

Building Emergency Response Capacity for Charitable Service Organizations

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Keywords: Charitable service organizations, emergency response capacity, social governance

Abstract: The comprehensive and deepening reform has entered the key and difficult period, with various risks and contradictions intertwined. This requires social organizations, including charitable service organizations, to improve their governance system, enhance their governance capacity, and especially strengthen their emergency response capability, in order to respond to unforeseeable public emergencies. Based on literature analysis, this article starts from the challenges faced by charitable service organizations during the COVID-19 epidemic, and proposes targeted measures for building emergency response capacity, including fundraising, emergency plans, internet technology, communication and collaboration. By effectively responding to various unexpected public events, charitable service organizations can play a positive role in the construction of a social governance community.

1. Introduction

As China's comprehensive and deepening reform continues, social organizations have rapidly developed into an important force in the construction of socialist modernization and a crucial position for party and mass work. In coordinating the overall strategy of building a moderately prosperous society, deepening reform, advancing rule of law, and strictly governing the party, social organizations play a vital role.[1] The 19th National Congress of the Communist Party of China highlighted the importance of leveraging the role of social organizations, charitable causes, and volunteer services in achieving a moderately prosperous society and embarking on a new journey to build a socialist modern country. As of the end of 2019, there were 867,000 social organizations nationwide, an increase of 6.2% from 2018. Of these, social groups accounted for 372,000, private non-enterprise units (social service organizations) accounted for 487,000, and foundations accounted for 7,580, with growth rates of 1.64%, 9.68%, and 7.76%, respectively, compared to 2018. Over 7,500 charitable organizations are registered and recognized nationwide, with a net worth of approximately RMB 160 billion. Currently, there are 204 charitable trusts established, with a trust contract scale of about RMB 2.248 billion. In 2019, there was a significant breakthrough in volunteer services, with a total of 169 million registered volunteers and a cumulative volunteer service time of 2.268 billion hours, representing growth rates of 13.9% and 3.2%, respectively, compared to 2018. In terms of charitable donations and social resource gathering, the total amount of social public welfare resources in China reached RMB 337.4 billion in 2019. In the first half of 2019 alone, more than 20 Internet open fundraising information platforms designated by the Ministry of Civil Affairs released over 17,000 fundraising information items, with a total of over 5.26 billion clicks, attention, and participation, raising more than RMB 1.8 billion in donations.[2] It can be seen that various types of social organizations have played a crucial role in gathering social resources and providing social services, serving as the main body of social governance and providing important support for the construction of a social governance community.

During the COVID-19 epidemic, various types of social organizations fully leveraged their role in gathering social resources and providing social services, making positive contributions to winning the battle against the epidemic. However, social organizations also exposed many problems during their involvement in epidemic prevention and control, particularly regarding governance capacity. A typical example was the widespread public questioning of the Hubei Red Cross system

at the outbreak of the COVID-19 epidemic. According to official media reports, the Hubei Red Cross had problems with unclear responsibilities, imbalanced power structures, and insufficient organizational mobility, with specific issues including poor material dispatching capabilities, untimely information disclosure, and inadequate publicity and public relations capabilities.[3] In summary, the organization lacked the ability to respond to unexpected public events, including emergency response capacity. Although professional logistics companies and personnel were later introduced, the governance and emergency response capacity of social organizations themselves were not fundamentally solved. It should be noted that the problems exhibited by the Hubei Red Cross are not isolated cases, and many social organizations, especially those involved in public welfare and charity, face similar issues with insufficient emergency response capacity, albeit in different forms and manifestations.

The comprehensive deepening of reforms has entered a critical period of overcoming difficult challenges and navigating through deep waters. We will face many difficulties and risks intertwined with each other, which requires us to be prepared for danger while living in peace, enhancing risk awareness, and improving our ability to address and defuse risks. This applies not only to the party and government but also to various social organizations, especially public welfare and charity organizations. This requires social organizations including public welfare and charity organizations to improve their governance systems, enhance their governance capabilities, and particularly strengthen their emergency response capabilities to respond to unforeseeable events. This article analyzes the challenges faced by charity service organizations in public welfare and charity organizations during the COVID-19 pandemic and explores how to strengthen their emergency response capabilities in daily operations so that they can effectively respond and participate in the governance of public emergencies.

