processing of government affairs. This system ensures that all residents can engage in community management in an intelligent manner. [29] While digital technology greatly enhances convenience for residents in daily life and political participation, it also exacerbates the digital divide among different groups. Therefore, the empowerment of disadvantaged groups remains a critical aspect of community governance that must be addressed.

Within the framework of Singapore's "Digital Benefits for Life Campaign," platforms such as RSVP and BYTE.sg serve as key empowerment tools for disadvantaged groups. RSVP has focused on assisting the elderly since its inception. It encourages retirees and senior citizens to engage in volunteer services, fostering communication and participation in community governance. Each year, RSVP trains thousands of volunteers from various communities, teaching them skills like smartphone usage, e-payment, e-commerce, and news reading. This training is particularly beneficial as it allows older residents to interact with volunteers who are also of similar age, promoting better communication and empathy. This approach effectively facilitates the collaborative construction of digital participation among older citizens [30]. Similarly, children from low-income families often face risks of being excluded from digital skills opportunities. To address this, BYTE.sg was established in 2020 to operate the VOID Technology Lab (VDTL) program, which aims to help children from disadvantaged backgrounds learn through smart digital platforms, gain access to learning resources, and develop an interest in digital technology. Technicians bring science and technology to these children's doorsteps, enabling them to explore subjects like AR (augmented reality), AI (artificial intelligence), and environmental science. The curriculum is customized to accommodate each child's learning abilities, ensuring maximum educational benefit. BYTE.sg is a volunteer organization that brings together community volunteers, businesses like real estate management company ESR, and aid organizations such as the

Red Cross to promote positive change and equal opportunities in the community. [31]

4.3.2. Strengthening the "Big Society" Model Under "Government Leadership"

Singapore's modern social governance is characterized by a government-led model that encourages active citizen participation. This model includes grassroots organizations, social organizations, and individual residents. In the "Big Society" participation model, the government no longer plays a central role in fiscal policy but focuses on establishing social legislation and guiding policy processes. These efforts regulate the hierarchical relationships between the government, society, and individuals, creating a government-led, multi-dimensional framework for synergistic social governance. Given Singapore's complex colonial history, national identity, and multicultural context, a "strong government" approach is necessary. In community governance, Singapore has successfully developed the "Big Society" model while clearly defining the government's role. On one hand, a comprehensive social welfare and volunteer service system has been established, relying on both corporate and individual funding to ensure the smooth operation of community governance. This system promotes a high degree of autonomy within communities. [32]

On the other hand, Singapore is home to a large number of people's associations and civic organizations, where community volunteers are the primary participants. These associations serve as one of the key systems through which the ruling People's Action Party (PAP) connects with over 2,000 grassroots organizations (GROs), more than 100 community clubs, and five community development committees [33]. These organizations are deeply embedded in local communities and feature many sub-groups, allowing volunteers to participate in activities tailored to their abilities and strengths. This structure fosters self-management, self-design, and active participation. The interdependent model of volunteer-resident community governance in Singapore has revitalized community engagement, expanded the pool of participants, and established a collaborative growth model where government leadership, resident autonomy, and organizational cooperation thrive.

5. The Mechanism of Realizing Community Governance in Neighboring Developed Countries

By applying Stork's CLEAR model, a comprehensive analytical framework for the participatory governance of Japan, South Korea, and Singapore can be developed, allowing for a deeper exploration and extraction of the mechanisms that enable community governance.

(1) Can to: Residents acquire the necessary capabilities to participate.

For participatory governance to truly empower residents as the central figures in community governance, it is crucial that they possess the basic skills and capabilities to participate. Without these, governance may devolve into a form of "negative democracy," fostering populism and irrational participation, which significantly undermines the effectiveness of community governance. Key abilities for participation include self-expression, communication, and the capacity for logical reasoning and judgment.

In Japan, community building is supported by legal and governmental frameworks that empower non-profit

organizations through laws and policies. Residents within these organizations are regularly involved in activities, which strengthens their governance skills as they engage in community efforts. In South Korea, there is a strong emphasis on the residents' active role in "government-citizen cooperation" during community development. Continuous collection of residents' opinions and organization of community activities serve to enhance their ability to express themselves and engage with the community. This process establishes a foundation for residents to offer rational and effective suggestions for governance. The Lushan-dong community, for example, educates and trains residents through activities such as briefing sessions, site visits, and operating the Residents Agreement Council (Lushan-dong Renewal Promotion Committee), thus fostering residents' ability to think critically and manage the community [34]. In Singapore, a smart platform is used to train community volunteers, nurturing skilled individuals within each community through various digital skills training. These trained leaders help guide residents in building a participatory network, encouraging political engagement. Additionally, the platform provides residents with direct access to resources and information related to political participation, making it easier for them to stay informed on cultural and scientific knowledge, thereby enhancing their political participation skills.

