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# DISSERTATION

## MANAGEMENT OF SOCIO-ECONOMIC DEVELOPMENT TERRITORIES IN HENAN PROVINCES

Speciality 073 - Management

(Field of study 07 – Management and administration)

Submitted for a scientific degree of Doctor of philosophy

The dissertation contains the results of own research. The use of ideas, results and texts of other authors have references to the relevant source

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## ANNOTATION

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The dissertation substantiates the theoretical-methodical and scientific-practical provisions regarding the management of the socio-economic development of the territory of Henan province.

Identify the importance of rural governance capacity in Henan's economic and social development. Most rural areas are facing some problems which includes the tendency of "hollow-out", lack of governance rights, and unbalanced levels of economic and social development. It needs stronger governance capabilities to respond to these challenges. To respond to these challenges, the government has changed its goals of governance. It drew resources from rural areas in the past, but now it injects enormous resources into rural areas. But, with resources in putting, there is a variety of strict restrictions, extra conditions and assessments carried out to ensure the resource is safe and efficient. This led to the grassroots governments and public officials become bureaucratization. The formalism and corruption are continuous emergence. Some municipal officials in pursuit of their interests. These further damage to the government's credibility. So, the government's development plans cannot support by farmers. Thus, it is difficult to resolve the problems of rural development and to keep stability by relying on a single subject in current. Multi-subject participation has become the current development trend. Through multi-subject participation in rural development, resource in putting path will improve, national in putting resources will penetrate into rural areas, and sustainable rural development can be realized. This paper applies social structure theory and capacity theory to analyze the generation of governance capacity. It hopes to find workable way to improve governance capacity and reduce governance costs. In this way, it will realize the governance goals of rural revitalization and modernization of national

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governance capacity which proposed by the central government. It will promote the sustainable and balanced development of the economy and society in rural areas, too.

It put forward an evaluation indexes system of rural governance ability which based on social structure theory and capability theory. On one hand, it evaluates the status of agents' abilities of economic and social development in rural areas through resources and rules. It changed from emphasizing the subjective ability of the subject to emphasise both subjective ability and objective ability. On the other hand, it evaluates the rural governance ability at the micro level. It relates to evaluating rural governance capacity at the regional macro level. For the evaluation of micro-governance capability, we analyze the governance capacity score of each subject at the village level. We identify subjects with weak governance capabilities, and formulate targeted capability improvement strategies. For macro-regions, statistical analysis tools used to evaluate the rural governance capacity in the region. Then develop a rural governance capacity improvement plan suitable for the regional level.

The entropy weight TOPSIS model is created to test the governance capacity of villages. The weights value of the secondary indicators show as following. The resource support capacity weight is 0.4143 ( $w_2$ ). The villager participation capacity weight is 0.2917( $w_3$ ). The economic organization participation capacity weight is 0.2069( $w_4$ ). The weight of public service capacity is 0.0871( $w_1$ ). First, the economic factor is the main component of the resource support capacity index. In China the agents of the dominant economic factor is the grassroots government in rural areas. The average value of the third level indicators shows two problems that the grassroots government cannot ignore. First, the villagers' trust in the grassroots government is relatively low. Second, the villagers believe that the transparency of village affairs is relatively low. This will have harmful government-led rural development plans. As the most important subject of rural development, the grassroots governments and public officials must improve their capacities to adapt to rural development plan. Second, the ability of villagers to participation includes three aspects. It is voting rights, organization and participation in public affairs. The right to vote gives villagers a bargaining chip with village cadres. It can curb corruption and other

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destructive tendencies of village cadres to a certain extent. Organization gives villagers the ability to amplify their interests. Clan organizations based on consanguinity have a strong influence, but the weight of this paper shows that is not the case. Villagers' participation in public affairs is not only a way to safeguard their own interests, but also a way to implement supervision. Third, about the ability of economic organizations to participate, it mainly considers the symbiotic relationship between enterprises and villages. Enterprises is an important subject of rural economic development. More rural enterprises not only reduce the population loss in rural areas, but also help regions to obtain national project investment, thus promoting rural development. At last, distribution of governance capacity score shows two aspects of information. First, the average value of management capacity score of villages in Henan is 0.106, and the highest value is 0.488. It indicates that the economic and social management capacity is generally low. There is a large difference in management ability among villages. Second, the statistical distribution shows that the urbanization process has a fundamental impact on the rural governance ability. So the samples should be classified.

TOBIT model used to analyze the influencing factors. The results show that structure hole, network size and interest control have significant influence on the governance ability index. Factors such as network density, family control, village culture and control variables have partially significant effects on governance. Structural holes represent interests; the size of the network determines the value of the network. Interest control indicates that land and other resources affect the governance ability. These indicates that the rural governance model based on the community of interests is taking shape. Clan control represents family influence and cohesion. Village culture and control variables represent the traditional ethical and moral constraints. These factors have partially significant impact on governance, indicating that the rural governance community formed based on traditional culture is declining. These conclusions provide directions for solving the problem.