2. Literature Review and Summary

Public welfare and charitable organizations have a relatively vague concept in China, and the academic community also has different opinions on the definitions and distinctions between public welfare and charity. However, from the existing legal provisions in China, the concepts of public welfare and charity are not distinguished in the law. This can be seen from Article 3 of the "Charitable Donations Law of the People's Republic of China" on the definition of public welfare and Article 8 of the "Charity Law of the People's Republic of China" on the definition of charity activities. Therefore, in reality, social organizations engaged in charitable activities or public welfare are often referred to as public welfare and charity organizations. Some are called charitable organizations or institutions, and some are called public welfare organizations or institutions. However, the government and the academic community do not have a consistent understanding of these types of social organizations.

After the "Charity Law of the People's Republic of China" was promulgated, the regulations on charitable organizations are relatively clear. Charitable organizations refer to non-profit organizations established in accordance with the law and conforming to the provisions of this law, with the purpose of carrying out charity activities towards society. At present, charitable organizations can adopt organizational forms such as foundations, social organizations, and social service agencies. Social service agencies are the previous privately-owned non-enterprise units. As the "Regulations on the Registration and Management of Social Service Organizations" has not been officially issued, there is no clear definition of social service organizations in existing laws and regulations, and only reference is made to the "Interim Regulations on the Registration and Management of Private Non-Enterprise Units". Therefore, this article defines charitable service organizations as non-profit organizations established by enterprises, institutions, other social forces, and individuals using non-state-owned assets, with the purpose of carrying out charitable activities towards society. Some organizations and scholars also refer to them as service-oriented public welfare organizations or service-oriented public welfare institutions.

Since the outbreak of SARS in 2003, social organizations, especially charitable organizations, have become increasingly active and play a greater role in responding to emergencies in China. For

example, in the emergency response to the 2008 southern rain and snow disaster, charitable organizations such as the China Poverty Alleviation Foundation and the Hong Kong Xerox Society responded quickly and effectively, accumulating valuable experience for the innovation of disaster relief management mechanisms. So scholars have also conducted different discussions on how to view the participation of social organizations in emergency management of emergencies.

From the perspective of implementation foundation, the participation of social organizations in emergency management has both theoretical and practical foundations. Its theoretical basis comes from the theory of organizational crisis management, including systems theory, life cycle theory, and crisis diffusion theory. And its practical foundation comes from the experience of crisis management in other countries and China's practice in responding to emergencies.

Social organizations can participate in emergency management of emergencies through various means, such as leveraging their professional expertise and providing technical support; raising funds and materials; propaganda and education; strengthen social supervision, etc.[4] It should be said that social organizations, including charitable service organizations, have their own advantages in participating in emergency response. The voluntary nature of social organizations is conducive to improving management efficiency; The diversification of emergency agencies is conducive to reducing government governance costs; The diversification of management entities is conducive to the reform of the government administrative system; The breadth of information coverage is conducive to the normal management of emergencies.[5]

However, from the perspective of the current situation, there are also many limiting factors that hinder social organizations from participating in and responding to emergencies. Firstly, the independence of social organizations in emergency response is limited, and they rely heavily on the government. Secondly, there are coordination and communication issues between social organizations and government departments in emergency response.[6] Thirdly, social organizations lack governance capabilities, such as representation, professionalism,[7] and emergency plans.[8] Fourthly, the relevant laws and regulations are not complete and not well-matched.[9]

Therefore, to fully leverage the positive role of social organizations, we need to improve relevant laws and regulations and establish a sound partnership between the government and social organizations in emergency management. Social organizations should also strengthen their own capacity building and improve their emergency response capabilities.

