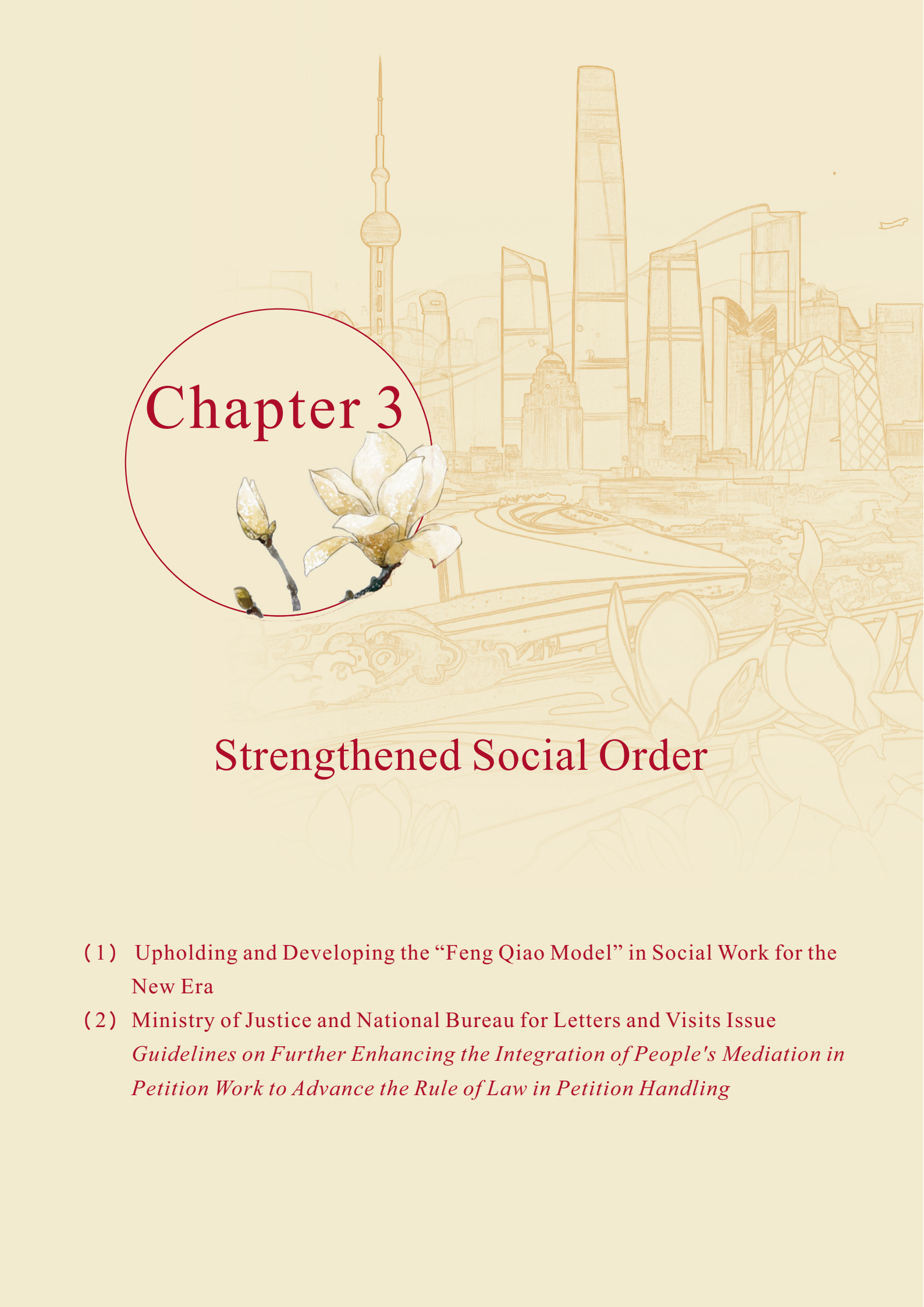




Chapter 3

Strengthened Social Order

- (1) Upholding and Developing the “Feng Qiao Model” in Social Work for the New Era
- (2) Ministry of Justice and National Bureau for Letters and Visits Issue *Guidelines on Further Enhancing the Integration of People's Mediation in Petition Work to Advance the Rule of Law in Petition Handling*