This paper puts forward a concept to improve the rural governance ability. It ensures the sustainable and balanced development of rural economy and society. For

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the rural areas with development potential, structural strengthening strategy can promote its autonomous development. And it can better use structural reconstruction strategy to realize a virtuous cycle of development. It consists of four aspects. First, the construction of grassroots party organizations improves organizational capacity. It is standardizing the group of village cadres and curbing the influence of grey forces in villages. Second, it enhances the leadership of village cadres and gives them a necessary power to impose administrative penalties. Third, it enhances the potential for economic development, and makes use of part of the idle material resources in various ways. It will promote villagers' participation in social division of labor, and improve vocational skills by strengthening the training and development of human resources in rural areas. Fourth, use rural culture to improve the management of social development. It will reduce conflicts among villagers, and enhance the sense of identity. In rural areas which is lack of development potential, structural strengthening strategies may lead to formalism and involution, but structural reconstruction strategies may be able to improve local soci-economic development and maintain social stability well. It includes four aspects: First, continue to put in place the village help system to end poverty. The second is the protection of the interests of rural areas through the reform of the land property rights system, making land use large-scale and professional, and promoting rural development. The third is to assist rural development through the new financial system. Fourth, it will guide societal elites to take part in rural development. Use the social elite's network to attract social resources to rural areas. The concept of organizational spatiotemporal adaptability shows the role of institutions in rural development. Whether it will promote rural development depends on of rural resources and development stages. It shows the characteristics of spatial agglomeration presented by rural development. Controlling or guiding management units of suitable size will be beneficial to the balance of development. These concepts will promote diverse governance entities to improve their governance capabilities, solve problems faced by rural areas, and achieve the governance goals set by the state.

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It improves the systematic method of evaluating the regional socio-economic development in Henan. On one hand, it is different from existing methods. This method based on quantitative analysis and case analysis. It makes the universality and particularity of the problem considered comprehensively. It shows that the suggestions for solving problems are more instructive and operable. On the other hand, it tries to change GDP as the main indicator of the level of regional development and management. It evaluates the management level of regional socio-economic development from multiple indicators.

This paper summarizes the main influencing factors and regional realistic conditions of the management ability of rural economic and social development. Put forward suggestions for improving the rural governance ability apply to local characteristics. With urbanization, the concentration of population in some areas and the disappearance of some villages will be inevitable. Controlling the scale of population concentration and planning of the gathering place is the embodiment of the government's governance ability. In addition, facing the disappearance of rural traditional culture, the government needs to solve the invasion of unhealthy culture to the countryside. It should guide the development of rural culture, and rebuild the ethics and moral concepts of the countryside. These suggestions will eventually improve the level of socio-economic development in rural areas and achieve the goal of national governance. The emphasis on social structure theory does not mean we accept fatalism, but highlights the change and adaptation of the subject to the social structure, and emphasizes the initiative of the subject.

*Keywords :* management, sustainable development, territorial communities, socio-economic directions, development model, sustainable rural development, rural areas, sustainable rural development, rural governance capacity.

## LIST OF APPLICANT'S PUBLICATIONS

*Scientific works reflecting the main scientific results of the dissertation:*

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2. **Hu Z.**, Stoyanets N., Niu L.& Chen J. (2020). Managing sustainability development of agricultural sphere based on the entropy weight TOPSIS model. *International Journal of Technology Management & Sustainable Development*, 19 (3) , 263-278. **Scopus** (*The results show that the rural governance capacity in the surveyed area is generally low, and a governance capacity improvement plan needs to be formulated.*).
3. Niu L. & **Hu Z.** (2020), Modern approaches to the assessment of ways of development of family farms in the Henan province of the people's republic of China, *Efektivna ekonomika*, [Online], vol. 9, available at: <http://www.economy.nayka.com.ua/?op=1&z=8196> (Accessed 28 Sep 2022). DOI: 10.32702/2307-2105-2020.9.150 (*Provide technical support and data analysis*).
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## АНОТАЦІЯ

Хе Дзетао. Управління соціально-економічним розвитком територій провінції Хенань. - Кваліфікаційна наукова робота з прав на рукописи.

Дисертація на здобуття наукового ступеня доктора філософії за спеціальністю 073 – Менеджмент. – Сумський національний аграрний університет, Суми, 2022.

У дисертації обґрунтовано теоретико-методичні та науково-практичні положення щодо управління соціально-економічним розвитком території провінції Хенань.

За останні роки економічний і соціальний розвиток сільської місцевості провінції Хенань досяг відповідного рівня зростання, але він також має певні проблеми. Деякі вчені вивчали сільську економіку та суспільство з точки зору системи прав власності на землю, подвійної структури місто-сільська територія та правових культурних мереж. Але це не пояснює величезних відмінностей у розвитку сільських територій за однакових інституційних умов і соціального середовища. У роботі зроблено спробу проаналізувати та пояснити це явище з точки зору спроможності сільського управління, щоб знайти можливий шлях покращення економічного та соціального розвитку сільської місцевості.