Emergency response capabilities mentioned in this article have some differences from the capabilities of social organizations in participating in emergency management mentioned earlier. Emergency response capabilities are divided into two levels. The first level refers to the ability of social organizations to effectively respond to emergencies, ensuring their survival and development after the emergency. The second level refers to the ability of social organizations to utilize their resources and advantages to assist government departments in effective emergency management. Previous research mainly focused on the second level, and there is relatively little research on the first level. Therefore, this article mainly uses literature analysis and personal observations to analyze the challenges faced by charitable organizations in responding to the COVID-19 outbreak, focusing on the first level and exploring the problems that charitable organizations face in emergency response and how to strengthen their emergency response capabilities. The reason for exploring how charitable organizations handle the challenges of the COVID-19 outbreak is that they are the main body and typical representative of frontline social organizations providing services.

3. Challenges of the COVID-19 Pandemic

Since the outbreak of the COVID-19 pandemic, it has not only posed a serious threat to people's lives and health but also had a significant impact on their work and daily lives. Some industries such as hotels, tourism, and the film industry have been severely affected, and the practitioners in those industries have also been greatly impacted. The same goes for public welfare and charity organizations, especially those serving on the frontlines, which are facing unprecedented challenges that seriously affect their survival and development.

According to a joint survey conducted by China Development Brief and Philanthropy Weekly, nearly half of the frontline service-oriented charitable organizations have been moderately affected, facing many difficulties but still able to persevere. Close to 15% of these organizations have found it difficult to continue operating. Only one-fourth of them have been minimally affected and are able to operate normally. Their main difficulties can be categorized into three aspects: First, regarding the projects, the main issues are being unable to enter communities to conduct project activities, and a decrease in participation and cooperation from the target group. Second, financial issues include fewer opportunities for fundraising and operation costs exceeding the original budget due to the pandemic. Third, the negative impact on their team, including difficulties in recruiting volunteers, ensuring employee safety during the pandemic, and decreasing job satisfaction and motivation.[10]

Overall, this survey report reveals problems that are relatively universal. Combining my own observations and interviews, I will elaborate on the specific issues that charitable service organizations face under the influence of the COVID-19 pandemic.

Firstly, there is a funding problem. Both the relevant surveys and the author's own investigation reveal that more than half of charity service organizations are facing financial difficulties under the impact of the COVID-19 pandemic. It is well known that most of the funding for charity service organizations comes from government procurement or purchasing of services. Therefore, whether the government purchases new projects and whether funding for projects arrives in a timely manner can have a significant impact on the operation of charity service organizations. Since the outbreak of the COVID-19 pandemic, the normal operation of many charity service organizations has been affected by funding issues. First, there is a clear change in the direction of the government's fund usage. Specifically, a lot of funds have been used for epidemic prevention, which has led to a reduction in funds for other areas. Firstly, most of the funds originally set aside for social services procurement have been transferred to epidemic prevention work, which has significantly reduced the funds available for purchasing other social services. Secondly, due to the impact of the pandemic, the government's plan for public welfare venture capital, which included purchasing social services, has been postponed. The postponement period can last for more than half a year, which greatly reduces the fundraising opportunities for charity service organizations. Thirdly, due to the pandemic, there has been a noticeable increase in cases of government procurement project funding not arriving in a timely manner. Sometimes, the funds for government procurement projects cannot arrive in time or even get suspended. Although this used to happen occasionally and could usually be resolved within a few months, the situation this year is different. The number of cases where project funding is unable to arrive in a timely manner has significantly increased, and the pandemic has led to many offline public welfare projects being postponed. Secondly, due to the reduction in government procurement and funding not arriving in a timely manner, charity service organizations are experiencing a sharp decline in revenue. This has caused a situation where money goes out without coming in, severely disrupting the financial chain and even forcing some to operate by borrowing. On the one hand, in order to maintain the operation of their original projects, charity service organizations must pay the wages of their project operation team members and social insurance in a timely manner, which they can only rely on their existing financial reserves to achieve when no new income is available. This undoubtedly adds to the financial pressure on charity service organizations. On the other hand, the government's promised funding cannot arrive in a timely manner, exacerbating the situation, and causing the financial chain of some charity service organizations to break. Some organizations have had to respond to this crisis by reducing salaries, dismissing employees, changing funds' uses, or even borrowing funds from other projects. For some of these organizations, the situation is severe and they may already be unable to continue operations.