(2) Like to: Citizens with Identity and Community Awareness

After residents acquire the necessary skills, it is equally important for them to have the psychological motivation to voluntarily engage in community governance. This involves developing a sense of community ownership, marking a shift from passive to active participation.

In South Korea, community building heavily emphasizes the residents' role as active participants. The creation of community-based activities, often rooted in cultural practices, helps foster a sense of resonance among residents, encouraging them to join and contribute. The subtle influence of community culture helps stimulate residents' emotional connection, thus fostering a positive relationship between the society and its members. This process encourages residents to develop a spontaneous attachment to and value for the community's growth and development. In Singapore, community governance focuses on cultivating a volunteer mentality through social organizations, which recruit volunteers to engage residents in community management, activities, and government affairs. The government typically assumes an advisory or overarching role, allowing a high degree of autonomy for volunteers. This freedom motivates volunteers to participate actively, as they feel empowered to contribute to various initiatives and community projects.

Japan, on the other hand, empowers residents by granting them the right to establish town councils. When residents are given the autonomy to address community issues, they can significantly influence one another. Most town councils are formed by residents voluntarily, drawing from the experience of successful community councils. Residents enjoy the freedom to speak and take initiative, and the absence of rigid legal or policy constraints encourages them to set up councils on their own, fostering a greater willingness to participate in community governance.

(3) Enabled to: Social Organizations and the Government as Facilitators

The achievement of effective community participatory

governance requires not only the empowerment and active participation of residents but also the involvement of the government and social organizations as facilitators. While residents may mobilize resources within the community, their overall effectiveness can be limited. To create a virtuous cycle of participation with beneficial outcomes, it is essential for the government and social organizations to actively promote and guide the process.

In Singapore, the government takes the lead in building digital platforms under the "Smart Nation Program." These platforms provide channels for digital projects, including a "one-stop" service port and the "One Link" system, which offer residents easy access to services and information. Additionally, the construction of initiatives like RSVP and BYTE.sg focuses on empowering vulnerable groups, such as the elderly, by providing learning opportunities and ways to engage in community governance. Technicians are also encouraged to enter communities, enriching the governance experience and enhancing the efficacy of participatory governance. In Japan, non-profit organizations are empowered through funding, policies, and legal frameworks, promoting the formation of town councils and residents associations. These initiatives create a collaborative governance structure involving multiple stakeholders. In Seoul, South Korea, the government has established Dong-Offices and Resident Self-Governing Committees. According to domestic law, resident centers are required to offer various facilities and programs to support self-governance among local residents. These centers provide spaces such as multi-purpose rooms, civic education classrooms, meeting rooms, and auditoriums for community activities [35]. Moreover, community projects and workshops guide residents in the planning and design of community development, helping them organize and manage the operations post-implementation. [36]

(4) Asked to: Designing Participation Plans to Mobilize Resident Engagement

While residents show a strong willingness to participate in non-profit organizations or self-constructed teams, they often lack awareness of or fail to recognize the necessity of many governance projects. Therefore, community governance needs proactive involvement from the government to create a public participation system and mobilize plans that encourage resident engagement.

In South Korea, community-building efforts often involve tools like surveys or meetings, where residents are invited to provide their suggestions. The government supports this by using platforms such as questionnaires, posters, and other invitation methods to encourage active participation in community activities. In Singapore, resident participation is largely driven by government initiatives. The government mandates that key voluntary organizations actively organize activities and regularly recruit qualified volunteers. This strategy promotes community governance by continuously empowering these organizations. Furthermore, the government provides technical and financial support to parastatal agencies and community organizations to contribute to community development. Annual awards are given to organizations that actively participate in community governance, which motivates the public to join various projects, such as community greening and beautification. Through initiatives like these, the government also encourages student participation by offering jobs, scholarships, and other incentives. [37]

(5) Responding to : Ensuring Continuous Participation

In participatory governance, the key to maintaining resident engagement is ensuring that their opinions are acknowledged and responded to. Communities in South Korea, Singapore, and Japan provide various channels for participation, safeguard the right to participate, and enrich the process of expressing suggestions. These practices not only gather but also act on resident feedback, leading to effective governance actions.