Досліджено важливість спроможності сільського управління в економічному та соціальному розвитку Хенань, так як більшість сільських територій є малозаселеними, відсутність прав на управління та незбалансований рівень економічного та соціального розвитку, тому для вирішення проблем потрібні ефективні можливості в управлінні. У відповідь на ці виклики уряд змінив свої цілі управління, в минулому залучивши ресурси в сільські території через постійну їх підтримку. Одночасно із залученням ресурсів, вводиться низка суворих обмежень, додаткових умов та оцінок для забезпечення безпеки та ефективність використання цих джерел, що спричинило бюрократизацію місцевого уряду та державних службовців, появи формалізму та корупції серед муніципальних чиновників через просування власних інтересів як наслідок, відсутність довіри до уряду, та підтримки місцевих

фермерів. Отже, участь багатьох суб'єктів у розвитку сільських територій та ефективності шляхів залучення ресурсів, постійному залученню національних джерел у сільські райони мають на меті досягти сталого розвитку сільських територій. У цьому дослідженні застосовано теорію соціальної структури та теорію можливостей для аналізу формування спроможності управління, щоб знайти можливий спосіб покращити спроможність управління та зменшити витрати на управління. У такий спосіб будуть реалізовані цілі управління відродження сільської місцевості та модернізації потенціалу національного управління, запропоновані центральним урядом, що сприятиме сталому та збалансованому розвитку економіки та суспільства в сільській місцевості.

Запропоновано систему індексів оцінки спроможності сільського управління на основі теорії соціальної структури та теорії спроможності. З одного боку, вона оцінює статус спроможності щодо економічного та соціального розвитку в сільській місцевості за допомогою ресурсів і правил, змінюючи акцент від лише суб'єктивної спроможності основного органу управління до підкреслення як суб'єктивних, так і об'єктивних спроможностей; з іншого боку, вона оцінює здатність сільського управління на мікрорівні. Це пов'язано з оцінкою спроможності сільського управління на регіональному макрорівні. Для оцінки спроможності мікроуправління доцільно проаналізувати оцінку спроможності управління кожного суб'єкта на рівні сільських територій, визначити суб'єкти зі слабкими можливостями управління та сформулювати цільові стратегії покращення спроможності розвитку. Для макрорегіонів інструменти статистичного аналізу використовуються для оцінки потенціалу сільського управління в регіоні, щоб сформулювати план покращення потенціалу сільського управління, який підходить для регіонального рівня.

Модель ентропійної ваги TOPSIS була створена для оцінки спроможності місцевого уряду в розвитку сільських територій. Вагові коефіцієнти вторинних показників були розраховані таким чином: вага спроможності ресурсної підтримки ( $w_2=0,4143$ ), вага спроможності участі селян ( $w_3=0,2917$ ), вага спроможності участі економічної організації ( $w_4=0,2069$ ), вага спроможності

громадських послуг ( $w_1 = 0,0871$ ). По-перше, економічний фактор є основним компонентом індексу ресурсної підтримки, а основним елементом домінуючого економічного фактора є місцевий уряд. Середні значення трирівневих показників свідчать про дві проблеми, які місцева влада не може ігнорувати. По-перше, відносно низька довіра селян до місцевої влади, по-друге, селяни вважають відносно низькою прозорість інформації про справи та проблеми територій. Це матиме негативний вплив на урядові плани розвитку сільської місцевості. Будучи найважливішими суб'єктами розвитку сільських територій, місцеві уряди та державні службовці повинні покращити свій потенціал управління, щоб адаптуватися до плану сільського розвитку країни. По-друге, здатність селян брати участь в основному управлінні включає три аспекти: використання виборчих прав, організація та участь у громадських справах. Право голосу дає селянам розмінну монету з сільськими кадрами, яка може певною мірою приборкати корупцію та негативні тенденції розвитку сільських кадрів. Організація дає селянам можливість розширити власні інтереси. У повсякденному житті складається враження, що сімейні організації, мають сильний вплив, але результати цього дослідження показують, що це не так. Участь селян у громадських справах є не лише засобом захисту власних інтересів, а й одним із засобів здійснення нагляду. По-третє, здатність економічних організацій брати участь в основному управлінні враховує симбіотичні відносини між підприємствами та територіями. Важливим суб'єктом економічного розвитку сільських територій є підприємства. Більше сільських підприємств може не тільки запобігти втраті населення в сільській місцевості, але й допомогти регіонам отримати інвестиції з національних ресурсів і сприяти розвитку сільських територій. Розподіл оцінок спроможності управління показує два аспекти інформації: по-перше, середні значення оцінки спроможності економічного та соціального управління територій у провінції Хенань становить 0,106, а найвище значення – 0,488, що вказує на низьку спроможність економічного та соціального управління загалом, тому управлінська спроможність сильно відрізняється на різних територіях. По-друге,

статистичний розподіл балів показує, що процес урбанізації мав фундаментальний вплив на спроможність сільського управління, тому вибірки необхідно класифікувати.