Secondly, the implementation of public welfare projects has been significantly affected. First, the epidemic prevention and control measures have prevented many projects from being carried out offline, especially those that require community engagement. According to my survey, in Yantai City from January to May 2022, most of the projects scheduled to be carried out in the community

were put on hold due to the epidemic prevention measures. It was not until the end of May and early June when the epidemic situation was basically under control that projects in the community began to gradually resume. Before June, offline activities were greatly reduced, and community activities were basically suspended. This has led to many short-term projects, such as half-year to one-year projects, to be postponed; otherwise, the actual execution time would be too short to achieve the original project goals. Second, the participation and cooperation of the target groups have decreased. Before June, all social organizations' activities mainly revolved around cooperating with the government's publicity to fight the epidemic, which was not originally in the work plan of charitable service organizations, but was temporarily set up due to the outbreak of the epidemic. However, after the offline activities were resumed, some of the target groups had concerns, thus reducing the scope and depth of participation, resulting in smaller scale and fewer participants than originally planned. Third, due to the impact of the epidemic, the government and relevant cooperators in the community have suspended, terminated, or changed the implementation of some projects. For safety reasons, the government has suspended the procurement and bidding of many routine projects, which has resulted in the temporary suspension of some projects in the planning stage. As for the community, if some activities need to be carried out in the community, the first consideration of community workers such as the neighborhood committee is whether safety is guaranteed, and whether the superiors approve it. Some communities may have concerns and therefore do not agree to carry out some activities, waiting and seeing. Furthermore, for safety reasons, some projects have been shifted from offline to online to avoid large-scale personnel flow and gathering risks, resulting in significant changes in content and form.

Thirdly, the COVID-19 pandemic has impacted the formation of work teams in three ways. Firstly, the recruitment of volunteers for project activities faced difficulties due to the pandemic. Many people were self-isolating and avoiding gatherings, making it harder to recruit offline volunteers. Even after resuming work, many remained cautious, making it challenging to recruit volunteers for offline activities. Additionally, many volunteers were called upon to participate in anti-epidemic activities and other government-organized events, further reducing the number of volunteers available. Secondly, employees' own epidemic prevention and safety faced challenges as many charitable organizations lacked necessary preparations before the outbreak, leaving employees to rely on their own resources such as masks and disinfectants. During the peak of COVID-19 prevention and control measures in February and March 2020, these items were still being rationed and their prices had significantly increased, adding to the burden of employees who had to bear the cost of personal protective equipment. Finally, the pandemic brought about psychological burdens as both charitable service organizations and their employees lacked emergency response plans and were uncertain about their job security and salary. This combined with some organizations implementing layoffs and pay cuts resulted in increased anxiety among employees.

Fourthly, the capacity of charitable organizations participating in unexpected events was evidently inadequate. The COVID-19 pandemic is the most rapid and widespread public health emergency since the founding of New China, comparable to the SARS outbreak in 2003. While only a few social organizations participated in the latter due to incomplete development, many charitable organizations contributed significantly to COVID-19 response efforts, providing funding and resources. However, small and medium-sized charitable organizations demonstrated insufficient emergency management capabilities when participating in unexpected events. After the COVID-19 outbreak, many charitable organizations were faced with project suspensions, remote work arrangements, and funding difficulties. In this situation, many charitable organizations lacked emergency management capabilities in terms of how to participate effectively in epidemic prevention activities. For instance, many charitable organizations lacked the expertise in professional epidemic prevention and did not have the relevant emergency management capacity. Some small organizations were already struggling for survival and were unable to provide emergency assistance. Additionally, while some charitable organizations had the willingness to participate in epidemic prevention, they did not know how to do so. Therefore, it is necessary for

charitable organizations to enhance their professional ability, communication and coordination skills, and financial transparency in order to participate effectively in epidemic prevention initiatives. This involves a higher level of requirement and currently presents notable challenges to the sector, as certain charitable organizations are unable to participate efficiently or have ceased operations entirely.