(1) Upholding and Developing the “Feng Qiao Model” in Social Work for the New Era

the new era. At the National Conference of Social Work Ministers on February 20, 2025, it was emphasized that efforts must be made to uphold and develop the “Feng Qiao Model” in the new era, focusing on front-end

prevention and resolution of social conflicts and risks. The conference called for practicing the principles of co-construction, co-governance, and co-sharing, improving channels for soliciting public opinions, resolving collective issues through collective consultation, and guiding all parties to actively participate in social governance. As a vital governance experience of the Party, the “Feng Qiao Model” in the new era is grassroots-oriented, practice-driven, and people-centered. It has revitalized governance mechanisms through steadfast implementation and further evolved through innovative development, providing robust support for high-quality social governance in the new era.

Amid China's rapid social development and profound transformations, the “Feng Qiao Model”—with its deep historical roots and rich practical wisdom—has established effective mechanisms for conflict prevention and resolution at the grassroots level. On the new journey, localities across China continue to uphold and develop the “Feng Qiao Model” through practice, enriching its conceptual essence and amplifying its governance efficacy.

Upholding Party Leadership to Consolidate the Political Foundation of Grassroots Governance

In Feng Qiao Town, Zhuji City, Zhejiang Province—the birthplace of the “Feng Qiao Model”—there is a veteran Party member who often carries a small stool to sit

among neighbors, chatting with residents and helping resolve their grievances.

His name is Yang Guangzhao, a former police officer at Feng Qiao Police Station. Even after retirement, he remains dedicated to grassroots dispute mediation, having filled over 100 mediation journals. As Yang puts it, “Mediation lies in using the people's wisdom to resolve their conflicts. By addressing minor issues collectively, we make Feng Qiao a more harmonious place.”

Shi Huiyang, Secretary of the Shaoxing Municipal Party Committee, remarked: “Party members, cadres, and the public cherish and safeguard the 'Feng Qiao Model' as both an ethical commitment and proactive initiative. Through steadfast implementation and principled innovation, the 'Feng Qiao Model' has evolved in concept, institutions, mechanisms, policies, and practices for the new era.”

In Xianlin Subdistrict, Qixia District, Nanjing City, Jiangsu Province, frequent petitions and disputes once plagued the area. The subdistrict's mix of upscale communities, resettlement neighborhoods, universities, and small businesses posed governance challenges.

“To lift a garment, grasp the collar; to lead a bull, hold the nose.” Xianlin Subdistrict has vigorously advanced Party-building-led grassroots governance, forging an urban iteration of the “Feng Qiao Model” for the new era. By implementing the “Five Ones Approach”—which includes “One Banner”

to strengthen political leadership, “One Network” to tighten organizational systems, “One Frontline” to deploy cadres to the grassroots, “One Family” to pool regional resources, and “One Heart” to foster joint Party-community governance—the subdistrict has addressed public concerns with dedication, empathy, and concerted efforts, translating governance challenges into opportunities for trust-building and ensuring social stability and public satisfaction.

In recent years, localities across China have upheld and developed the “Feng Qiao Model” for the new era, consistently treating strengthening grassroots Party building and consolidating the Party's governance foundation as the guiding thread throughout grassroots governance.

In Zhengzhou, Henan Province, and other areas, the “grid-based Party building” approach has been adopted to continuously extend the Party organization's reach into every corner of communities, ensuring that “affairs are handled within the grid and difficulties resolved within the grid.” Meanwhile, Yaohai District in Hefei, Anhui Province, and other regions have actively explored long-term mechanisms for sending Party members and cadres to the grassroots, maintaining close ties with local residents to promptly identify and resolve issues...

Today, whether in farm fields, urban neighborhoods, or commercial districts, the

Party's political leadership, ideological guidance, capacity to mobilize the masses, and social influence are being fully leveraged. The Party's political strengths, organizational advantages, and close connections with the people are being continuously transformed into effective grassroots governance.

In Chongqing's Wanzhou District, a dispute over electricity fees was successfully mediated by Zhou Guiying, a 71-year-old Party member serving as both building chief and grid leader in Qingyanggong Community, Taibai Subdistrict. This veteran “community peacemaker” actively resolves neighborhood conflicts, patrolling daily with her notebook, ready to intervene wherever disputes arise.

