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RESEARCH ARTICLE

Research on Innovation of China's Rural Governance Mode: Evidence from 155 Typical Cases (2019–2023)

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ABSTRACT

The modernization of rural governance in China faces severe adaptive crises triggered by "rapid urbanization" and "rural hollowing." As traditional social structures dissolve, diverse challenges—from the "hollowing out" of agricultural areas to the "overcrowding" of peri-urban villages—demand effective governance reconstruction beyond singular administrative models. This study aims to construct a spectrum of governance models, analyze their generation pathways across differentiated contexts, and reveal the evolutionary trends of governance modernization to answer how effective order is reconstructed amidst high uncertainty. Adopting a qualitative inductive research design, this study utilizes 155 "Typical Cases of Rural Governance" officially released by the Ministry of Agriculture and Rural Affairs (2019–2023). Employing textual content analysis supported by qualitative software, it strictly follows the logic of ascending from specific empirical observations to theoretical generalizations. The analysis identifies four core innovation mechanisms: "Party Building Leadership" fostering whole-process participation; "System Reform" integrating autonomy, rule of law, and rule of virtue; "Comprehensive Innovation" utilizing digital empowerment for long-term operations; and "Problem-Oriented" mechanisms addressing practical demands. These models exhibit strong context-dependence correlated with regional economic conditions. The study concludes that rural governance is evolving from single-model dominance to diversified coexistence. Future modernization must integrate "Party Building +", "Three Governance", and digital technologies to provide adaptable solutions for both "hollowing" and "overcrowding" scenarios, offering a scientific reference for sustainable rural revitalization.

Contribution/Originality: This study contributes to the existing literature by shifting from single-case studies to a systematic inductive analysis of 155 national cases. It originally conceptualizes four distinct governance mechanisms, bridging macro-

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narratives with micro-practices to reveal how villages adapt to the divergent structural trends of "hollowing out" and "densification."

1. Introduction

In the grand narrative of China's modernization transition, the continuous innovation of rural governance models is deeply rooted in the structural transformations triggered by "rapid urbanization" and "rural hollowing" (Liu & Li, 2017; Long et al., 2012)." As urbanization accelerates, the economic foundations, population structures, and social networks of traditional rural society have undergone systematic restructuring. This process has not only weakened the traditional governance foundations that relied on the "acquaintance society" (Fei et al., 1992) and lineage authority but has also forced existing governance models into a severe adaptive crisis. Against this backdrop, the core agenda of rural governance has shifted from singular administrative control to the reconstruction of an effective governance order amidst high uncertainty characterized by population mobility, unbalanced resource distribution, and social atomization (Ahlers, 2014; Yan, 2003).

This drastic social transformation has led to significant "contextual differentiation" in rural China. On the one hand, traditional agricultural areas suffer from continuous labor outflow, facing the "hollowing out" dilemma of brain drain and public service scarcity (Li et al., 2014); these areas urgently need organizational reshaping to activate endogenous power. On the other hand, peri-urban villages face the challenge of "overcrowding" (or densification), characterized by inverted population structures and intense conflicts of interest (Chung, 2010), calling for multi-stakeholder synergy and the reshaping of rules. This highly heterogeneous reality implies that there is no universal "optimal solution," and singular governance concepts can no longer explain complex current practices. Consequently, rural governance in China is evolving from a stage dominated by a single model to one of coexistence and competition among diverse models. Systematically identifying, classifying, and explaining the generation mechanisms and operational logic of these differentiated models has become a key theoretical issue that the academic community must address.

To respond to this practical and theoretical demand, the 155 "Typical Cases of Rural Governance in China," released continuously by the Ministry of Agriculture and Rural Affairs from 2019 to 2023, provide an institutionalized sample of significant observational value. These cases are not merely a compilation of grassroots experiences but a concentrated representation of diversified explorations in subject reconstruction, institutional supply, and technological application across different governance contexts.

Given the high context-dependence and dynamic evolution of rural governance, this study aims to avoid the path of quantitative verification based on preconceived hypotheses. Instead, it adopts a Qualitative Inductive Research Method (Strauss & Corbin, 1998). Strictly following the inductive logic of "ascending from specific empirical observations to theoretical generalizations," this study utilizes the 155 typical cases as its core corpus. Employing Textual Content Analysis (Hsieh & Shannon, 2005) and aided by qualitative analysis tools, the study conducts in-depth mining of the case texts. Through systematic reading, lexical visualization, and multi-level coding, this research aims to penetrate complex governance phenomena and accurately identify the common logic embedded in grassroots practices.

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1.1. Research Questions

i. RQ1: Against the backdrop of structural transformation, what are the typical operational models and structural characteristics of rural governance innovation in the new era?
ii. RQ2: How are different types of governance models generated, and how do they demonstrate adaptability across differentiated regional economies and social structures?
iii. RQ3: What are the internal evolutionary mechanisms and future trends of China's rural governance modernization?

1.2. Research Objectives

i. RO1: To construct a spectrum of rural governance models in China.
ii. RO2: To reveal the generation pathways of China's rural governance models and identify the applicable contexts for different governance models.
iii. RO3: To explore the evolutionary trends of China's rural governance models.

2. Literature Review

In the middle and late 20th century, especially after the Second World War, in the process of rebuilding cities and restoring economy, countries gradually realized that social development not only depends on urban economy but also needs rural construction and agricultural development. Although there are different models and models in the process of rural revival in each country, there is only one purpose, that is, to realize rural revival. Since 1990s, overseas rural studies have begun a post-modern transformation, which not only brings about a change in the research perspective, but also brings the neglected research aspects in traditional rural studies back into the big topic of rural revival research. The research topics mainly include urban-rural relations, rural landscape, rural community development and so on.

2.1. Urban-Rural Relations

Since the city separated from the countryside, the discussion on the relationship between urban and rural areas has become an important research field for rural scholars. From combing and summarizing the topic of urban-rural relationships in the topic of rural revival, we find that the research results of urban-rural relationship mainly focus on five aspects: the study of urban-rural relationship changes. For example, based on investigating urban-rural relationship, Mormont (1987)puts forward that urban-rural relationship is no longer the opposite relationship in the past, the differences and boundaries between urban and rural areas gradually become blurred, and cities and villages begin to overlap in a unified geographical scope. Urban-rural continuum study, for example, Murata (2002)uses 16 variables in rural study to evaluate the urban-rural demarcation point and finds that there is no obvious demarcation point between urban and rural areas. The research on urban-rural population mobility, among which the representative studies are Audas and McDonald (2004) based on the survey of urban-rural population migration in Canada, this paper discusses the influencing factors of urban-rural population migration. Research on the coordination of urban-rural relations and institutional innovation, for example, the coordination of urban-rural relations from the perspective of rural diversification and economic transformation (Drazen & Eckstein, 1988); This paper discusses the urban-rural institutional innovation from the

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perspective of rural crisis and rural social change(Njegać & Toskić, 1998). Research on urban-rural segregation and rural renewal, for example, Howell (2001)quantified the perceived degree of urban-rural digital divide between New Zealand enterprises.

2.2. Rural Landscapes

Realizing the goal of rural revival through rural landscape reconstruction is also an important part of overseas rural revival research. The concept of rural landscape and planning was first proposed by McHarg, Symonds and Lewis aiming at land landscape. After that, the study of rural landscape remodeling gradually flourished in the study of rural revival. Naveh (1995) thinks that rural landscape is composed of material landscape and cultural landscape, and the reconstruction of rural landscape needs to work together from the above two levels. Based on Naveh's research, Ruda (1998)discussed the reasons for rural landscape reconstruction, and proposed that rural landscape reconstruction should be carried out from four aspects: protecting the harmony between nature and architectural environment, historical and traditional features, and unique culture of local communities and villagers.

2.3. Rural Community Development

Friedmann and Douglass first proposed the idea of rural community development. Later, this idea was revised and improved by Friedmann and Weaver in Territory and Function published in 1979 (Wang & Chen, 2006). The research of Inayatullah (1979)shows that the development of rural community can spread the new agricultural production technology concept, improve the agricultural production efficiency, and in turn promote the development of other rural industries. In the study of rural community change, Pretty (1999) summed up five factors that influence the development of rural community, which are: industrialization changes the foundation of rural life, counter-urbanization intensifies the change of rural society, the general growth of rural tourism activities, the influence of globalization, and news media and Internet. When these factors work together on the development of rural communities, great changes will take place in rural communities immediately.