Використовуючи модель ТОВІТ для регресійного аналізу, результати показують, що вразливість мережевої структури, розмір мережі та фактори контролю інтересів мають значний вплив на індекс можливостей управління, а такі фактори, як щільність мережі, сімейний контроль, сільська культура та контрольні змінні мають частково значний вплив на управління. Структурні прогалини представляють інтереси, розмір мережі визначає цінність мережі, а контроль інтересів вказує на контроль інтересів над такими ресурсами, як земля, що вказує на те, що модель сільського управління зі спільним залученням місцевих ініціатив та інтересів набуває важливої форми. Сімейний контроль відображає вплив та згуртованість сім'ї, а сільська культура та контрольні змінні представляють етичні та моральні обмеження сільських традицій. Ці фактори частково суттєво впливають на управління, вказуючи на те, що сільська управлінська спільнота, сформована на основі традиційної культури, занепадає. Ці висновки дають напрямки вирішення проблеми.

Запропонована концепція вдосконалення спроможності сільського управління через забезпечення сталого та збалансованого розвитку сільської економіки та суспільства включає структурне зміцнення, структурну реконструкцію та структурно просторово-часові лаги. Для сільських територій з потенціалом розвитку, стратегія структурного зміцнення може сприяти незалежному розвитку сільської місцевості, і вона може найкращим чином використати стратегію структурної реконструкції для досягнення позитивного циклу розвитку. Він містить чотири аспекти: по-перше, шляхом створення низових партійних організацій для покращення організаційної спроможності, регулює групу сільських кадрів і стримує вплив негативних сил на території. Другий – посилити керівництво сільських кадрів і надати сільським місцевим ініціативам необхідні повноваження накладати адміністративні стягнення. По-третє, підвищити потенціал економічного розвитку, різнобічно використати

частину незадіяних матеріальних ресурсів. Посилити підготовку та розвиток людських ресурсів у сільській місцевості, сприяти участі селян у суспільному розподілі праці та вдосконалювати професійні навички. По-четверте, використовувати сільську культуру для покращення управління соціальним розвитком, зменшення конфліктів між селянами та посилення почуття ідентичності. У сільській місцевості, де бракує потенціалу розвитку, стратегії структурного зміцнення можуть призвести до формалізму та інволюції, а стратегії структурної реконструкції можуть краще покращити місцевий економічний і соціальний розвиток та підтримувати соціальну стабільність. Розвиток включає чотири аспекти: по-перше, продовжити впровадження системи допомоги сільським територіям для подолання бідності. Другий – захист інтересів сільських територій шляхом реформування системи прав власності на землю, надання широкомасштабного та професійного землекористування та сприяння розвитку села. Третій – сприяти розвитку територій через нову фінансову систему. По-четверте, скеровувати суспільну еліту до участі в розвитку села та використовувати мережу соціальної еліти для залучення соціальних ресурсів у сільські райони.

В роботі запропоновано концепцію організаційної просторово-часової адаптивності, яка з одного боку, показує роль інституцій у розвитку сільських територій, і те, чи можуть вони сприяти розвитку сільських територій, залежить від забезпеченості сільськими ресурсами та етапів розвитку. З іншого боку, це показує характеристики просторової агломерації, представлені сільським розвитком. Контроль або керівництво підрозділами управління відповідного розміру сприятиме загальному збалансованому розвитку. Ця концепція сприятимуть різноманітним суб'єктам управління для покращення їх можливостей управління, вирішення проблем, з якими стикаються сільські території, та досягнення цілей управління, визначених державою.

Удосконалено системний метод визначення стану економічного та соціального розвитку регіону Хенань. З одного боку, це відмінність від існуючих методів, який базується на інструментах кількісного аналізу та

методах кейс-аналізу, що дозволяє всебічно розглянути загальність і специфіку проблеми та довести її до вирішення. З іншого боку, цей метод намагається модифікувати поточний ВВП як основний показник для оцінки рівня управління регіональним розвитком і намагається всебічно розглянути оцінку рівня управління регіональним економічним і соціальним розвитком за допомогою багатьох показників.

Таким чином, в роботі підсумовуються основні фактори можливостей управління економічним і соціальним розвитком сільської місцевості та фактичні умови сільських територій, а також висуваються цільові пропозиції щодо покращення можливостей управління сільською місцевістю, які відповідають різним регіональним особливостям. За нинішньої тенденції урбанізації концентрації населення в деяких районах ліквідація деяких сільських сіл буде неминуче. Правильний контроль масштабів концентрації населення та планування агломераційних територій є втіленням управлінських можливостей уряду. Крім того, в умовах зникнення сільської традиційної культури уряд має вирішити впровадження розвинутої культури в сільську місцевість, спрямовувати розвиток сільської культури та відновити етику та мораль сільської місцевості. Ці пропозиції зрештою покращать якість економічного та соціального розвитку сільської місцевості та досягнення загальнодержавних цілей управління.