Wanzhou District has implemented the “Party-building-led Grid Governance” initiative, establishing micro-Party branches to create a “safety net” for conflict resolution within a two-minute walking radius of residential areas.

Making Party organizations the “backbone” of grassroots governance ensures communities remain vibrant yet harmonious. In Nan'an District, Chongqing, the “Three-Tier Issue Resolution” mechanism—where major issues are swiftly addressed by the government, moderate issues resolved through community consultation, and personal matters handled independently by residents—directly tackles pressing public concerns by permeating Party leadership across all tasks and processes, thereby

resolving everyday worries and grievances.

By extending Party building to residential compounds and courtyards, the district has refined its organizational structure: Subdistrict Party Committees → Community Party Committees → Residential Compound Party Branches → Building Party Groups. This framework enhances channels for collecting public feedback, solving problems at residents' doorsteps. The “Feng Qiao Model” for the new era has thus achieved practical innovation and development in the Chongqing region, exemplifying its adaptability to local conditions.

Addressing Real Needs and Resolving Urgent Public Concerns

Originating in Zhuji, Zhejiang Province, and rooted in grassroots practices, the “Feng Qiao Model” has evolved from its initial focus on resolving disputes and maintaining social stability into a vital governance tool for understanding public needs, serving communities, preemptively addressing issues, and mitigating risks. From its beginnings along the Qiantang River to nationwide implementation, this model now exemplifies holistic social governance. To uphold and develop the “Feng Qiao Model” in the new era, efforts must remain grounded at the grassroots level, ensuring that locally raised conflicts are resolved within communities and potential risks are defused at their earliest stages.

In September last year, during an offline promotion activity for the “Public Consultation in Jiangxi” initiative, Liu, a food delivery rider in Wanzai County, Yichun City, raised practical challenges faced in daily work, such as difficulty in taking breaks and accessing charging facilities. To gain a comprehensive understanding of the actual needs of new employment groups, the Social Work Department of the Wanzai County Committee formed a specialized research team to conduct in-depth investigations within new business format enterprises. During this process, the team held multiple rounds of substantive discussions with enterprise managers, food delivery riders, and others, meticulously inquiring about their needs regarding working conditions, equipment support, and rest facilities.

After identifying detailed demands, the Social Work Department of Wanzai County actively coordinated resources from various parties to jointly formulate solutions. Through collaborative efforts, the “Wanxiaofeng” Service Stations were established, with nine community service stations undergoing comprehensive renovations. These stations thoughtfully designed three categories of services (care services, public services, and Party-community services) comprising 16 specific provisions, enabling new employment groups to “drink when thirsty, rest when tired, and resolve difficulties efficiently”.

The issues raised by Liu have now been effectively resolved.

“Everything for the people” is the unchanging value pursuit of the “Fengqiao Experience”. At present, profound changes are taking place in China's social structure. Emerging fields are developing rapidly, and new economic organizations, new social organizations, and new employment groups are playing an increasingly important role in economic and social development. To uphold and develop the “Fengqiao Experience” of the new era, we should actively respond to new contradictions and challenges and solve practical difficulties. Especially in strengthening the service and management of the new employment group, we should improve the interest coordination mechanism for the new employment group, actively take measures to solve their urgent, difficult, worrying and pressing problems, transform passive governance into active governance and post-event governance into pre-event prevention, and continuously stimulate social vitality.

To mediate various conflicts in emerging fields and promote the healthy and orderly development of enterprises, Bijie City, Guizhou Province, has taken the creation of the “Leadership in Party Building, Negotiation in Giving full Strength” Party building brand as a carrier, and actively explored effective ways for Party building to lead industry associations and chambers of commerce to regulate industry order, assist

economic development, and participate in social governance. The Banking Association of Bijie City has continuously improved the quality and efficiency of dispute mediation work in the financial industry by holding financial dispute mediation meetings. The Sichuan Chamber of Commerce in Bijie City, the Zhejiang Chamber of Commerce in Bijie City, and others have actively carried out pre-litigation mediation by hiring full-time legal advisors, effectively resolving internal conflicts and disputes within the industry.