4. Reasons of lack emergency management capability

There are two main reasons for the lack of emergency management capabilities within charitable organizations. Firstly, the unique nature of the changing times we live in. Contemporary society is a VUCA (volatile, uncertain, complex, and ambiguous) world with various risks and uncertainties. This means that unexpected events and potential social risks are more likely to occur, but due to the lack of knowledge and experience, there may not be effective measures to respond or prevent them. Therefore, it is necessary to summarize after the event and improve the governance system and governance capacity. Charitable organizations may not be able to make effective preparations or responses and can only rely on existing resources to passively defend themselves.

The second reason is that charitable organizations themselves lack effective emergency plans. The establishment and development of charitable organizations in China have not been around for long, and their level of professionalization and standardization is relatively low. Some organizations are still at the grassroots level or are simply composed of volunteers without stable funding sources, office space, or professional staff. These organizations lack the necessary emergency planning and training, which leads to difficulties when responding to unexpected events. For example, during the COVID-19 pandemic, some charitable organizations were unable to effectively distribute the large amounts of funds and materials they had received due to a lack of professional personnel and coordination ability, resulting in negative public opinion and damage to their credibility. Therefore, charitable organizations must recognize their differences from normal times, adjust their concepts, strategies, and methods accordingly, and develop appropriate emergency plans.

5. Response: Strengthen emergency preparedness capacity

5.1. Improve fundraising capacity

This is an age-old issue, and here we do not intend to discuss the principles and techniques of fundraising systematically. Instead, we will talk about several elements related to the improvement of fundraising capacity of charitable service organizations. Firstly, it is necessary to enhance the professional ability of charitable service organizations, that is, their professional service capacity. The professional service capacity is the foundation of the existence and development of charitable organizations, and it is a key element whether to participate in government tenders or purchases or to apply for foundation projects. If the service capacity and level of the organization cannot meet the requirements, no matter how well the publicity and packaging are, it cannot gain public recognition. This not only requires relevant training and learning but also requires the introduction of relevant professionals and necessary professional supervision. Only by various means and methods can we enhance our service capacity and level to add weight to fundraising. Secondly, it is necessary to enhance credibility. The credibility of charitable service organizations has a direct impact on the public's willingness to donate. In the Internet era, the high-speed information dissemination capability puts higher requirements on the credibility of charitable service organizations. Not only do these charitable service organizations need to disclose the expenditure status of the funds raised in a timely manner, but they also need to respond promptly to public inquiries. Otherwise, a little negative information can be amplified infinitely, leading to unpredictable consequences. Of course, this kind of openness is not a simple information disclosure, as long as there are photos and truths, the key is that every expenditure should have legal basis and evidence, ensuring the authenticity and accuracy of all public information, and also proving to the donor the results of the use of their donations, that is, the effects of the use of funds. To achieve this,

donors or their representatives should have the opportunity to visit the scene and experience the effectiveness of the execution of public welfare projects personally, so as to have a better understanding of the use of donations. Thirdly, strengthen self-generation ability. From the previous surveys, we can see that the main source of funds for charitable service organizations is government procurement, accounting for more than 60% of the revenue, while the proportion of funds obtained through public fundraising is less than one-third of the total revenue, and the proportion of self-operating income is even lower, less than 15%. This reflects the highly centralized sources of funding for charitable service organizations, and it also reflects the weak ability of charitable service organizations to generate income. This leads to the fact that when special situations arise and the government reduces the funds for purchasing services, the survival and development of charitable service organizations will face severe challenges. Therefore, charitable service organizations must strengthen their public welfare marketing capacity building, based on their own positioning and service capacity, to launch public welfare products or fee-charging projects that meet the needs of the people, in order to increase the source of income and expand their social influence.