*Ключові слова:* управління, менеджмент, сталий розвиток, територіальні громади, соціально-економічні напрямки, модель розвитку, сталий сільський розвиток, сільські території, сталий сільський розвиток, спроможність сільського управління

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## INTRODUCTION

**Relevance of the topic.** In recent years, the economic and social development in the countryside of Henan has achieved a certain degree of improvement, but it also shows some problems. Some scholars studied the rural socio-economic from the perspectives of land property rights system, urban-rural dual structure, and rights-cultural networks. But this does not explain the huge differences in rural development under the same institutional conditions and social environment. This paper attempts to analyze and explain this phenomenon from the perspective of rural governance capacity, so as to find a feasible way to improve rural economic and social development.

The effect of rural governance affects the overall governance effect of the country. Rural governance is the link between the country and the countryside. Since the abolition of agricultural tax in 2006, the rural government has evolved from an “extractive regime” to a “suspended regime”. The fiscal revenue of the rural government has been greatly limited. In order to change this situation, the country began to implement a project-based strategy, which led to great changes in the behavior of the grass-roots government. The state input resources to rural society, and provides necessary public services for rural areas by bundling local government financial funds with central financial funds. The township government has evolved into an intermediary role, applying for projects and financial funds upward, and issuing projects downward. In other words, while the state power withdrew from the rural society, the rural society did not form the corresponding self-governance and action ability. It lost 'the space and ability to redistribute interests', namely, it lost governance rights, which brought difficulties to the governance of rural areas in the Midwest. Some scholars suggest enhancing its capabilities while narrowing the scope of state power so that it does not produce a low-power government while changing the 'omnipotent' system. In other words, the key factor determining good social governance is not the establishment of the so-called 'limited' or 'service-oriented' government paradigm. It lies in the strength of governance capacity.

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In June 2019, the central government issued 'guidance on strengthening and improving rural governance'. It emphasizes "strengthening and improving rural governance, modernize the rural governance system capacity, and lay a solid foundation for rural revitalization at the grass-roots level". This policy aims to solve the problems of regional unbalanced development, and the low governance capacity of the agents and the lack of trust in society. So, it is necessary to study the rural governance capacity in different regions to achieve governance objectives.

This section briefly introduces the basic situation of socio-economic in rural areas of Henan Province. The main problems faced by rural governance and the legal system related to rural governance, which is the realistic basis for further research.

The 2019 data shows that there are 1,791 townships, including 45,653 villages, with a rural population ratio of 46.8%. The area of arable land is 8,158.29 thousand hectares. The output value of the primary industry is 428.938 billion CNY, accounting for 8.9% of the GDP. The per capita disposable income of farmers is 13,831 CNY per year, and the per capita disposable income of urban residents is 31,874 CNY per year. There are 85,000 farmers' professional cooperatives and 29,000 family farms in Henan Province. In the villages of Henan Province, 33,000 households (about 0.16%) have carried out online sales of agricultural products. And 12,000 households (about 0.06%) have business licenses to carry out leisure agriculture and rural tourism. Province's rural collective assets are 269.5 billion CNY, including operating assets of 86.2 billion CNY. In December 2019, more than 60% of villages completed the reform of rural collective property rights system and established collective economic organizations. It planned to complete all rural collective property rights system reform in 2020. It planned to basically eliminate villages without collective economic income by 2022. Collective income of Nanjie and Liuzhuang villages with good economic level reached 1.82 billion CNY and 0.85 billion CNY. It can be seen that the level of economic development vary greatly among different villages. Rural revitalization and poverty eradication is the main tasks of the current rural society. Improving rural governance capacity is a prerequisite for completing these tasks.

The main problems faced may include three aspects. First, the endogenous insufficient driving force of rural development is mainly manifested in the capital, industry and talent. In terms of capital, affected by policies, the process of urban capital transfers to rural areas is more complex, while the proportion of private capital returning to rural areas is relatively small. Industry, mainly in low-end processing, structural contradictions are more prominent. The loss of talents is the biggest problem in the current rural development. Second, urban development requires a large number of resources and labor, and the large-scale transfer of residents and rural forces in cities is inevitable. In the same area and different places in the same area of Henan, the phenomenon of rural ' hollowing out ' is not the same, the farther away from the town, the more serious. Third, rural development lags behind in many aspects. It is difficult to achieve a comprehensive improvement in the short term. In terms of cultural education, many rural primary and secondary schools have become smaller and even disappear after the country has popularized nine-year compulsory education for many years, which is mainly caused by the large outflow of young people. In terms of health care, the shortage of grassroots medical talents is still a realistic problem. Social Security, the most prominent is pension issues. It can be summarized as relatively insufficient endogenous driving force for development, unbalanced urban and rural development, and imperfect public services and social security.