“We often encounter difficulties entering buildings, finding routes, and parking, which affect our mood and work efficiency.” Wang Tianlun, an online delivery rider in Shijiazhuang City, Hebei Province, raised these issues to Nanxiao Street Community in Zhongshan Subdistrict, Qiaoxi District. The community collaborated with property management departments for on-site investigations. Through communication and negotiation, a “Rider Map” was posted at the residential complex entrance, enabling delivery personnel to locate destinations more efficiently during distribution, thereby avoiding disputes caused by navigation and access issues.

To streamline delivery operations and eliminate hidden conflict risks, Cangzhou City guides couriers and online delivery riders to sign mutual trust agreements with residential communities, allowing free bicycle access for deliveries. Property security personnel sign “green channel”

commitment letters to create express pathways for riders; Zunhua City introduced “Zun Courier” warm-hearted cards to resolve potential conflicts between delivery personnel and property service companies at the early stages.

By addressing practical challenges based on local conditions, various regions continuously enhance emerging groups' sense of identification with Party organizations, resolve social conflicts at their inception, and expand the Party's appeal and influence in new sectors.

The 20th CPC National Congress report emphasized upholding and developing the new-era “Fengqiao Experience” in grassroots governance, improving mechanisms for handling internal contradictions under new circumstances, and strengthening public petition work.

The 14th Division of Xinjiang Production and Construction Corps in Kunyu City focuses on establishing a comprehensive conflict mediation framework, leveraging grid management advantages to integrate petition work into social governance. By coordinating resources and implementing leadership responsibility systems, a four-tier conflict resolution system covering farms, companies, neighborhoods, and buildings has been established, effectively enhancing public service efficiency and resolving issues at their roots. The 7th Division in Huyanghe City adheres to the principle of “exerting

100% effort even for 1% legitimate public demands,” categorizing petitions into urgent, difficult, chronic, and anticipated matters through immediate handling, task assignment, coordinated solutions, and follow-up supervision. This approach achieves rapid response and closed-loop management, bridging the “last mile” in petition services to ensure grassroots resolution of public concerns.

Strengthening Technological Support to Innovate Social Governance

The Party-led “immediate response” mechanism, inheriting the essence of the “Feng Qiao Experience,” contributes the “Beijing Model” and “Chinese Solution” to global urban governance reform.

Recently, Beijing's Fengtai District Government Service Center introduced the “Fengxiao Zheng” digital assistant in staff computers. When handling 12345 hotline inquiries or service requests, employees can directly consult this AI tool for instant guidance instead of manual database searches. This innovation integrates large AI models into administrative services for efficient reform.

Similarly, Hohhot City in Inner Mongolia prioritizes AI applications in social governance, implementing intelligent Q&A systems for 12345 services to streamline processes through data-driven automation, replacing “citizen legwork” with “data mobility.”

Digital and intelligent empowerment of

the new-era “Feng Qiao Experience” significantly stimulates governance innovation and enhances overall efficiency. Liberating grassroots workers from trivial tasks remains crucial for addressing “small horse pulling heavy cart” challenges in community governance.

In Futian District, Shenzhen, residents use the iFutian mini-program where AI assists in instant form-filling, document retrieval, application submission, and automated approval. Recently launched “AI digital employees” establish a human-machine collaborative governance model, transforming operational pain points into efficiency gains for comprehensive service upgrades.

Social governance must combine Party traditions with new technologies to innovate mechanisms that serve public interests.

Last July, a resident in Qijing's Zhanyi District reported via WeChat a neighbor's smelly abandoned toilet. The district's “Party-led grassroots governance platform” coordinated resolution within seven days through multi-level communication, demonstrating the effectiveness of integrated command centers in addressing public grievances.

Nowadays, similar intelligent platforms and terminals are widely used. Through the digitalization and informatization of the actual situation in the jurisdiction and various business operations, a series of models have been constructed,

and a series of indicators have been set up. The dynamic monitoring, analysis, and judgment of various risks and hidden dangers have been strengthened, and the capabilities of social conflict risk early warning, command and dispatch, and closed-loop handling have been effectively enhanced.