5.2. Develop emergency plans and strengthen the construction of emergency response capabilities to handle unexpected incidents

As a charity service organization, it should develop its own emergency plan and strengthen training and drills in accordance with the requirements of the emergency plan, especially for those professional public welfare organizations engaged in rescue. This way, when emergencies occur, emergency plans can be activated to respond to different unexpected incidents. From the current situation, on the one hand, charity service organizations lack professional emergency management talents, and the emphasis on emergency capacity building in peacetime is not enough. On the other hand, few institutions have developed emergency plans based on their own actual situation so that they can respond quickly in case of emergencies. After the outbreak of the COVID-19 epidemic, the Red Cross Society of Hubei was criticized the most for its inability to effectively handle the large amount of relief materials during the epidemic. This highlights the lack of emergency plans and training and drills by the Red Cross Society of Hubei during peacetime.

At present, China has entered a critical period of building a modern socialist country, and various risks will continue to accumulate and even erupt. This requires us to be vigilant and enhance our ability to prevent and resolve major risks, especially for charity service organizations. First, it is necessary to seek support from the government, advocate the government to introduce corresponding policies, and support them in terms of funding and equipment to enhance their emergency response capabilities. For example, establishing emergency support funds and formulating corresponding policies in the event of emergencies to enable them to enjoy tax and fee concessions like other industrial, commercial and service industries. Second, conduct corresponding training to enhance the emergency response capabilities of organizational members. Charity service organizations should actively establish knowledge sharing mechanisms with local government emergency management departments, invite backbone members of official rescue teams to exchange experience with social organizations, and conduct planned and large-scale training on relevant business. Also, they can regularly organize members to visit and learn from emergency management departments. In addition, charity service organizations should also organize regular simulations and drills to train the emergency response capabilities of members.[11] The third point is to develop different emergency response mechanisms or plans. In the process of social operation, different social risks will arise, and charity service organizations will also encounter different unexpected incidents. If the COVID-19 epidemic is a black swan event, then the recent floods in southern China belong to a gray rhino event. If we lack effective responses to black swan events, it can be excused, but the lack of necessary prevention and response to gray rhino events reflects obvious loopholes in the organization's emergency response mechanisms or plans. During the recent floods in southern China, many charity service organizations found it difficult to carry out rescue and fundraising. This is not only due to the diversion caused by the COVID-19 epidemic and

inadequate media reports, but also shows that the emergency response mechanisms of charity service organizations still have many unresolved issues for common risks. Therefore, for foreseeable risks, charity service organizations should prepare emergency plans in advance, formulate corresponding response plans for past disasters and fundraising difficulties, and strengthen accumulation in this area during daily work. For example, the public's charitable investment in disaster events is not related to the scale of the disaster, but is highly correlated with the level of social attention. Therefore, charity service organizations should respond to this attention and take corresponding measures in their usual publicity activities to guide the public's attention correctly, making them aware of the process of disaster relief, the actual needs of disaster victims, and the professional organizations and methods of disaster relief.