2.4. Rural Governance in China

Rural governance is also a very important part of national governance for China. The transformation of rural governance concept from "management democracy" in the period of new rural construction to "effective governance" in the period of rural revitalization is not only the requirement of China's modernization development in the new era, but also the inevitable trend of rural development. The change of this concept also drives the innovation and development of rural governance mode. Since China started comprehensive deepening reform and precise poverty alleviation in 2013, the central and local governments have re-realized the docking between the state and the countryside through the way of "state presence", reversed the situation of "suspension" of grass-roots political power and disorder at the grass-roots level, significantly improved the rural governance situation, and generated many unique rural governance experiences in improving governance system and governance capacity. The 19th National Congress of the Communist Party of China held in October 2017 put forward the strategic plan of "strengthening and innovating social governance". As an important aspect of social governance, rural governance has become a hot spot of widespread concern and research by scholars. Combing the existing research on rural governance by

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Chinese scholars, from the research content, it mainly focuses on four aspects: rural governance system, governance mode, governance capacity and governance effect.

2.4.1. Rural Governance System

Wang (2022)proposed that the rural governance capacity can be improved by perfecting the new rural "four governance" system under the leadership of the Party Committee, namely "autonomy, rule by virtue, rule by law and rule by wisdom". Huang (2022)pointed out that the practical process of "integration of the three governance" is the process of improving the ability of rural autonomy, rule of law and rule of virtue, and its demands involve the balance of participation, the transformation of authority and the cultivation of rural sages. Chen (2022)pointed out that it is necessary to build a "one core and multiple" rural governance organization system in the new era, which is the key link of the rural governance system in the new era. Zhang (2022)pointed out that in order to solve the dilemma of rural governance failure, a cooperative governance pattern with strong constraints and autonomy formed by sinking grass-roots government power, village committees, voluntary organizations and villagers can be established.

2.4.2. Mode, Ability and Effectiveness of Rural Governance

Hu (2022) put forward the concept of "integration of five governance", which is beneficial to solve the problems such as shortage of talents, lack of subjects and poor rule of law in the process of rural governance. Yan (2022)pointed out that grass-roots party building is embedded in rural governance, which enables grass-roots party building and rural governance to achieve coupling and interaction in organizational structure and governance objectives, thus consolidating governance foundation, optimizing governance methods and reshaping governance attributes. Sun (2022) pointed out that the multi-party collaborative governance under the integration of the party and government provides a "prescription" for realizing effective governance and coping with challenging problems in rural revitalization. Z. Yang (2023) pointed out that in rural social governance, attention should be paid to the intervention of state forces in rural society, that is, party building leading rural governance is the inherent need to promote the modernization of rural governance (J.-H. Yu, 2022). Jin (2023)pointed out that building a community of social governance is an important way to improve the efficiency of social governance. Li (2023)pointed out that the embedding of blockchain into rural governance gives new vitality and future to rural areas, which is another innovation of rural governance model. Zheng (2023) pointed out that the coordination from single to multiple should be realized in the governance subject structure, and the intellectual governance from fragment to whole should be embodied in the governance process. He (2023) believes that the governance responsibility of rural organizations can be reshaped through multi-dimensional empowerment, and a conscientious governance mechanism can be constructed to achieve effective rural governance and comprehensively promote rural revitalization.

2.4.3. Rural Revitalization Strategy

The research results on rural revitalization strategy have also been published in some international journals. In addition to introducing and explaining this strategy, these achievements also involve planning and land issues (Long et al., 2019), labor and human resources(Ma et al., 2019), rural tourism(Wang et al., 2019), ecological agriculture (Rao,

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2022) and other issues in rural revitalization. However, judging from the retrieval results of major databases and the citation and citation of these articles, the discussion on rural revitalization in China in English academic field is still dominated by domestic researchers, while foreign researchers are still absent, and effective international academic discussions and dialogues have not been formed.

The above research results are the theoretical basis of this study, and the theoretical guidance for the innovation of rural governance practice in various places. Rural social researchers have carried out a lot of research around rural revitalization, among which there are many research results of theoretical value, but at the same time, many research results are on paper, which have limited guiding significance for rural revitalization and rural governance practice and lack of realistic action response. There are also some repetitive works with low quality in the massive literature, and there is a lack of research based on in-depth rural social investigation, or most of them summarize the model and refine the theory for one or a few case villages and relatively lack of common experience exploration of multiple cases. This study collates, summarizes, and analyzes 155 typical cases of rural governance published by the Ministry of Agriculture and Rural Affairs from 2019 to 2023, trying to summarize the governance models suitable for most rural areas in China. These cases have important reference value for answering the problems of governance system and governance capacity in the process of rural governance modernization. It is hoped that this study can provide reference for the development of rural modernization in China, especially for each region to explore an effective model of rural governance in line with local conditions and provide reference for effective governance.

3. Case Overview and Distribution

3.1. Overall Situation of the Case

Typical cases of rural governance in China (2019-2023), a total of 155 typical cases of rural governance have been collected in the past five years. It can be regarded as the vane of rural governance innovation in the new era, and it is also an important example for studying rural governance innovation at present. The selection of these cases is based on the selection, practical research, verification and summary of expert jury by the Ministry of Agriculture and Rural Affairs of China, which reflects the basic form and development direction of rural governance in China. The reasons for selecting the above cases are as follows: First, the case is typical, that is, the case has great social influence and has been widely concerned by the whole society; Second, the types of cases are diversified, whether they belong to the region or cover the type, which is extensive and can represent the advanced experience of rural governance model innovation in China; Third, the case supporting materials are comprehensive, and the second-hand materials of rural governance innovation cases are rich and detailed, including media reports on internal government propaganda, academic papers, self-media push, blog forums, microblogs, press conferences, pictures, related videos and other types of materials.

3.2. Vocabulary Cloud, Administrative Level Distribution and Regional Distribution of Typical Cases of Rural Governance in China

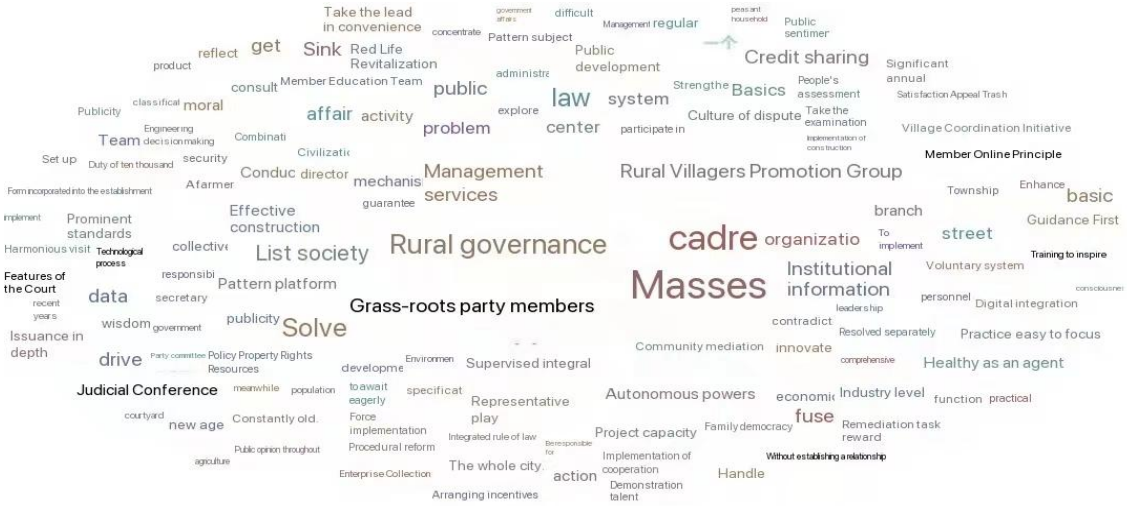
3.2.1. Distribution of Vocabulary Cloud in Typical Cases of Rural Governance

Vocabulary cloud is a visualization tool that intuitively shows the use of word frequency

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in the text. After eliminating common function words, the larger the font size, the more frequently the word or phrase is mentioned, which can be used to judge the theme of the text. It can be seen from (**Figure 1**) that the main keywords: governance, which appears very frequently, reflect the core position of governance in rural development; Village, as the subject of research, is obviously one of the core words. Service means that providing services to the rural masses is an important part of rural governance; The masses reflect that the center of governance work is to serve the masses, embody the object of governance and the main body of participation; Grassroots level emphasizes the key role of grassroots governance; Work, organization and cadres, these words show the concrete executors and participants in rural governance.

Figure 1: Vocabulary Cloud of Typical Cases of Rural Governance



Source: Author's own work, according to the text of the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China, the author made use of Atlas.ti word cloud function analysis

Rough classification of high-frequency vocabulary can be roughly divided into four categories. First, management: governance, management, system, mechanism, norm, system, grid, service and supervision. These words mainly involve the system and process of rural governance, reflecting the need to achieve effective governance through system and mechanism. Second, organizations: grass-roots units, organizations, villagers, party members, cadres, collectives, governments and committees. These words emphasize the roles and responsibilities of different organizations and personnel in rural governance, especially the executive and governance roles of grass-roots organizations and cadres. The third is social category: mass, society, community, villagers, economy, industry, public and cooperation. These words reflect the relationship between rural governance and social development, and emphasize the importance of economic development, industrial upgrading and social cooperation. Fourth, actions: activities, projects, actions, construction, implementation, innovation, reform, implementation and training. These words indicate specific activities and projects in rural governance and promote governance and development through practical actions and project implementation.