Encouraging Multi-Party Participation for Collaborative Governance

Quanjiao County's Chengnan Community in Chuzhou, Anhui, established a “Happiness Mediation Supermarket” with four mediator teams: respected community figures, Party member coordinators, volunteer mediators, and professional legal experts. This Community, featuring high population density, large mobility, a large migrant population, and numerous conflict points, has over 10,000 households and nearly 30,000 residents. Through proactive outreach and invitation-based services, this approach resolves conflicts early while strengthening community bonds. It has also greatly enhanced the connection between the community and the masses, endeavored to resolve conflicts and disputes in their infancy, and significantly improved the satisfaction and happiness of the masses.

The “Feng Qiao Experience” remains rooted in trusting, mobilizing, organizing, and relying on the public. Regions persist in innovation by aggregating social wisdom and forces for effective conflict resolution.

Zhongxiang City in Hubei implements

“point-based rewards” to encourage public participation in security patrols, conflict mediation and investigation of potential safety hazards; Xiamen City engages professional organizations in resolving medical, labor, and commercial disputes, giving full play to the role of the market mechanism and guiding market entities and social organizations to utilize their professional advantages and participate in the resolution of conflicts; Qiqihar's Longsha District establishes three-tier prevention and resolution mechanisms at the residential area, community and street levels, combining multiple parties including public security, comprehensive law enforcement, judicial offices and other functional departments, dual-reporting units, property service enterprises and social organizations to coordinate and resolve conflicts and disputes, and enhance communication and supervision; Xi'an's Lantian County blends “Feng Qiao Experience” with “Lu's Village Regulations”, a local governance tradition, leveraging the roles of human, material and intellectual resources, establishing a new social governance model with a focus on “Party building leadership + grid promotion + village regulation inheritance + comprehensive governance”, providing a beneficial exploration for achieving co-construction, co-governance and shared benefits.

Public participation requires collective intelligence and responsiveness to popular

will. Haikou City in Hainan province established “Residential Discussion Rooms”; Yueyang City in Hunan province promotes “Community Wisdom Mediation.” In the process of adhering to and developing the new era “Fengqiao Experience”, various regions have promoted civil affairs through public discussion, private operation, and public management, effectively guiding public opinion and uniting the people's hearts.

To uphold and develop the “Fengqiao Experience” of the new era, it is necessary to adhere to the multi-party participation and joint governance under the leadership of the Party, and create a social governance pattern featuring joint construction, joint governance, and shared benefits. Through the co-construction mechanism, actively develop grassroots democratic consultation to form the broadest consensus; Through the co-governance mechanism, encourage social organizations and social work professionals to provide specialized services, support enterprises and public institutions to participate in community construction, mobilize the people to participate in volunteer services and public welfare activities, so that different social entities can not only give full play to their abilities and strengths, but also complement each other's advantages and interact positively. Through the sharing mechanism, ensure that the governance achievements benefit all members of society.

Zhoupu Town in Pudong New Area, Shanghai, guides the new employment groups to join community council meetings, street council meetings, etc., encouraging them to regularly contact the masses, convey public opinions and express demands, and participate in grassroots governance in an orderly manner. Meanwhile, relying on the “Li Run Secretary Studio” of the Party-Mass Service Center, a communication and

coordination platform has been established for the new employment group. Discussions and consultations have been held around issues such as the ban on “food delivery scooters entering residential areas” and the difficulty in storing large parcels, exploring new paths to solve the governance problems of the new employment group, and effectively injecting new impetus into the development of new business forms.

Source:

China Social Sciences Journal | “Upholding and Developing the New-Era 'Feng Qiao Experience' in Social Work” (February 21, 2025)

(2) The Ministry of Justice and the National Public Complaints and Proposals Administration issued the “Opinions on Further Deepening the Integration of People's Mediation into Petition Handling to Advance the Rule of Law in Petition Work”

To implement the decisions and plans of the Party Central Committee on advancing the rule of law in petition work and further deepen the integration of People's Mediation into petition handling, the Ministry of Justice and the National Public Complaints and Proposals Administration, in accordance with laws and regulations including the People's Mediation Law of the People's Republic of China and the Petition Work Regulation, and based on practical work requirements, jointly formulated the Opinions on Further Deepening the Integration of People's Mediation into Petition Handling to Advance the Rule of Law in Petition Work (hereinafter referred to as the “Opinions”) on February 10, 2025.