5.3. The application and integration of internet technology

With the increasingly widespread use of the internet in China, the importance of internet fundraising has been widely recognized by the government, charitable organizations, and the public. The COVID-19 pandemic has been a test, and it has prompted various charitable organizations to pay more attention to the use of internet platforms and technology. For charitable organizations, firstly, they must learn to use internet platforms for online fundraising. They should first comply with legal requirements, such as the Charity Organization Public Fundraising Management Measures, and conduct fundraising independently or jointly with qualified charitable organizations on legitimate public fundraising platforms. Secondly, they should promote projects in accordance with the characteristics of online fundraising. Traditional offline fundraising methods, such as writing project proposals and summaries using professional terms and rigorous logic, are not suitable for online fundraising. Online fundraising mainly targets the general public rather than experts, so language should be concise and clear, and visually appealing images should be used for better project understanding. Secondly, charitable organizations should make good use of internet platforms to better promote projects and disseminate their own values and ideals. Internet platforms are not just simple fundraising platforms, but crucial channels for spreading information. To make full use of internet platforms in emergencies, charitable organizations should use them to improve their social influence. They should learn to use internet platforms to promote themselves, popularize the concept of public welfare charities, gradually familiarize the public with and recognize their own organization and public welfare projects, thus increasing their social influence. Internet public welfare is a kind of social welfare, a kind of acquaintance welfare, which can attract more and more netizens to participate in public welfare activities as long as it can expand its network influence and enhance public recognition. Accumulation over time is necessary to achieve an instant response to emergencies. Thirdly, charitable organizations should do a good job in the construction and maintenance of internet platforms. Charitable organizations should hire or appoint professional personnel to build and maintain internet platforms, with a focus on adapting to the new trend of media integration development, ensuring that their self-built internet platforms are accessible from various client devices, timely updating organization information to ensure accuracy and timeliness, and establishing timely feedback mechanisms to respond to inquiries from the public and relevant departments. They should also adjust the platform according to user feedback to enable the public to easily and efficiently participate in public welfare activities. Overall, to achieve these goals, members of charitable organizations must continue to learn and at the same time adhere to the norms while innovating.

5.4. The improvement of communication and cooperation mechanisms

The emergency management system in China is led by the government, with active participation from social forces. Although the law grants social organizations the eligibility to participate in emergency management, there is a lack of necessary implementation guidelines on how to participate. This has resulted in many communication and coordination issues when a crisis occurs, with the government mobilizing broadly and social forces actively participating, but facing difficulties in coordination. For example, many government departments are unsure how to allocate resources and personnel coming from various parties, and there is a shortage of necessary

communication between different social organizations, leading to conflicts over job assignments. This indicates that the current emergency management system in China has the problem of emphasizing mobilization over coordination. To resolve this issue, it is necessary to establish a sound emergency cooperation network platform between the government and social organizations. When constructing this network, service-oriented public welfare organizations should first actively cooperate with public security, firefighting, health, civil affairs, emergency management, and other departments, building a normalized cooperation mechanism. On the one hand, a set of division of labor and cooperation mechanisms should be established, clarifying the responsibilities and obligations of different government departments and various charitable service organizations in the emergency management mechanism. When an emergency incident occurs, all parties can quickly enter the emergency management situation in accordance with the predetermined division of labor and cooperation mechanism. On the other hand, an information and resource sharing mechanism should be established. Within this emergency cooperation network, all parties can communicate various information in a timely manner, share relevant knowledge about emergency management, and share resources to enhance the emergency management capabilities of all parties. For example, in constructing this emergency cooperation network, various charitable service organizations can report their resource advantages and clearly define the specific role they can play in emergency incident response. The cooperation network can then collect and summarize information of various service-oriented public welfare organizations, integrating them into the emergency management system. This means that once an emergency event occurs, the relevant organization can be quickly found, and its various human and material resources can be allocated. The construction of this emergency cooperation network system should adhere to the principles of normalization and comprehensiveness. Normalization means that it should not be started only after a crisis event occurs; instead, it should be maintained and operated in daily situations. Comprehensiveness refers to the expansion of the network to the level of risk management, such as by enhancing crisis training in grassroots communities, organizing volunteer emergency response teams, and strengthening the capacity building for active monitoring and risk responses.

6. Conclusion

There is an ancient Chinese saying, "Be prepared for danger in times of safety." Faced with the complex and varied situations of modern society, charitable service organizations must make appropriate strategic plans, establish and improve response mechanisms to deal with various emergencies, thereby enhancing their emergency response capabilities. This response mechanism should first ensure that charitable service organizations can survive under various conditions and maintain basic operations without being unable to function properly due to sudden and urgent events. Only by surviving can they have the possibility of participation and development. Secondly, this response mechanism should enhance the ability of charitable organizations to participate in emergency management based on their own conditions and characteristics. Charitable organizations are not omnipotent and cannot participate in all activities. They must improve their own emergency management capabilities based on their abilities and characteristics. Of course, these tasks should be done well in the usual operation so as not to seek last-minute solutions when caught off guard.

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