Analyze the relationship between the main keywords. Party building and governance: High-frequency words related to party building, party organization, party members and governance appear together, which shows the importance of party building in rural governance. Party building is not only the foundation of rural governance but also

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improves governance efficiency through the leading role of Party members and Party organizations. Multi-stakeholder participation: The frequent occurrence of words such as masses, villagers and cadres show that rural governance involves the participation and cooperation of multiple subjects. Governance is not only the responsibility of the government and cadres, but also the active participation and support of the masses and villagers. Problem-oriented: Words such as problems, solve and service indicate that the governance process emphasizes solving practical problems and improving service quality. Rural governance pays attention to identifying and solving practical problems and improving service level to meet the needs of the masses.

Through the analysis of these key words, we can see that the core of rural governance lies in mobilizing all forces, solving practical problems and finally realizing the all-round development of rural areas through effective governance and institutional arrangements.

3.2.2. Administrative Level Distribution of Cases

From the administrative level distribution of cases (
Table 1), the number of typical cases of rural governance at the county level is the largest, accounting for 113, accounting for 72.9% of the total number of cases; The number of cases at the provincial level is the least, which is 2, accounting for 1.29% of the total number of cases; It shows the differences in the functionality, enthusiasm and effectiveness of rural governance at different administrative levels. County-level rural governance has outstanding responsibilities and functions and is the main force of rural governance. There are three reasons for this result: First, compared with the provincial level, the prefecture-level government is mainly responsible for overall leadership and management of various administrative affairs within its administrative area, and its work nature is leading and macroscopic. The county-level government is the main executor of policies, which is closer to and understands the specific situation of the community. Second, compared with township, the village lacks innovative resources and capabilities, and county and district governments gather more professionals and young cadres (H. Yang, & Yuan, S., 2018); Third, governance innovation depends on the improvement of policies, and in the process of policy making, county-level governments play a key role.

Table 1: Distribution of Typical Cases of Rural Governance at Different Administrative Levels (2019-2023)

Year	Province/Autonomous Region/Direct Controlled	Prefecture-level City/Prefecture	County/ District	Township/ Town	Village	Total
2019	0	1	15	1	3	20
2020	0	2	28	3	1	34
2021	0	3	31	2	2	38
2022	1	3	17	6	4	31
2023	1	2	22	3	4	32
Total	2	11	113	15	14	155
percent	1.29%	7.1%	72.9%	9.68%	9.03%	100%

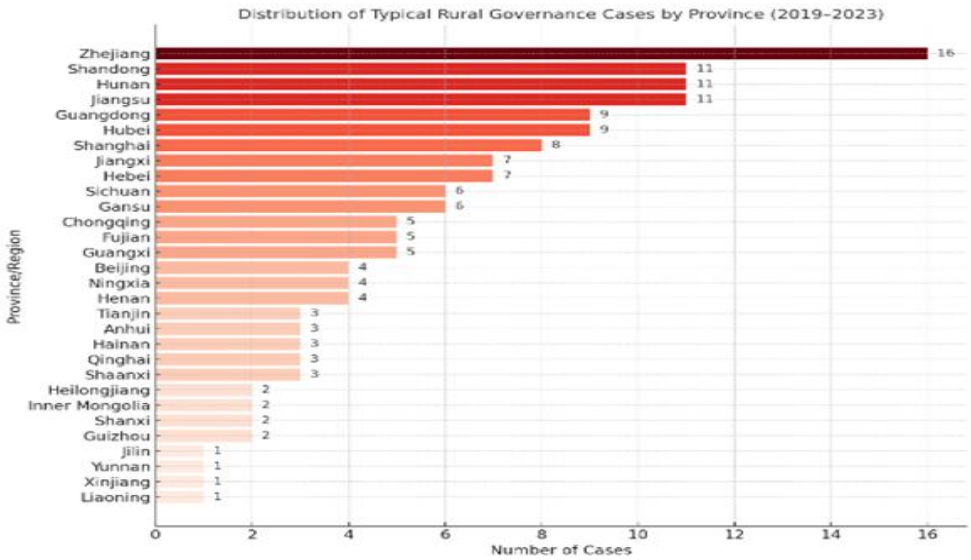
Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases

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of Rural Governance in China

From the provincial distribution of cases (Figure 2), among the typical cases of rural governance in 30 provinces (municipalities/autonomous regions), Zhejiang leads with 16 cases, followed by Shandong, Hunan, and Jiangsu with 11 cases each. These regions are economically developed, which likely facilitates better implementation and innovation in rural governance. Guangdong and Hubei, with 9 cases each, also reflect strong governance practices in economically advanced areas. Regions like Shanghai, Jiangxi, and Hebei show a moderate level of rural governance cases (7-8 cases), indicating active engagement in rural governance despite varying economic conditions. Sichuan and Gansu, each with 6 cases, demonstrate effective governance practices in less economically developed western regions. Ningxia and Henan have 4 cases each, while Tianjin, Anhui, and Hainan have 3 cases each. These numbers suggest emerging but less intensive rural governance efforts. Provinces like Heilongjiang, Inner Mongolia, and Shanxi have only 2 cases each, reflecting challenges in rural governance due to economic or geographical factors. Regions such as Yunnan, Xinjiang, Jilin, and Liaoning have only 1 case each, indicating significant challenges in rural governance innovation and implementation.

Figure 2: Distribution of Typical Rural Governance Cases by Province (2019-2023)



Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

3.2.3. Regional Distribution of Cases

The Table 2 provides a breakdown of the typical rural governance cases across different economic regions in China over a five-year period from 2019 to 2023. The analysis of these cases offers insights into the correlation between regional economic development and the effectiveness and innovation in rural governance. The Eastern region has the highest number of typical rural governance cases, with a total of 77 cases, accounting for 49.67% of the total. This reflects the region's advanced economic development, which supports robust governance mechanisms and innovations. The region's economic strength likely facilitates better resource allocation, policy implementation, and social organization, contributing to effective rural governance. The Central region follows the Eastern region in terms of the number of typical cases, with a total of 36 cases, accounting for 23.23% of the total. Despite being less economically developed than the

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Eastern region, the Central region shows significant engagement in rural governance. This can be attributed to its strategic location, natural resources, and targeted government policies aimed at boosting rural development. The Western region, like the Central region, has a notable number of governance cases, totaling 38 and accounting for 24.52% of the total. The region's economic development has been bolstered by national initiatives aimed at reducing regional disparities. The governance cases in this region likely reflect efforts to address unique local challenges and leverage regional strengths. The Northeast region has the fewest typical rural governance cases, with a total of 4 cases, accounting for 2.58% of the total. This indicates challenges in rural governance possibly due to economic stagnation, population decline, and harsh climatic conditions. These factors contribute to fewer innovations and successful governance models being reported in this region.

Table 2: Distribution of Typical Cases of Rural Governance in Different Economic Regions (2019-2023)

Region	2019	2020	2021	2022	2023	Total	percent
East	12	17	19	16	13	77	49.67%
Middle	5	7	9	6	9	36	23.23%
Western	3	9	8	9	9	38	24.52%
Northeast	0	1	2	0	1	4	2.58%
Total	20	34	38	31	32	155	100%

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

From the regional distribution of typical cases of rural governance in the south and north (Table 3). There are far more typical cases of rural governance in the south than in the north, with 101 cases in the south and 54 cases in the north. The difference in the number of typical cases of rural governance between the south and the north reflects the different characteristics of the two places in economy, society, culture and policies. The economic development of the southern region is better, the social organization is perfect, and the policy innovation is active, which makes it obtain more typical cases in rural governance. However, the northern region faces challenges such as unbalanced economic development, population loss and poor natural conditions, resulting in relatively few typical cases.

Table 3: Distribution of Typical Cases of Rural Governance in the North and South (2019-2023)

Region	2019	2020	2021	2022	2023	Total	percent
South	14	20	25	22	20	101	65.13%
North	6	14	13	9	12	54	34.84%
Total	20	34	38	31	32	155	100%

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

The data suggests a strong correlation between economic development and the number of rural governance cases. Regions with better economic conditions, such as Zhejiang,

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Shandong, and Jiangsu, exhibit higher numbers of typical rural governance cases. This highlights the importance of economic resources in fostering effective rural governance. Conversely, regions with fewer cases, particularly those in the northeast and some western areas, face economic and logistical challenges that hinder the implementation of effective governance practices. This underscores the need for targeted support and tailored policies to enhance rural governance in these areas. Overall, the distribution of typical rural governance cases reveals the disparities in governance effectiveness across different regions, driven largely by economic development levels. Strengthening rural governance in less developed areas through targeted interventions and resource allocation is essential for achieving balanced and sustainable rural development across China.