The “Opinions” primarily encompass the following aspects:

I. Clarifying the Scope of People's Mediation in Petition Work Coordination

- **Mediation-Appropriate Cases:**

Disputes between citizens concerning personal injury compensation, property rights, and other civil interests; Civil disputes between citizens and legal entities or other social organizations; Disputes involving civil rights and obligations between citizens, legal entities, or social

organizations and administrative agencies; Other petition matters resolvable through People's Mediation in accordance with the law.

- **Mediation-Inappropriate Cases:**

Matters requiring exclusive jurisdiction as stipulated by laws and regulations such as the Petition Work Regulation; Issues subject to judicial litigation, administrative reconsideration, criminal prosecution, legal supervision, or public security procedures that have not been legally concluded; Administrative disputes between citizens, legal entities, or social organizations and administrative agencies; Other matters deemed unsuitable for People's Mediation under laws and regulations.

II. Standardizing Procedures for People's Mediation in Petition Work Coordination

- **Screening and Guidance:**

Petition departments and competent authorities shall screen and process public grievances in accordance with laws and regulations. An advisory system shall be established to inform petitioners of the advantages of mediation and guide them to resolve suitable cases through People's Mediation.

- **Entrustment and Referral:**

When petition departments or competent authorities determine a case suitable for mediation, they shall obtain the parties' consent, complete an entrustment letter, and transfer relevant materials to the People's Mediation organizations. Upon reviewing the transferred petition case, if the People's Mediation organization decides to accept it, they shall notify the transferring or entrusting department of the acceptance. For cases that do not meet the acceptance criteria, the organization shall promptly inform the parties to resolve the matter through alternative legal avenues such as arbitration, administrative reconsideration, or litigation. Additionally, within five working days, the organization shall provide the transferring or entrusting department with a written explanation of the rejection, including the reasons for non-acceptance, and return all relevant materials to the department.

- **Mediation in Accordance with the Law:**

Upon accepting a case, People's Mediation organizations shall complete mediation within 30 days (extendable with the parties' consent). Successful mediation shall result in a Mediation Agreement, with parties informed of their right to apply for judicial confirmation from the People's Court. If mediation fails or parties withdraw consent, a Mediation Termination Notice shall be issued, guiding parties to

alternative legal remedies.

- **Outcome Reporting:**

Mediation outcomes (agreements or terminations) shall be promptly reported to referring departments. Regular statistical updates shall be submitted to judicial administrative authorities.

III. Optimizing Mechanisms for People's Mediation in Petition Work Coordination

- **Division of Responsibilities:**

Judicial administrative departments and petition departments at all levels shall closely align with local conditions to establish coordination and liaison mechanisms, enhance operational collaboration, conduct regular analyses and assessments, and formulate targeted recommendations for preventing and resolving petition cases. The judicial administrative department is responsible for guiding local People's Mediation organizations in handling and mediating petition cases. Petition departments, together with competent authorities and entities, are accountable for screening and guiding petition cases, as well as entrusting and transferring such cases. People's Mediation organizations are tasked with mediating petition cases.

- **Incident Reporting:**

Mediation organizations shall immediately report major or complex cases (e.g., those risking public order, criminal incidents, mass protests, or escalated petitions) to public security, petition, and

judicial departments, and cooperate in resolution.

• Operational Safeguards:

In accordance with the requirements of the Opinions on Strengthening the Development of People's Mediators (Si Fa [2018] No. 2) issued by the Central Political and Legal Affairs Commission and five other departments, judicial administrative departments shall collaborate with petition departments and other relevant entities to establish stationed mediation organizations based on operational needs, and deploy People's Mediators to resolve petition cases. Petition departments and related entities shall provide essential operational support for these stationed mediation organizations, including operational premises, office supplies, and communication

facilities. Judicial administrative departments shall conduct specialized training for People's Mediators engaged in petition case mediation and incorporate successfully resolved cases into the case-based subsidy system for People's Mediation.

• Specialized Collaboration:

For highly technical or complex cases, judicial departments shall mobilize industry-specific mediation organizations and integrate legal resources (lawyers, notarization, forensic expertise, legal aid) to enhance resolution capacity.

• Data Integration:

Judicial and petition departments shall leverage digital platforms to establish online mechanisms for case referral, mediation, and feedback, ensuring interoperability between mediation and petition information systems.

人民调解参与信访工作对接流程图