In Singapore, the Smart Nation digital platform plays a pivotal role in ensuring transparency in government work and the actions of social organizations. By utilizing this platform, the government can make the implementation process clear and responsive to residents' opinions [38]. Additionally, the Citizens Advisory Committee (CAC) under the Peoples Association (PA) facilitates communication between the government and the public. The CAC serves as a two-way channel, where the government conveys information top-down, while residents' views are reflected back up. Members of the Peoples Action Party (PAP) meet with residents regularly to collect feedback, respond to questions, and provide updates on community initiatives [39]. In Korea and Japan, the concept of "government-community cooperation" or "government-society coordination" is essential for fostering collaboration between government, social organizations, and residents. This model allows residents to feel involved throughout the governance process and ensures that their participation is meaningful. Moreover, by engaging residents directly and responding to their concerns in a timely manner, governments not only emphasize the importance of their involvement but also create a sense of relevance and responsiveness, which is crucial for maintaining continuous participation.

6. CLEAR Model Analysis of Community Participatory Governance in Neighboring Developed Countries Experience Revelation

Japan, South Korea, Singapore's governance path in the CLEAR model five dimensions one by one to analyze the participation process behind the mechanisms, can be a set of solution to the general reality of community participatory governance in China's predicament.

(1) pay attention to talent cultivation, play the role of residents to lead

Japan's community education capacity training, Singapore volunteer able recruitment and the introduction of scientific and technological talent, South Korea workshop citizen recruitment and training, are through the residents of the top of the ability to enhance the organic integration of residents led by residents to improve the structure of the community participatory governance of the team.

In our country, under the situation of low citizens self-governance ability, we are still facing the dilemma of less talent cultivation and insufficient cultivation resources in the majority of communities, and the huge number of communities can not achieve the full popularization or fair distribution of talent resources. At the same time, charitable organizations are highly utilitarian or insufficiently sustainable due to the influence of funds and resources, and the establishment of professional training institutions in the community is incomplete. Therefore, in order to solve these

problems, we can reduce the demand for resources through the training of some residents, play a leading role in the residents, set up regional specialized regular training institutions to extract some of the community selected representatives of various groups of residents to participate in the training of the ability to learn advanced experience in community governance, so that the resident talent to bring fresh vitality to the community building, in order to ensure the professionalization and standardization of community participation, and promote The program is spread throughout the community, treating the training of talents in each community equally on time, regularly examining the effect of resident leadership, encouraging community talents to invest in community construction and mobilizing the calling force to drive residents to jointly participate in community governance through document requirements or preferential policies, and ensuring that resident leadership is implemented in community participatory governance.

(2) Stimulate endogenous motivation and regulate participation behavior

In Japan and South Korea, there are many platforms for residents to participate automatically and sufficient rights are given to them, while in Singapore, despite the governments leading role, the maturity of volunteer groups and the completeness of digitalization can enhance the volunteer mentality and further stimulate the residents to effectively participate in community governance, and the endogenous motivation of residents is more sufficient. Under this residents have the idea, have the ability to participate in community governance, and there are organizations, teams to form a synergy, can not be ignored is the community self-governance organizations within the norms of behavior to regulate the residents to participate in the way.

Chinas construction of community participatory governance channels has begun to take shape in the long run, and the participation channels of ordinary residents are in fact relatively rich, but in the face of the vulnerable groups in the community, there is a general mentality of "being regarded as a problem object and a service object", and the elderly and disadvantaged elementary school students are excluded from the main body of community governance, and the problems of the vulnerable groups are not turned into the answers. In community governance, the elderly and disadvantaged elementary school students are excluded from the main body of community governance, and the problems of disadvantaged groups are not answered. Should be changed to deal with the idea of developing specific channels for the participation of vulnerable groups, in which to try to play the function of vulnerable groups in the "wild goose", increase the focus of training and investigation of the use of vulnerable groups in the representative characters, with them as the backbone of the community governance of vulnerable groups in the problem, transforming the weak plate for the governance of the kinetic energy, enriching the subject of governance Bringing together synergies, effectively reducing the strength of the problem and increasing the strength of governance.

(3) Tapping Group Channels, Transforming Weaknesses into Synergy

The Singapore government pays attention to vulnerable groups, and has created ways for the elderly, a vulnerable group, to participate in governance through the RSVP "Retiree and Elderly Volunteer Program" and "BYTE.sg", as well as through the support of professionals to empower low-income residents. Professional support empowers children from low-income families, and the inclusion of technicians

builds the capacity of disadvantaged primary school students to participate in community governance. In the process of transforming disadvantaged groups into participatory subjects with the help of smart platforms, weak community segments have been effectively addressed.

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(4) Highlighting community characteristics and adjusting governance mechanisms according to local conditions

Residents in different communities have different levels of participation capacity, identity and professional strengths, and it is more important to build participatory governance mechanisms according to local conditions for different community participation situations. Japanese community building and Korean community workshop governance mechanism in different communities have different degrees of adjustment, mainly focusing on the practical level, to ensure that the activities of the organization, the organization of the project can be carried out in the community and get the residents to participate widely, rather than stay in the form of level.