4. Research Design and Methodology

4.1. Research Approach: Qualitative Inductive Analysis

Given that rural governance innovation in China is a complex, context-dependent, and dynamic process, quantitative statistical methods are insufficient to capture the underlying institutional logic and structural characteristics. Therefore, this study adopts a qualitative inductive research method. Inductive reasoning is an inference method that proceeds from specific observations to broader generalizations (Govier, 2010). Strictly following this logic, this study does not test pre-existing hypotheses but rather roots itself in the empirical practices of China's rural governance. Through the systematic analysis of textual data from typical cases, the research identifies common patterns and distills them into theoretical governance models. This approach enables the transition from specific "practical experiences" to general "governance mechanisms," revealing the evolutionary trends of rural revitalization in the new era.

4.2. Data Collection and Sample Selection

Data for this study were collected through purposive sampling. The primary data source is the "Typical Cases of Rural Governance in China," officially released annually by the Department of Agricultural Social Undertakings Promotion of the Ministry of Agriculture and Rural Affairs from 2019 to 2023. A total of 155 typical cases constitute the research sample. The selection of these cases ensures high validity and representativeness based on three criteria:

i. Authority: The cases undergo a rigorous "bottom-up" selection process involving local recommendation and central expert review, representing the national standard for effective governance.
ii. Diversity: The sample covers 30 provinces across Eastern, Central, Western, and Northeastern China, spanning five administrative levels (province to village). This broad coverage minimizes regional bias and ensures the universality of the findings.
iii. Data Richness: The case materials include detailed descriptions of governance challenges, specific innovation measures, and practical outcomes, providing a solid textual basis for qualitative analysis.

4.3. Data Analysis Process

This study employs Textual Content Analysis supported by qualitative data analysis

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software. The analysis process is structured into three phases:

Phase 1: Corpus Construction and Pre-processing The official descriptions of the 155 cases were digitized and compiled into a textual corpus. Data cleaning was performed to remove irrelevant information, ensuring the accuracy of the analysis unit.

Phase 2: Lexical Analysis and Visualization (Atlas.ti) To identify the macroscopic themes of rural governance, this study utilized Atlas.ti software to perform word frequency analysis. As shown in Figure 1, a "Vocabulary Cloud" was generated to visualize high-frequency keywords (e.g., "Party Building," "Service," "Grid," "Masses"). This quantitative visualization provided preliminary guidance for identifying the core themes of governance innovation.

Phase 3: Inductive Categorization and Synthesis Based on the lexical analysis, the study conducted a deep systematic reading of the texts. Through recursive comparison and categorization, the 155 cases were inductively classified into four core innovation mechanisms:

i. Party Building Leadership: Mechanisms focusing on organizational strength and whole-people participation.
ii. System Reform: Mechanisms integrating autonomy, rule of law, and rule of virtue (the "Three Governance" model).
iii. Comprehensive Innovation: Mechanisms utilizing digital tools and institutional arrangements for long-term operation.
iv. Problem-Oriented: Mechanisms addressing specific practical demands and livelihood issues.

This classification forms the basis for the subsequent theoretical discussion and model construction.

5. Findings

5.1. The Main Direction of Innovation in Typical Cases of Rural Governance in China

The report of the 19 the National Congress of the Communist Party of China pointed out that "in accordance with the general requirements of prosperous industry, ecological livability, civilized rural customs, effective governance and affluent life, establish and improve the institutional mechanism and policy system of urban-rural integration development, and accelerate the modernization of agriculture and rural areas"; The report of the 20th National Congress of the Communist Party of China once again emphasizes that by 2035, China's development should achieve the general goal of "rural areas basically have modern living conditions". Under the guidance of the overall national development strategy, the Ministry of Agriculture and Rural Affairs, in conjunction with various departments, organized the typical demonstration work of rural governance innovation in 2019. The grass-roots government actively responded to the document requirements of national rural governance innovation. After five years of practice and exploration, 155 typical cases of rural governance were recommended throughout the country. After comprehensively combing the typical cases of national rural governance and combining with the requirements recommended by the typical cases of national rural governance every year, it is found that in the past five years, all localities have mainly carried out innovative exploration of rural governance in four aspects: strengthening grassroots party building, improving governance system,

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innovating sustainable governance methods, focusing on outstanding problems and improving governance capacity.

5.1.1. Strengthen Grassroots Party Building

Party building leads to the high-quality development of rural governance. The report of the 19th National Congress of the Communist Party of China puts forward that it is necessary to "improve the social governance system under the leadership of the Party Committee, the responsibility of the government, social coordination, public participation and the guarantee of the rule of law". During this period, the "No.1 Document of the Central Committee" focused on party building leading the countryside, which provided a basic guarantee for improving rural people's livelihood and promoting rural harmony and stability. Party building led to the high-quality development of rural governance and achieved positive results. Among the 155 typical cases, 37 cases have achieved the goal of effective rural governance by strengthening and innovating the leading mode of party building (**Table 4).** Among these 37 cases, there are 17 in the eastern region, 9 in the central region, 9 in the western region and 2 in the northeast region. The innovation focus is on the construction of micro-grid governance model under the leadership of party building, strengthening the three-level linkage between counties and villages under the leadership of party building, and strengthening the leadership capacity building of grass-roots organizations under the leadership of party building.

Table 4 Typical Cases of Strengthen Grass-roots Party Building

Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
Strengthen grass-roots party building	37	Enhance Party leadership and integrate the “Three Governance” model to improve rural governance mechanisms	The combination of party building, and rural governance highlights the development of rural grass-roots party organizations and the role of party members and cadres	Enhance grassroots Party building, strengthen overall Party leadership, and reinforce Party–mass relations	Circular of the Ministry of Agriculture and Rural Affairs on Recommending National Typical Cases of Rural Governance (2019–2023)

Source: Author’s own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

In rural governance, strengthening grass-roots party building is an important entry point and foundation. Specifically, the key point is to strengthen the construction of rural grass-roots party organizations, enhance the party's overall leadership over rural governance, improve the governance mechanism, and promote the integration of autonomy, rule of law and rule of virtue. The combination of party building, and rural governance is an important field of rural governance research and practice, with special emphasis on the development of rural grass-roots party organizations and the role of party members and cadres. The main direction of the reform focuses on strengthening

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the Party's overall leadership over rural work, especially the construction of the relationship between the Party and the masses. By continuously strengthening the construction of rural grass-roots party organizations and the relationship between the party and the masses, the leading core role of the party in rural governance can be realized.

5.1.2. Improve the Governance System

The report of the 19th National Congress of the Communist Party of China pointed out: "Strengthen the basic work at the grass-roots level in rural areas and improve the rural governance system combining autonomy, rule of law and rule of virtue." Autonomy, rule of law and rule of virtue, as important guidelines for the construction of rural grass-roots governance system, work together in the rural governance field and greatly affect the efficiency of rural governance(Li, 2020). Among the 155 typical cases, 38 cases have achieved the goal of effective rural governance by perfecting and innovating the governance system (Table 5). Among these 38 cases, there are 21 in the eastern region, 6 in the central region and 11 in the western region; It involves strengthening the linkage between counties and villages, promoting the sinking of governance, activating the main body of governance, and building a pluralistic governance system integrating autonomy, rule of law and rule of virtue.

Table 5: Typical Cases of Improve the Governance System

Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
Improve the governance system	38	Strengthen grid-based management and digital support; enhancing county–village linkage; advancing the "three-governance integration"; and promoting multi-actor participation for collaborative governance	Optimize the Party-led rural governance system to achieve efficient governance in high-quality development	Strengthen county–village linkage, promote governance resource sinking, and build an integrated system combining autonomy, rule of law, and moral governance	Circular of the Ministry of Agriculture and Rural Affairs on Recommending National Typical Cases of Rural Governance (2019–2023)

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Perfecting the governance system is an important step to realize the modernization of rural governance. Specific measures include implementing grid management, refined services and information support, improving grass-roots governance platform, strengthening linkage between counties and villages, promoting the sinking of

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governance resources, giving play to the role of autonomy, rule of law and rule of virtue, and improving the governance system. Its main goal is to promote and strengthen modern governance, optimize the rural governance system under the leadership of the Party Committee, and realize efficient rural governance. The reform direction includes strengthening the linkage between counties and villages, promoting the sinking of governance resources, activating the main body of governance, and establishing a pluralistic co-construction governance system integrating autonomy, rule of law and rule of virtue. These measures are conducive to the formation of a rural governance system with perfect structure and mechanism.

