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Local Governance Research

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# 地方治理研究

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### Two-Way Interaction and Adjustment: The Incentive Mechanism of Local Government in Business Environment Improvement (2)

XU Ke & ZHOU Ming

(School of Public Administration, Northwest University, Xi'an, Shaanxi 710127, China)

**Abstract:** Improving the business environment is a profound change in government governance, which superimposes multiple governance concepts and governance tasks such as service-oriented government, digital government, law-based government, and responsible government, and effectively promotes the transformation of government functions and local economic development. The existing research focuses on the motivation and incentive mechanism of local governments in business environment improvement, which is mainly unidirectional and decentralized, ignoring many shortcomings of local governments in optimizing government affairs, rule of law, and market business environment. Taking the "two-way interaction and adjustment" as the analytical framework, it is found that the main reason for the ineffective implementation of policies and measures by local governments in the process of improving the business environment is the structural imbalance between positive incentives such as political incentives, economic incentives and autonomy incentives and negative incentives such as assessment and accountability, as well as the lack of feedback mechanisms in the design of incentive mechanisms. Therefore, building an adaptive incentive mechanism based on the interaction between positive and negative incentive mechanisms and feedback mechanisms can stimulate the enthusiasm of local governments to improve the business environment and promote the continuous optimization and upgrading of China's business environment.

**Keywords:** government governance; local government; business environment; incentive mechanism; two-way interaction; adaptive incentive; service-oriented government

### Digital Consultation: New Forms of Primary-level Governance from the Perspective of Deliberative System Theory—Analysis Based on the Experience of Jiangsu, Zhejiang and Sichuan in China (16)

ZHANG Lulu

(School of Marxism, Southwest Jiaotong University, Chengdu, Sichuan 610036, China)

**Abstract:** Digital consultation is the coupling of digital technology and democratic consultation in the era of big data. Based on the deliberative system theory, this paper constructs a measurement system of elements and indicators of digital consultation in China, which mainly includes six dimensions: consultation subjects and their digital participation, consultation venues and their inclusiveness, consultation entities and their scientific nature, consultation communication and its agility, consultation transformation and its diffusion, consultation implementation and its transparency. Digital consultation has become a new way to maintain and improve the well-being of the people, and can effectively improve the governance capacity at the primary level. Compared with traditional consultation, digital consultation is a new form of primary-level governance in China, and a new way to promote the extensive and multi-level institutionalized development of socialist consultative democracy. In practice, we should pay attention to adjusting measures to local conditions, avoiding technical risks, and making adjustments in the process from "digital consultation" to "digital intelligent consultation", so as to promote the modernization of primary-level governance in China in a more steady and comprehensive way.

**Keywords:** primary-level governance; digital technology; deliberative system; digital consultative democracy; digital consultation; digital intelligent consultation

**The Dual State of "Administration/Autonomy": The Role Orientation of  
Community Workstations from the Perspective of Rule of Law** (28)

CHEN Dunkun

(Law School, Xiamen University, Xiamen, Fujian 361005, China)

**Abstract:** In municipal governance, community workstations are set up for "de-administration", but in practice they have moved towards "re-administration". "De-administration" refers to the neighborhood committee, which transfers the problem of "administration" to the community workstation, thus affecting the role of the community workstation. Under the background of the rule of law, this trend is the result of the contradiction between the legitimacy and effectiveness of community workstations in the reform of primary-level governance. It shows the problems of unclear legal positioning, the insufficient allocation of powers and the inadequate protection of rights of community workstations. This has triggered a debate about the role of community workstations: whether it is a self-governance organization or an administrative institution? In the perspective of the rule of law, community workstations not only have the basic conditions of primary-level self-governance organizations, but also have the basic functions of collaborative management and service. They must also comply with the basic requirements of exercising power according to the law. In essence, they have formed a composite pattern of "administration+autonomy", that is, the dual pattern of "administration/autonomy". The dual state of "administration/autonomy" endows community workstations with a compound role, that is, primary-level self-governance organizations with the function of acting as administrative management. This role endows them with necessary administrative management functions and powers, and at the same time, promotes them to achieve dynamic balance and two-way interaction between "administration" and "autonomy", thus realizing the goal of modernization of primary-level governance.