Many of the activity documents or participatory governance requirements issued by higher levels in China have limited practical consideration and implementation of the actual situation in the community, and there are many concerns about downward empowerment. Many citizens are restricted to the governments unified requirements mechanism, the actual situation of the community to carry out the mechanism of adjustment is limited and not achieve the expected results of participatory governance. According to the analysis of the realization mechanism of the three countries, in arranging the community governance tasks, pay attention to the endogenous nature of the residents, renew the residents own community identity, but also need to set up a participation plan to mobilize the participation of the residents, by virtue of the high familiarity of the residents with the community to invite the citizens to participate in adjusting the community governance mechanism, better improve the community governance mechanism, and fit the characteristics of the community to create a community governance project, to achieve the government-controlled, community-dominated participation of the residents. Governance mode, more

adjustable arrangement of community activities documents and governance requirements, through the residents inspired to effectively achieve the local conditions, effective governance.

(5) Long-term self-governance and sharing, multi-participation and integration of common governance

Participatory governance to form benign interaction and long-term governance, the participation of residents throughout the entire process of community governance is very necessary, especially in our country to build a common governance and sharing of the social governance system, more attention should be paid to the stage and degree of participation of residents. South Korea, Japan in the "government and people cooperation", "political and social coordination" in the formation of the government, social organizations, residents of common governance model, residents in the process of participating in the governance process to understand more about the government governance mechanism and governance thinking, so as to build a bridge of communication and empathy to promote the smooth progress of government governance. This will build bridges of communication and empathy and promote the smooth progress of governmental governance.

According to "expected to" in the whole process of resident participation to reach a response, to get enough continuous participation in the mechanism, to build individuality and commonality "digital intelligence" platform and experimental introduction of social organizations, volunteer team multi-dimensional synergistic participation, willingness to Decentralization of power and division of labor, and cultivation of a long-term harmonious cooperative relationship. Form a number of participation boards to facilitate the participation of various groups in community construction with an orderly and comprehensive layout design, and rationally divide participation suggestions into different layout channels for data comparison and fusion, and form a collection of opinions with technical support to facilitate the community in extracting data for adjustment. Whats more, we should try to introduce social organizations and volunteer teams to participate in multi-dimensional cooperation, willing to decentralize and share the work, cultivate long-term harmonious cooperative relationship, gradually transfer community affairs to residents self-governing organizations or volunteer teams, build a new model of network-type cooperative governance led by the Party committee, responsible by the government, facilitated by the group, coordinated by the society, and participated by the residents in the multi-dimensional and interactive network, and create a sound and far-reaching governance operating environment, and give full play to the advantages and organic integration of the main body of the multi-layer governance. It has created a sound multi-lateral governance environment, fully utilizing the advantages of multi-layered governance bodies and organically integrating the elements of various groups, and promoting the formation of synergies among the government, the market, and society to carry out effective community governance. [40]

7. Conclusion

China's vast community network plays a pivotal role in governance. Relying solely on Party leadership and government responsibility would create overwhelming administrative burdens, making effective governance of individual communities even more challenging. Participatory

governance thus emerges as the key solution to address community management issues and an essential component in building a service-oriented government. By involving residents, this approach helps resolve the adversarial relationship between government and society while enhancing governance efficiency. When absorbing international experiences, we should select models that align with Chinas national conditions and demonstrate genuine excellence. Japan, South Korea, and Singapore—developed countries neighboring China—have accumulated rich community development expertise with distinct characteristics. Through analysis using the CLEAR model framework, we can effectively identify why these nations achieve effective resident participation and establish interactive processes between government governance and citizen engagement. However, current governance practices in Japan, South Korea, and Singapore reveal certain challenges. As the number of conscious and active participants grows, inter-subjective conflicts become increasingly complex. In Japan, where aging populations and declining birth rates have led to waning community participation enthusiasm, similar trends are emerging in China. Moreover, varying national conditions and community contexts necessitate continuous adjustments to participatory governance mechanisms. Therefore, regarding the practical approaches to participatory governance in communities across Chinas three regions, we should critically learn from and absorb these experiences. More importantly, we must uphold the Partys leadership in establishing governance frameworks through its organizational system during participatory governance development. This includes institutional mobilization, organizational embedding, political integration, contractual cooperation, and resource support mechanisms. By empowering communities through the Partys "empowerment-based integration" approach, we can implement the new-era "Fengqiao Experience" and establish a sustainable, Chinese-characterized participatory governance model that resonates with contemporary needs.

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