5.1.3. Innovative Sustainable Governance Methods

Innovative sustainable governance is the key to improve the efficiency of rural governance. Among the 155 typical cases, 43 cases have effectively solved the sustainability problems in rural governance through innovative governance methods and achieved the goal of effective rural governance (Table 6). Of these 43 cases, there are 23 in the eastern region, 12 in the central region and 8 in the western region. The main measures include innovative and pragmatic rural governance methods, and the use of grid, list system, points system, micro-governance and other governance forms to strengthen digital empowerment and enhance the level of modern governance. At the same time, give full play to the main role of villagers, innovate the form of villagers' consultation and deliberation, and improve the efficiency of governance. Its main goal is to explore practical and effective innovative governance solutions, and transform technology into local work system arrangement, and then into typical experience. The reform direction focuses on innovative and pragmatic governance methods, using modern technology to improve governance efficiency and ensure the long-term and sustainability of governance methods. These measures will promote the transformation of rural governance from traditional mode to modern and scientific direction.

Among them, the list system is an institutionalized and standardized way of rural governance, and its principle is to re-compile the complicated work affairs at the grass-roots level according to its internal logical structure(Xie, 2019), to clarify the boundaries of powers and responsibilities and clarify the government process. Under the leadership of the party organization, the points system is to transform various affairs in rural governance into quantitative indicators, transform daily behavior evaluation into points, and give corresponding spiritual or material incentives to form effective constraints on grass-roots organizations and villagers' behaviors.

Table 6: Typical Cases of Innovative Sustainable Governance Methods

Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
Innovative sustainable governance methods	43	Promote digital and participatory governance through grid, list-based, and micro-governance models, enhancing	Transform governance innovations into localized institutional practices to form replicable and scalable experiences	Promote governance methods such as grid, list system, points system, micro-governance and digital	Circular of the Ministry of Agriculture and Rural Affairs on Recommending National Typical Cases of Rural Governance (2019–2023)

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Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
		efficiency and modernization		governance	

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

5.1.4. Focus on Outstanding Problems and Improve Governance Capabilities

General Secretary Xi Jinping pointed out in the report of the 20th National Congress of the Communist Party of China: "We must adhere to the problem orientation, the problem is the voice of the times, and answering and guiding the solution of problems is the fundamental task of theory." Focusing on outstanding problems and improving governance capacity are the core tasks of rural governance. Specific measures include solving outstanding problems in rural governance, ensuring people's livelihood services, promoting coordinated rural development and realizing effective governance. Its main goal is to solve the problems, challenges and obstacles faced by local governments and explore effective rural governance routes. The reform direction includes land system reform, improving the living environment, carrying out the construction of changing customs, and improving people's sense of happiness, gain and security. This process needs to pay attention to practical problems and local needs and explore specific governance paths and solutions to improve the actual effect of rural governance and people's quality of life.

Therefore, in the face of the diversified and complicated rural problems, we must adhere to the problem orientation to solve many problems in rural governance. Among the 155 typical cases, 37 cases have achieved the innovation of rural governance model by focusing on the outstanding problems of rural development and achieved the goal of effective rural governance (Table 7); Among them, there are 16 in the eastern region, 9 in the central region, 10 in the western region and 2 in the northeastern region. The outstanding problems involved mainly focus on six aspects: the construction of rural civilization, the improvement of living environment, the corruption of small and micro power, the promotion of economic development, the reform of homestead system and the prevention and control of epidemic situations.

Table 7: Typical Cases of Focus on Outstanding Problems and Improve Governance Capabilities

Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
Focus on outstanding problems and improve	37	Address key rural governance issues, ensure livelihood services, promote coordinated	Focus on solving local governance challenges and improving people's well-being and sense of security	Rural civilization construction, improvement of living environment, corruption of small and micro power,	Circular of the Ministry of Agriculture and Rural Affairs on Recommending National Typical Cases of Rural Governance (2019–2023)

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Case category	Number of cases	Focus on	Concrete implementation	Key node	Case source
governance capabilities		development, and enhance governance effectiveness		promotion of economic development, and reform of homestead system	

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Through the classified study of this typical case of rural governance, we can sum up the following key mechanisms of rural governance in China: party building leading-participation mechanism of the whole people, system reform-integration mechanism of "three governance", comprehensive innovation-long-term operation mechanism, problem-oriented-practical demand mechanism. These mechanisms provide powerful guidance and reference for local governments to explore rural governance models in line with local conditions.

5.2. Innovation Model and Representative Case Analysis of Rural Governance in China

Based on the innovative contents of 155 typical cases of rural governance, this study further discusses the effective realization mechanism of rural governance from four aspects: party building leading-participation mechanism of the whole people, system reform-integration mechanism of "three governance", comprehensive innovation-long-term operation mechanism, problem-oriented-practical demand mechanism. This study selects some cases to focus on and selects the most typical cases according to the adaptability of the core content of case innovation and strengthening the guidance of party building, improving the governance system, innovating the long-term mechanism and focusing on outstanding problems. In addition, considering the richness of the case itself and the areas involved in the case, this paper analyzes how to achieve effective rural governance in various regions of the country from a relatively comprehensive perspective as much as possible.

5.2.1. Party Building Leading- Participation Mechanism of the Whole People

Among the 155 typical cases of rural governance in China, 37 cases have achieved the goal of effective rural governance by giving full play to the Party Building Leading-Participation Mechanism of the whole people. Among these 37 cases, there are 17 in the eastern region, 9 in the central region, 9 in the western region, and 2 in the northeastern region. According to the case distribution time, administrative level and region as the main factors, we selected 3 typical cases of 37 similar cases for key analysis (**Table 8**). The innovations mainly focus on party building leads the collaborative governance of social organizations; strengthening party building and leading innovative grid governance; the party-mass deliberation group discussed the beautiful countryside.

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Table 8: Party Building Leading-participation Mechanism of the Whole People

Case number	Location of the case	Innovation core	Case type
2019-4P	Zhanqi Village, Tangchang Street, Pidu District, Chengdu City, Sichuan Province	Party building leads the collaborative governance of social organizations	Building Leading -Participation Mechanism of the Whole People
2020-4P	Wenling City, Zhejiang Province	Strengthening Party Building and Leading Innovative Grid Governance	
2022-7P	Xin Pu Zhen Wo Long Cun, Guanling Buyi and Miao Autonomous County, Anshun City, Guizhou Province	The party-mass deliberation group discussed the beautiful countryside	

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Zhanqi Village, Tangchang Street, Pidu District, Chengdu City, Sichuan Province, formerly known as Jifeng Brigade, became a flag in 1965, named Zhanqi Brigade and later Zhanqi Village. The whole village covers an area of 2.06 square kilometers, with an area of 1930 mu of cultivated land. It has jurisdiction over 9 villagers' groups and 529 households with 1704 people. There are 4 Party branches and 83 Party members under the general branch of the village Party. In the process of upgrading the modernization of rural governance system and governance capacity, the Party General Branch of Zhanqi Village made it clear that Party building led rural community governance, started with mass service, and promoted rural governance around "autonomy, rule by law and rule by virtue" and achieved remarkable results. In the process of rural governance, Zhanqi Village has adopted a diversified and collaborative governance model, including the effective integration and synergy of government, party organizations, professional social work institutions and community social organizations. As the core and leader of governance, the Party organization has strengthened the position and role of Party building in community governance by setting up several Party branches and introducing full-time Party building instructors. At the same time, professional social work organizations are introduced to support community social organizations to participate in public affairs and public welfare undertakings to meet diversified community service needs. In addition, Zhanqi Village pays attention to strengthening the system construction, innovatively implements the working system of "three questions, three highlights, three solidification and four contracts", strengthens the villagers' deliberation and consultation mechanism under the leadership of the Party organization, standardizes and refines the governance measures, and provides personalized, professional and standardized services through the investigation and service integration

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of professional social work institutions, such as carrying out youth learning, elderly health and other projects, effectively meeting the diverse needs of villagers. By establishing a multi-governance and collaborative management mechanism, villagers and units will be promoted to participate in community governance and public services in an orderly manner according to law, and resource sharing and community co-construction will be realized.