**Keywords:** urban governance; municipal governance; primary-level governance; community workstation; de-administration; re-administration

**Reconstructing Rural Governance Order and Bringing the State Back In:  
Discussion Based on S Village in Shaanxi Province** (38)

XING Chengju & WU Yuxia

(College of Humanities and Social Development, Northwest A&F University, Yangling, Shaanxi 712100, China)

**Abstract:** Urbanization is an important factor to understand the current transformation of rural society. The benefits brought by urbanization not only activate the vitality of villages, but also may lead to the disorder and failure of rural governance. The disorder of rural governance is the result of multiple factors, such as the alienation of the role of governance subjects, the lack of governance norms, and the imbalance or even rupture of the relationship between villagers, village officials and the state. Under the background of the construction of modern governance system and the improvement of national governance capacity, the state returned to the field of rural governance. Through institutional setting, policy guidance, top-down standardization, and improvement of the supervision system, it played the role of providing essential security, realized the reconstruction of rural governance subjects, governance norms, and governance relationships, and restored the rural society to an orderly governance state, laying the foundation for achieving the goal of effective governance.

**Keywords:** rural governance; governance order; governance failure; governance transformation; subject reconstruction; norm reengineering; relationship remodelling

## Autonomy and Organizational Capacity: The Form and Efficiency of Rural Social Organizations' Participation in Rural Governance——Comparative Analysis of Four Social Organizations in F Village, South Jiangxi (51)

LIU Fengping & LI Haijin

[School of Marxism, China University of Geosciences (Wuhan), Wuhan, Hubei 430074, China]

**Abstract:** Social organizations play an important constructive role in the social governance based on collaboration, participation, and shared benefits, and become an important part to promote the modernization of China's primary-level social governance in the new era. Autonomy and organizational capacity are two key variables that affect the participation of rural social organizations in rural governance. Starting from the two factors, this paper constructs an analytical framework for rural social organizations to participate in rural governance, and divides rural social organizations into four ideal types: governance-oriented type, independent type, parasitic type and dependent type. Among them, governance-oriented social organizations participate in rural governance with strong autonomy and organizational capacity, meet endogenous governance needs in the way of self decision-making of public affairs, self arrangement of organizational personnel, and self coordination of organizational activities, and achieve governance goals with strong organizational mobilization, internal governance, and resource allocation capabilities. In order to promote the transformation of rural social organizations into governance-oriented organizations and further enhance their governance effectiveness in rural governance, primary-level governments should respect the principal role of social organizations; rural social organizations should actively promote organizational capacity building; at the same time, we should adhere to the Party building to guide the modernization, transformation and development of social organizations.

**Keywords:** rural governance; rural social organizations; autonomy; organizational capacity; governance effectiveness

## The System of "Transitional Areas": New Exploration of Rural Governance System in the New Era (64)

XIN Kai<sup>a</sup> & LI Zengyuan<sup>b</sup>

(a. School of Marxism; b. School of Politics and Public Management, Qufu Normal University, Rizhao, Shandong 276826, China)

**Abstract:** The matching degree between the rural governance system and the primary-level society has a profound impact on the effectiveness of primary-level governance. Since the founding of New China, China's rural governance system has experienced a historical change from the district system to the community system. Each type of rural governance system is the innovation and development of the specific practice of rural governance based on the development requirements of the country and society in different times. In the new stage of modern national governance, the community-based rural governance system bears the value function of providing public services, activating the vitality of self-governance, and facilitating effective management. But in reality, the conditions of rural social governance are different, and the governance tasks are complex and diverse. It is difficult for a unified and fixed rural governance system to carry all governance affairs. The establishment of the rural governance system must take into account the complex factors such as the functions that the system needs to carry, the stages of social development and the differences in social basic conditions. In the innovation of rural governance system in the new era, the "transitional areas" system has become an important form of effective governance. Compared with the original rural governance system, it has new characteristics in terms of subject composition, power allocation, operating mechanism, value functions, etc., which can meet the basic requirements of current rural governance and help to achieve the goal of effective governance.

**Keywords:** rural governance; "transitional areas"; district system; area system; community system; village system

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