**The literature review** was based on the research of Ukrainian and Chinese scientists, and representatives of developed countries. The works of Chinese and foreign scientists such as Xuefeng He, Yong Xu, Zengyuan Li, Licai Wu, Baifeng Chen, Shui Yu, Yahua Wang, Zongzhi Huang devote to the research issue of management of socio-economic development. In this context, Henan to achieve the purpose of national governance and solve the problem of rural development, it is necessary to study the ability of rural governance. Henan ' s rural areas maintain the daily operation of the society with its own governance characteristics, but in the economic and social development, governance capacity has become a gathering point of various social contradictions, intertwined with the interaction between the state,

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society and rural areas. Local governments are increasingly aware that the role of other subjects cannot be ignored and should make full use of them to play a positive role in the development of rural society. However, most researchers only regard governance capacity as an ought-to-be attribute of governance subjects to discuss. They focus too much on grand narrative and ignore the basic construction of capacity, and lack in-depth research on the structural characteristics of capacity ontology and its production mechanism. Therefore, this study selects rural grassroots governance capacity as the research object, attempts to analyze the construction basis and production mechanism of governance capacity from the perspective of capacity composition and capacity production, and makes quantitative calculation and analysis of the overall situation of rural governance capacity in the surveyed areas. Through this assessment, we can master the main factors affecting rural governance capacity, and further tap the potential rural governance capacity, so as to realize the stability of rural society and the sustainable development of economy.

**Connection of work with scientific programs, plans, topics.** The dissertation was carried out in accordance with the directions of research work of the Department of Management of the Sumy National Agrarian University: "Development of management in the context of international integration processes" 2019-2023 (state registration number 0119U001336), within which the author investigated the main trends and evaluated the foreign experience of personnel management of the educational institution. This paper reflects part of the Henan Science and Technology Plan Project "Social Structure, Relationship System, and Endogenous Power of Rural Revitalization in Henan Province" (No. 192400410149). The author performed an exploratory study on the governance capacity of Henan's rural areas. The author described the rural areas priorities for improving governance capabilities.

**The purpose of the work** is to improve theoretical and methodological principles and develop practical recommendations of management of socio-economic development in Henan Province under the national strategy of rural revitalization.

The implementation of the research goal led to the **setting and solving of tasks:**

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- application of theoretical determinants of social and economic development management.
  - development of conceptual bases for managing the socio-economic development of provinces;
  - to find out methodical approaches to the assessment of the efficiency of management of socio-economic development of the province
  - carry out an analysis of the management of socio-economic development;
  - conduct an assessment of the management of socio-economic development;
  - changes in influencing factors on the management of socio-economic development.
  - propose sustainable development management through social structure modeling
  - to propose innovative approaches to the management of socio-economic development
  - carry out strategic planning of the management of socio-economic development.

**The object of the study** is management of socio-economic development processes in Henan Province.

**The subject of the study** is theoretical and methodological approaches and scientific and applied aspects of management of socio-economic development in Henan Province under the national strategy of rural revitalization.

**Research methods.** Methodological foundations of the dissertation work is economic and statistical methods and scientific developments of world and Chinese scientists, which created a basis for researching issues of management of socio-economic development of rural areas. This paper uses the methods of comprehensive evaluation, regression analysis and case analysis to study the current situation and problems of rural economic and social development in Henan. In order to achieve the set goals and solve the set tasks, a wide range of method toolkits are used in the work, including: theoretical generalization method - collecting the information basis of the

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paper research; Methods of interview and field survey - collect main information about the research task. The economic and social development management status and main indicators of remote villages were comprehensively evaluated; Regression analysis and case analysis - determine the factors that affect the management ability in rural areas; This has laid a foundation for studying the level of rural economic and social management and improving rural economic and social development.

**The information base of the study** was legal acts from office open sources of China (State Statistics Service of Henan, the Disciplinary Commission of Henan, the Ministry of Regional Development), own field research, theoretical-methodical and scientific work from the Internet.

**Scientific novelty of the obtained results.** The scientific novelty of the obtained results lies in the deepening of existing theoretical provisions and the development of scientific-practical and methodical recommendations for managing the socio-economic development of Henan province. The scientific results are reliable and in their scientific essence can be presented as follows:

*First received:* The evaluation index system of rural governance capacity based on the theory of community structure and capacity theory is proposed. From evaluating the governance capacity of grass-roots governments, it is extended to evaluate the governance capacity of multi-agent governance systems.

*Improve:*

- assessment of rural areas was carried out as part of the system of indices, comprehensive consideration of assessment of the capacity of multi-subject governance and promotion of economic and social development of rural areas by improving the capacity of multi-subject governance, i.e. implementation of the concept of economic geography, through demand and supply of resources, the capacity of rural administration is reflected in control of the supply and demand balance.