Wenling City is in the southeast coast of Zhejiang Province, bordering the sea on three sides, with a land area of 963.9 kilometers and a coastline of 317 kilometers. It has jurisdiction over 16 towns (streets), 579 administrative villages and 90 residences (communities), with a registered population of 1.222 million. To improve the level of rural governance and consolidate the foundation of rural governance, Wenling City adheres to the guidance of party building, scientifically sets up grids, innovates working mechanisms, and implements supporting measures. By strengthening the party's organizational coverage and sinking work coverage, it promotes the continuous extension of grass-roots governance and serving the people and forms a good rural governance pattern of "all work goes to branches, there is something to find grids, people call for me, and construction forces are twisted into a rope". In the process of rural governance in Wenling City, the grid setting is refined, and according to the regional characteristics and population distribution, the grid is scientifically divided to ensure that each grid covers 70 to 100 households, to realize the refinement of governance. At the same time, establish party branches or groups in each grid to strengthen the party's organizational strength and political guidance. Innovate quick response, service sinking and evaluation incentive mechanism, and establish a working mechanism of "four must know and four must arrive". Grid members can quickly understand and solve the demands and problems of the masses; Service points management is introduced to evaluate and motivate the performance of grid workers, to promote their active participation in governance. Through these working mechanisms, the practical problems of many people have been solved and the satisfaction of the masses has been improved; At the same time, it improves the governance efficiency and promotes the overall improvement of grass-roots governance level.

Wolong Village is in the southwest of Guanling Buyi and Miao Autonomous County, Guizhou Province, 30 kilometers away from the county seat and covering an area of 18 square kilometers. There are 19 natural villages, 21 villagers' groups, 812 households and 3,622 people. In recent years, Wolong Village has explored the establishment of villagers' deliberation group mechanism, breaking the situation of "cadres doing things and the masses watching" in village affairs, and exploring the rural governance mode of "mass affairs, mass management and mass enjoyment". The village style, village appearance and village style have changed obviously, creating a Guanling model of beautiful and livable villages. Wolong Village, through election and guidance, has formed a party-mass deliberation group, giving full play to the exemplary leading role of party members; The deliberation group has clarified the functions of publicizing policies, recommending suggestions, making decisions and deliberating, and supervising management; At the same time, a detailed deliberation process has been established, including topic raising, discussion and decision-making and feedback mechanism, and the deliberation effect and application of results have been promoted through "notification + feedback + scoring".

In a word, the Party building leadership has the political advantage of ensuring the socialist direction of rural governance, the functional advantage of improving the rural

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governance system and governance capacity, and the social advantage of ensuring the people's dominant position in rural governance (Z. Yang, 2023). General Secretary Xi Jinping pointed out in the report of the 20th National Congress of the Communist Party of China: "Constantly highlight the institutional advantages of socialism with Chinese characteristics, continuously enhance the power and vitality of socialist modernization, and better transform China's institutional advantages into national governance efficiency." The greatest advantage of the socialist system with Chinese characteristics is the leadership of the Communist Party of China. In a word, leading rural governance by party building can break through the compartmentalized barriers between grass-roots organizations, stimulate rural endogenous motivation to the greatest extent, promote the formation of strong synergy among multiple subjects of rural governance, and promote the formation of the overall governance situation in which the party takes overall measures and local coordinated development.

5.2.2 System Reform- Integration Mechanism of "Three Governance"

Among the 155 typical cases, 38 cases have perfected and innovated the rural governance system by giving full play to the integration mechanism of system reform and "three governance" and achieved the goal of effective rural governance. Among these 38 cases, there are 21 in the eastern region, 6 in the central region and 11 in the western region. According to the case distribution time, administrative level and region as the main factors, we selected 3 typical cases of 38 similar cases for key analysis (**Table 9**). Its innovations mainly focus on integration of autonomy, rule of law and rule of virtue; innovating the "six things" governance method to improve the efficiency of rural good governance; all-factor empowerment "micro-governance".

Table 9 System Reform- Integration Mechanism of "Three Governance"

Case number	Location of the case	Innovation core	Case type
2019-3F	Tongxiang City, Jiaxing City, Zhejiang Province	Integration of autonomy, rule of law and rule of virtue	System Reform- Integration Mechanism of "Three Governance"
2021-6F	Jiaoling County, Meizhou City, Guangdong Province	Innovating the "Six Things" Governance Method to Improve the Efficiency of Rural Good Governance	
2023-8F	Jinshanwei Town, Jinshan District, Shanghai	All-factor empowerment "micro-governance"	

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Tongxiang City, Zhejiang Province is located between Shanghai and Hangzhou, with convenient transportation and accessible waterways. The total area of the city is 727 square kilometers, with jurisdiction over 8 towns and 3 streets, with a registered population of about 700,000 and about 550,000 new residents. In 2018, the regional

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GDP will reach 89.35 billion yuan and the total fiscal revenue will reach 12.94 billion yuan. Since 2013, to solve the problems of increasing social problems and frequent contradictions and disputes, Tongxiang City has insisted on party building leading grass-roots social governance, played the role of fighting bastion of grass-roots party organizations, and carried out the exploration and practice of grass-roots social governance integrating “three-governance”. Autonomy, rule of law and rule of virtue are often difficult to achieve the best governance effect when they are used alone. Only by comprehensive application and concerted efforts can the multiplier effect be released. Tongxiang has integrated the proven and effective carriers of the “three-governance”, forming an innovative carrier of the integration of the “three-governance” focusing on "one contract, two sessions and three regiments", and jointly promoting the governance transition of grass-roots society. At present, "one appointment, two sessions and three regiments" have covered all villages in the city. Innovate the model of "one contract, two sessions and three regiments", and promote the transformation of grass-roots social governance model to diversification, rule of law and rule of virtue through the carriers of village rules and regulations, people's councils and counselors' meetings, PepsiCo service groups, legal service groups and moral evaluation groups. Constantly improve the system to ensure that the integration of the “three governance” can be promoted steadily for a long time, covering the promulgation of more than 40 documents and programs. Tongxiang City, through cultural construction and institutionalized measures, ensures the long-term sustainable development of the integration of the “three governance” and forms a social governance model with local characteristics.

Jiaoling County is in the mountainous area in the northeast of Guangdong Province, adjacent to Fujian and Jiangxi, with a total area of 960 square kilometers. It has jurisdiction over 8 towns and a registered population of about 230,000. It is one of the pilot counties for the construction of rural governance system in China. In recent years, Jiaoling County has adhered to the problem orientation and actively explored the "six things", namely, "a branch steward, a list of things, a set of mechanism deliberation, a place to say things, a method to evaluate things, and a model to strengthen things". The comprehensive management path has formed a rural governance mechanism of "branch leading, pluralistic governance, and all-factor linkage", focusing on tapping endogenous governance resources and improving endogenous governance efficiency in 2020, while maintaining social stability in urban and rural areas, the county's GDP exceeded 10 billion yuan historically, with a year-on-year increase of 5.1%.

Jinshanwei Town has jurisdiction over 14 administrative villages and 9 communities, with a registered population of 49,113 and a floating population of 38,778, showing structural characteristics such as high proportion of agriculture, scattered residence, large flow of personnel and aging population. To improve the refinement of rural governance and the precision of serving the masses and solve the rural governance problems of "unmanageable" and "poor management", Jinshanwei Town practices and promotes all-factor empowerment "micro-governance" in the whole region and promotes "fortress promotion". "Area leading", "community warm heart", "block governance" and "social mobilization" five major actions construction; From the four dimensions of Party building, numbers, talents and system.

Strengthen the leading role of grassroots party organizations in governance by establishing a grid management system at all levels of party organizations, communities and villages; Build a smart village platform and digital tools, realize information transparency and intelligent decision-making, and enhance the scientific and

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technological content and efficiency of governance. An important feature of the transformation from social management to social governance is that the governance subject changes from single to multi-party. “Three Governance” is autonomy, rule of law and rule of virtue. The concept of integration of “three governance” has effectively promoted the role of government, social organizations, villagers and other subjects in social governance. The effectiveness of "integration of three governance" is rooted in its internal compound governance mechanism(Li, 2022), that is, to build a multi-dimensional interactive governance system based on the cross-complementarity of the rule of virtue and the rule of law, and through the participation of the Party and the government, to promote villagers' autonomy, in which the leadership of Party building is the key force to realize the integration of the “three-governance”, and the rule of virtue and the rule of law are the driving force to promote autonomous subjects to participate in rural governance.

5.2.3. Comprehensive Innovation-Long-Term Operation Mechanism

Among the 155 typical cases, 43 cases have effectively solved the sustainability problems in rural governance and achieved the goal of effective rural governance by giving full play to the comprehensive innovation-long-term operation mechanism and innovating governance methods. Among these 43 cases, there are 23 in the eastern region, 12 in the central region and 8 in the western region. According to the distribution time, administrative level and region of cases as the main factors, we selected 3 typical cases of 43 similar cases for key analysis (Table 10). The main measures include innovative and pragmatic rural governance methods, and the use of grid, list system, points system, micro-governance and other governance forms to strengthen digital empowerment and improve the level of modern governance. At the same time, give full play to the main role of villagers, innovate the form of villagers' consultation and deliberation, and improve the efficiency of governance, the innovation direction focuses points system of village affairs management; implement the three Clearances and one process to standardize the operation of village-level power; constructing four mechanisms and taking the "Digital Road" of rural governance to ensure the long-term and sustainable governance mode. These measures will promote the transformation of rural governance from traditional mode to modern and scientific direction.

Table 10 Comprehensive Innovation-Long-Term Operation Mechanism

Case number	Location of the case	Innovation core	Case type
2019-5S	Ji Qing Zhen You Xi Qiao Cun, Xinhua County, Loudi City, Hunan Province	Points system of village affairs management	Comprehensive innovation-long-term operation mechanism
2021-4S	Jiyuan City, Henan Province	Implement the Three Clearances and One Process to Standardize the Operation of Village-level Power	
2022-7S	Huatian Township, Youyang Tujia and Miao Autonomous	Constructing Four Mechanisms and Taking the "Digital Road" of Rural Governance	

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Case number	Location of the case	Innovation core	Case type
	County, Chongqing		

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Youxiqiao Village, located in the northeast of Jiqing Town, Xinhua County, Hunan Province, has jurisdiction over 228 households with 868 people in 12 villagers' groups. It belongs to limestone arid area, was once a provincial-level poverty-stricken village, and was also a famous weak and lax village. As a former provincial-level poverty-stricken village, Youxiqiao Village, Xinhua County, Hunan Province actively explored the evaluation and management of village-level affairs points. All the village affairs were reflected through the "points system". Villagers participated in the village collective income dividends according to points, and party members and cadres were evaluated according to points management. The "small points" stimulated the vitality of the main body, realized the mutual promotion and progress between grassroots governance and village-level development, and gave new kinetic energy to rural social governance. Points system refers to taking points assessment management as the main form. Through registration, examination, publicity, evaluation, rewards and punishments and other links, the village affairs can be effectively handled and vividly reflected through points system. Villagers participate in village-level collective income dividends according to the number of points, thus effectively organizing and guiding villagers to participate in village construction, industrial cultivation, civilization creation and other affairs.

Jiyuan City is in the northwest of Henan Province, with an area of 1931 square kilometers and a population of 733,000. It has jurisdiction over 11 towns, 5 sub-district offices and 525 administrative villages (residences). In recent years, in order to further standardize the operation of village-level small and micro power and fundamentally solve the problems such as unclear boundaries of powers and responsibilities, irregular procedures, and difficult supervision and restraint, Jiyuan City has fully implemented the "three clear and one process" system on the basis of the pilot of the village-level small and micro power list system in Potou Town, including the list of small and micro power matters, the list of responsibilities, the negative list, and the standardized process to ensure the standardization and transparency of village-level power operation It fundamentally solves the problems of unclear boundaries, irregular procedures and difficult supervision and restraint of village-level small and micro powers, further standardizes the operation of village-level small and micro powers, and effectively prevents unhealthy practices and corruption around the masses.

Huatian Township is in the north of Youyang Tujia and Miao Autonomous County, Chongqing, with a total area of 84 square kilometers. It has jurisdiction over 6 administrative villages and 76 villagers' groups, with a registered population of 3,219 households and 10,390 people. Since 2020, Huatian Township has started with the construction of a global digital village, and successively launched a smart care system for empty nesters, a village discerning project, a smart convenience store, and a Hejiayan cloud rice project, empowering rural governance with science and technology, stimulating the vitality of rural governance, improving the production and living standards of the masses, and forming a harmonious situation in which cadres and

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masses seek common development. In the process of rural governance, Huatian Township has established a multi-channel and multi-platform information transmission network, including QQ group, WeChat group, WeChat official account, etc., to promote real-time interaction and information sharing between villagers and between villagers and the government; Through the video care system and health bracelet, realize all-weather care and monitoring for empty nesters, and improve the quality of life and security of the elderly; Build an open platform for government affairs and a mass information feedback system to achieve transparency in government affairs and rapid response to problems; Build smart agricultural platforms and service facilities, optimize agricultural production management and service efficiency, and promote rural economic development. Huatian Township empowers rural governance with science and technology, and constructs four mechanisms: villagers' communication, caring for the elderly, village affairs management and production service, which fully stimulates the endogenous motivation of the masses, truly makes the masses become the main body of rural governance, and realizes the combination of autonomy, rule by law and rule by virtue under the leadership of the Party organization.

The list system not only helps to reduce the work burden of grass-roots government, improve work efficiency and promote the improvement of rural governance level, but also can close the relationship between the party and the masses at the grass-roots level based on safeguarding villagers' rights. The main internal mechanism of the list system lies in clarifying the boundaries of powers and responsibilities of grass-roots government departments, sorting out work items and work processes, solving the problem of weak rural democratic supervision, promoting the open and transparent operation of power, forming a "flow chart of power use" and a "supervision chart of power operation", and effectively keeping power in the cage of the system. However, it is necessary to pay attention to the rationality of the contents of the list, skillfully use new technologies to bless and improve the implementation mechanism of the system(Xu, 2022). On this basis, the list system will be effective. Points system plays an active role by stimulating villagers' endogenous motivation. In rural governance, only when the main body of rural governance upholds the public spirit and is consistent, can the effectiveness of rural governance be implemented, and the villagers share the governance results(Wang, 2021). In rural governance under integral incentive, villagers are more willing to become autonomous subjects, because integral system attracts villagers to participate in public affairs based on quantitative indicators, and there are two kinds of factors that play a positive role in this process, namely material incentive and reputation incentive(Ma, 2020). Strong willingness urges villagers to have high enthusiasm and initiative in the process of participating in rural construction. However, it should be noted that if the points system wants to run continuously, it must pay attention to three key contents of the points system, namely indicators, resources and incentives(Tang, 2022). The implementation of the integral system depends on the provision of resources, and various material incentives need a lot of resources. Therefore, the long-term operation of the integral system must be based on obtaining stable resources.

5.2.4. Problem-Oriented-Practice Demand Mechanism

Among the 155 typical cases, 37 cases have achieved the innovation of rural governance model and achieved the goal of effective rural governance by giving full play to the problem-oriented-practical demand mechanism and focusing on outstanding problems in rural development; Among them, there are 16 in the eastern region, 9 in the central

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region, 10 in the western region and 2 in the northeastern region. According to the case distribution time, administrative level and region as the main factors, we selected 3 typical cases of 37 similar cases for key analysis (Table 11). Its innovations mainly focus on make every effort to solve the problem of "people, money and things" in rural governance; promote rural service upgrading, industrial revitalization and build a new pattern of co-construction, governance and sharing; joint debugging, linkage, solving problems, diversified solutions and promoting peace.

Table 11 Problem-Oriented-Practice Demand Mechanism

Case number	Location of the case	Innovation core	Case type
2020-3Q	Jinjiang City, Fujian Province	Make every effort to solve the problem of "people, money and things" in rural governance	Problem-oriented-practice demand mechanism
2021-3Q	Yonglian Village, Meilong Town, Minhang District, Shanghai	Promote rural service upgrading, industrial revitalization and build a new pattern of co-construction, governance and sharing	
2023-1Q	Gannan County, Qiqihar City, Heilongjiang Province	Joint debugging, linkage, solving problems, diversified solutions and promoting peace	

Source: Author's own work, according to the 1st, 2nd, 3rd, 4th and 5th Typical Cases of Rural Governance in China

Jinjiang City has jurisdiction over 13 towns, 6 streets and 293 administrative villages, with a land area of 649 kilometers and a registered population of 1.176 million. In recent years, under the guidance of General Secretary Xi Jinping's "Jinjiang Experience", Jinjiang City adheres to the guidance of party building, closely follows the 20-character policy of rural revitalization strategy, takes "integration of three governance" as the basic direction, and takes grass-roots deliberation and consultation as the basic carrier, comprehensively carries out rural good governance experiments, and makes every effort to solve the problems of "people, money and things" in rural development, so as to create a vibrant, harmonious and orderly good governance village and boost rural revitalization. People, Jinjiang City feeds back the countryside through talents, that is, capable people take the lead: train and attract capable people from all walks of life through the identification mechanism and the incubation mechanism of party members; Expert guidance: cooperate with universities and institutions, introduce high-end think tanks and experts, and provide professional support; Cadres go to the front line: select cadres to stay in villages, and implement "one village, one policeman, one village, one judge" to improve grass-roots governance capacity. Qian, Jinjiang City pays attention to the basic role of developing rural economy in the process of rural construction, revitalizing resources: developing idle resources and promoting the reform of rural collective property rights system; Strengthen the collective economy: introduce support measures, explore diversified development models, and improve the income of village collective economy; Increase villagers' income: Develop characteristic industries and new formats, and promote villagers' employment and income increase. In the process of solving rural affairs early, Jinjiang City pays attention to strengthening system construction and improving service network: standardizing the powers and

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responsibilities of village-level organizations and constructing village-level operation mechanism; Formulate autonomous articles of association: formulate binding village rules and regulations and advocate civilized rural customs; Form a consultation mechanism: carry out grass-roots deliberation and consultation, and improve the conflict resolution mechanism. Through the three aspects of talent feedback, financial guarantee and deliberation, the problem of "people, money and things" in rural development has been effectively solved, and rural revitalization has been promoted.