The entropy weight TOPSIS model was put in place to evaluate the governance capacity of the surveyed villages. By calculating the weight, it was found that the economic factors are of great weight, and the agents of the dominant economic

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factors is the grass-roots government. The urbanization process has had a fundamental impact on rural governance capacity. Using the TOBIT model for regression analysis, the results show that the network structure vulnerability, network size and interest control factors have a significant impact on the governance capability index, and factors such as network density, weak link strength, family control, village culture and control variables have a partial impact on governance.

A systematic method to determine the economic and social development status of Henan region. Different from the existing methods, this method is issued based on quantitative analysis tools and case analysis, which makes the generality and particularity of the problem be comprehensively considered, and proves that the suggestions for solving the problem are more instructive and operability.

*To be further developed:*

The concept of improving the capacity of rural management and ensuring sustainable and balanced development of the rural economy and society (structural strengthening, structural reconstruction and structural spatio-temporal) is proposed. This will facilitate various management actors to improve their management capabilities, address challenges facing rural areas and achieve the management goals set by the state.

The main factors of managing the economic and social development of rural areas and the actual conditions of rural areas are determined, as well as targeted proposals for improving the opportunities for managing rural areas, which correspond to various regional features, are put forward. With the current trend of urbanization, population concentration in some areas and the death of some rural villages will be inevitable. Correct control of the scale of population concentration and planning of agglomeration territories is an embodiment of the government's management capabilities, which will improve the quality of economic and social development in rural areas and achieve the goals of state management.

On the basis of the theory of social structure, proposals for improving the ability of social management of the rural economy from three aspects are proposed: structural strengthening, structural reconstruction, and structural space-time. In the

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order of implementation, it is proposed to introduce rural planning at the county level, to classify rural administration and to integrate the city and the countryside at the same time; then implement recommendations for structural reconstruction and finally implement recommendations for structural strengthening.

**The scientific and practical significance of the dissertation.** The main goal of the study was to actualize public interest in this issue. Based on the evaluation of rural governance capacity at home and abroad, combined with the actual situation of rural areas in Henan Province, it studies the generation and characteristics of rural governance capacity on the basis of social structure theory, which has certain theoretical and practical value.

Theoretical significance. Governance theory highlights the cooperation and consultation among multiple subjects to solve social problems. This theory has good explanatory power in explaining macro problems, such as ' government and market failure at the same time '. The current rural governance theory or community governance theory mainly comes from the governance theory, sociological theory and anthropological theory of developed countries. These theoretical views have reference significance for the study of rural governance in Henan.

However, the social background and conditions of these theories are not the same as those in Henan, and they do not seem to conform to our historical and cultural traditions and the reality of rural development. According to the characteristics of rural development in Henan, this paper analyzes the unique rural field in Henan, the structure and power relations of rural society, and the characteristics of rural governance capacity in the region. To provide material and experience for the academic research of rural governance in China is conducive to the formation of local rural governance theory in China.

Practical significance. Good governance is the goal of national governance, regional governance and grassroots governance, and the goal of multi-subject participation and efficient collaboration in rural governance, too. Traditional rural areas lack effective governance capacity due to their own problems and historical reasons. This paper analyzes the internal logic of rural governance through social

structure theory, governance theory and capacity theory, which have practical significance for evaluating and improving rural governance capacity.

**Personal contribution of the acquirer.** Dissertation research is an independent scientific work of the author. Scientific results, conclusions and proposals submitted for defense were received by the author personally.

**Approbation of the results of the dissertation** The main provisions and results of the dissertation research were made public by the author at conferences, seminars, meetings, among which the most important The main results of the research were examined at international conferences were: «III International scientific conference Economy and Society: The modern Foundation for Human development: Conference Proceeding»(26 april 2019, Leipzig, Germany) the 6th International Scientific Conference – ERAZ 2020 (May 21, 2020, Belgrade, Serbia), VII International Scientific-Practical Conference «Modern Management: Trends, Problems And Prospects For Development» (April 14, 2021. Alfred Nobel University, Dnipro), « I Міжнародної науково-практичної конференції «Сучасне управління організаціями: концепції, цифрові трансформації, моделі інноваційного розвитку» (25 листопада 2021 року м. Харків, Україна), 37th International Business Information Management Association (IBIMA), ISBN: 978-0-9998551-6-4, (30-31 May 2021, Cordoba, Spain).

**Publication of obtained results.** The main scientific results of the author's theoretical and experimental research, the main scientific propositions and conclusions of the dissertation are sufficiently covered in 14 scientific works, including: 5 publications in professional journals and collections of scientific works of Ukraine; 3 publications in scientific publications, citations Scopus, Web of science; 1 international monograph; 5 abstracts of reports at scientific conferences. The total volume of publications is 3.28 publications. Sheets, of which 3.08 are printed sheet belongs to the author personally.

**Scope and structure of the dissertation.** The work consists of an introduction, three sections, conclusions and suggestions, laid out on 155 pages of the main text, includes 13 tables, 26 figures. The list of used literary sources contains 134 items on 13 pages.