Yonglian Village is in the middle and east of Meilong Town, Minhang District, Shanghai, with an area of 1.93 square kilometers, a total of 198 households and a resident population of 5,599, of which the ratio of local villagers to migrants is about 1: 6, with obvious population upside down, complex group structure and diverse interest demands. In order to open up the "capillaries" of rural governance, Yonglian Village innovates the new service of "village-level property", that is, introduces market mechanism to manage villages, such as setting up property companies and leaseback management; Create a new model of "renting back houses" and establish rural nursing homes and white-collar apartments to meet the living and service needs of villagers; Build a new pattern of "co-construction, governance and sharing", solve the outstanding problems that the people are most looking forward to and worried about, fill the shortcomings of people's livelihood, promote the equalization of public services, and empower rural governance.

Gannan County is in the west of Heilongjiang Province, on the right bank of the middle reaches of Nenjiang River, with a total area of 4,792 square kilometers. It has jurisdiction over 10 townships (towns) and 95 administrative villages, with a total population of 364,000, including 237,000 rural people. At the county level, the comprehensive management center, mediation center and petition reception center will be integrated into the county comprehensive mediation center for social contradictions and disputes; At the township (town) level, relying on the comprehensive management center, a comprehensive mediation center for social contradictions and disputes in townships (towns) was established, with the director of the center being the political and legal committee member. The center set up a functional division of appeal acceptance window, people's mediation room and comprehensive office, and established a joint mediation mechanism of contradictions and disputes of "four offices, one court and one center". The departments involved jointly worked in the convenience hall of townships (towns) for mediation. With the goal of resolving contradictions and disputes among the masses, we will increase the construction of comprehensive mediation centers for social contradictions and disputes at county and township levels, and effectively play the joint adjustment and linkage role of "four institutes, one court and one center". With the continuous improvement of rural public security prevention and control system, efforts to promote the integration of "five governance" and the investigation and resolution of contradictions and disputes as the starting point, Gannan County actively carried out rural governance work with the construction of "three no villages" (no civil litigation cases caused by civil disputes, no major criminal cases, no villages that went to Beijing to petition and went to Beijing to register people in non-reception places) as a breakthrough. We have successively established non-litigation demonstration villages and resident judges' studios, promoted the "uniformity of three officials" (judges, prosecutors, police officers and lawyers) into the grid, improved the rural governance system, enriched the carrier of rural governance, innovated the work brand, basically achieved the goal of "contradictions do not leave the village", and further improved the level of rural governance.

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People's participation in governance is the key factor to improve the efficiency of rural governance. The government can listen to and absorb villagers' opinions, villagers can participate in the process of decision-making and governance, and stakeholders can conduct two-way communication and consultation, which is conducive to stimulating villagers' sense of ownership and responsibility, consciously safeguarding fairness and justice, actively participating in environmental protection and promoting the democratization of rural governance. In a word, in the process of exploring rural governance, the traditional governance scheme once again encounters new Challenge, China's agriculture and rural areas need to move from the past "national perspective" (H. Yang, & Yuan, S. , 2018) to the perspective of villages and grass-roots units, take rural problems as the starting point, and promote effective rural governance in the process of solving problems.

6. Conclusion

Based on the case analysis of strengthening grass-roots party building, improving governance system, innovating sustainable governance methods, focusing on outstanding problems and improving governance capacity, the author concludes that establishing party building leading-participation mechanism of the whole people, system reform-integration mechanism of "three governance", comprehensive innovation-long-term operation mechanism, problem-oriented-practical demand mechanism are the basic experiences of rural governance model innovation in China in the new era.

Party building leading-participation mechanism of the whole people. From the above case analysis, the effective needs of rural governance Constructing a multi-dimensional interactive rural governance model and absorbing multi-stakeholders' participation are the key to realize multi-dimensional interactive governance, which mainly solves the problem of rural governance capacity. Multi-stakeholders' participation needs to rely on the overall leadership of the Party, with the help of the Party's leadership and organizational ability. To establish the mechanism of leading party building-participation of the whole people, in the aspect of grass-roots party building, it is necessary to strengthen the leadership construction of party organizations in rural grass-roots political power and closely coordinate the grass-roots government and the village committees with the strong political synergy of party organizations. In guiding the participation of the whole people, the key point lies in mobilizing the enthusiasm of villagers to participate in rural governance. Whether it is grass-roots democracy or effective governance, it should be reflected in the realization of the fundamental interests of most villagers, which requires the active participation of most villagers as political subjects. However, it should be noted that villagers' autonomy is not the self-governance of rural people under the condition of absence of state in history (J. Yu, & Ren, J. , 2022), but based on party building, improve various policies and systems, and lead villagers to participate in rural governance. The mechanism of leading the party building and participating by the whole people conforms to the historical basis of the development of China's rural society, can well meet the practical needs of diversified and complicated rural construction in the new era, and promote rural revitalization.

System reform-integration mechanism of "three governance". The reform of governance system requires the grass-roots government to effectively innovate the new system of rural governance based on the traditional effective system of rural governance and fully combine the actual needs of local rural governance, which mainly solves the problems of

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rural governance system. Promote the innovation of governance system by innovating practical and effective rural governance methods. By analyzing cases, through the effective integration of "autonomy, rule of law, and rule of virtue", and using new forms of governance such as grid governance, list system, points system, and micro-governance, digital empowerment is strengthened; Give full play to the main role of villagers, innovate the form of villagers' consultation and deliberation, and improve the efficiency of governance. These measures will promote the transformation of rural governance from traditional mode to modern and scientific direction.

Comprehensive innovation-long-term operation mechanism. Comprehensive innovation requires the grass-roots government to reform the corresponding governance system and methods while innovating the governance system, which mainly solves the problems of rural governance system. Rural governance, as a holistic concept, cannot mechanically innovate one aspect of rural governance system, system or method in the process of governance, but should focus on one aspect, coordinate the whole and systematically innovate. To achieve effective rural governance, it is necessary to establish a long-term operation mechanism. The key subject of rural governance lies in villagers themselves. Stimulating villagers' enthusiasm to participate in rural governance and transforming villagers' enthusiasm into endogenous power of governance are the keys to achieve long-term operation. At the same time, perfecting the rural democratic supervision system is also the key factor to improve the long-term operation of rural governance. In the comprehensive innovation-long-term operation mechanism, in the process of comprehensive innovation enriches the power of governance for rural governance, strengthens the effectiveness of supervision, stimulates the vitality of participation, and jointly promotes the effective goal of rural governance.

Problem-oriented-practice demands mechanism. From the above case analysis, starting from specific problems is the key to solve the complicated and disorderly rural governance problems. Blind governance innovation will not only fail to achieve the overall goal of rural revitalization, but also further aggravate the governance burden of grass-roots governments, resulting in chaotic governance, which mainly solves the problem of rural governance capacity. Therefore, taking the urgent problems to be solved in rural areas as the starting point and carrying out targeted governance work will help to make the best use of the situation and achieve effective governance. In addition, in the process of solving specific problems, it is necessary to proceed from practical needs, carry out practical exploration according to local conditions, avoid taking doctrine and directly applying formatting mode, and combine the actual needs of rural areas to give full play to rural advantages for governance innovation. Problem-oriented-practice demand mechanism integrates problems with practice, takes the important and difficult problems in rural governance as the starting point, pays attention to specific practical needs in the process of solving problems, promotes the anchor goal of rural governance with problem-oriented, promotes the efficient development of rural governance with practice as the criterion, and jointly promotes the high-quality development of rural areas.

In the process of promoting the modernization of China's rural governance system and governance capacity in the future, we should not only fully absorb modern governance theory and wisdom, but also highly integrate it with China's excellent traditional culture, and make full use of the governance changes brought about by the rise of Internet technology, give full play to the advantages of backwardness, and embark on a road of

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rural governance modernization of "Party Building +", "Three Governance" and "Internet +".

Ethics Approval and Consent to Participate

This study did not involve human participants or the use of individual-level human data. All data and materials were obtained from publicly accessible and non-restricted sources. No direct interaction with human subjects occurred, and no personally identifiable or sensitive private information was collected; therefore, formal ethical review or approval was not required. Nevertheless, the authors conducted the research in accordance with the ethical standards and guidelines of their affiliated institution. Informed consent was not applicable to this study.

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Conflict of Interest

The authors declare no conflict of interest.

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