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## **SECTION 1. DEFINITION OF THE CONCEPT, THEORETICAL BASICS AND METHODOLOGICAL APPROACHES OF THE MANAGEMENT OF THE SOCIAL AND ECONOMIC DEVELOPMENT OF TERRITORIES**

### **1.1. Prerequisites, evaluation stages, and the importance of research in the development of rural areas**

To study rural governance capacity, it is necessary to define the basic concepts, and determine and elaborate the theoretical basis, role and specific application of the research based on grasping the research status at home and abroad. Depending on the research theme of this paper, we first review the evolution of rural governance in China, and summarize the necessity of current research on rural governance capacity. Secondly, research on rural governance capacity is reviewed, trying to analyze the concept elements, composition, and influencing factors of rural governance capacity. It has accumulated experience in the design of the governance capability index system in this chapter.

It is appropriate to consider the evolution, characteristics, and implications of rural governance in China. The evolution of rural governance in New China has gone through three stages: from 1949-1976: a highly centralized rural governance system. Dang's (2005) definition of “rural governance” refers to the traditions and systems of rural society dealing with public affairs, including procedures for the election of government leaders, the monitoring of government work and the establishment of government change, as well as the ability of the government to formulate and implement policies and the compliance of the population with those systems. This definition is different from the “governance” in governance theory, which should be called rural management.

From the founding of the People's Republic of China to around 1976, there is a series of policy requirements issued by the state. Rural areas have experienced stages of agricultural production cooperatives and people's communes, and established a highly centralized rural organization system. It provides a large amount of resources

for the initial industrialization of the People's Republic of China. However, due to the strong control of the state at this stage, resulting in the historical fracture of rural society, the country's laws and policies are forced into rural society through political means. It inhibits the autonomy of farmers and the diversity of agricultural development, leading to the differentiation of cadres and the masses. The identity system implemented by the People's Commune has resulted in the formation of an urban-rural dual society. As Li & Li (2011) pointed out in their article "institutional supply, fiscal decentralization and rural governance in China," the logic at this time is the concession of governance logic and the logic of state construction. Rural areas Wang (2017) is faced with problems such as lax governance, an insufficient supply of public goods, low efficiency of agricultural, and damaged agriculture infrastructure. Due to the weakening of national penetration, the land reform of household contract responsibility system was implemented in rural areas, which changed the form of production organization in rural areas, and farmers who mastered the means of production changed the vitality of the rural areas. Rural areas began to gradually explore the road of autonomy from social security, construction of water conservancy facilities and other rural public affairs. Finally "Village Committee Organization Law (Trial)" passed through the Standing Committee of the National People's Congress legislation. Villager autonomy has made many achievements. During this period, rural society has been greatly developed. Farmers' living conditions have also been greatly improved. Grassroots social organizations have also developed slowly. Clan organizations and kinsfolk organizations in some rural areas have been restored. The true sense of village self-government began during that period.

Later from 1990-2006: Improvement of Villager Autonomy System. Before the abolition of the agricultural tax in 1990, the villagers' self-governance improved continuously. The Organic Law on Village Committees was formally adopted in 1998. It marks the gradual maturity of villagers' autonomy from perfection. Although the system continues to move forward, there are many problems in rural governance in the process of development. The weakening of the rural collective economy leads to the laxity of village organizations, the increase of rural burden, the tension between

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cadres and the masses, the bureaucracy of village committees, and the spread of religious organizations in rural areas.

Since “agricultural tax regulation” abolished by official in 2006, Local governments have contracted rural finance and merged towns, institutions and some posts. At the same time, the county and municipal level of rural financial rights, decentralization, that Mao Xuefeng pointed out as “soft centralization”. The logic of village cadres' governance has undergone profound changes. They are no longer agents of the state's agricultural tax, and their sense of distance and looseness with farmers is increasingly evident. In order to promote the development of rural areas, countries continue to inject a large amount of resources into rural areas, and the township government is under pressure to attract investment, develop the economy, apply for projects, and maintain social stability. Some social organizations and new rural sages have more opportunities to participate in rural governance affairs.

From the brief development process of village autonomy, it can be seen that the governance of rural areas has gone through the development path of state rule, state encouragement of autonomy, and multi-agents participation in governance at the current stage. The characteristics and effects are shown in Table 1.1. Scholars have studied from many angles. Idea 1: It should build party organizations in the village, improve governance ability of grassroots cadres, end the "official oriented standard" and prevent local interest alliances. Idea 2: It should give full play to grassroots democracy, effectively organize villagers to take part in governance activities, stimulate the enthusiasm of villagers' autonomy, and change the trend of rural decline. Idea 3: It holds that the implementation path of multi-agent participation in rural governance should be studied. They all have achieved fruitful results. If it is difficult to give play to the internal rural governance capability under the state's suppression before 1978. Then after the relaxation of state controlling gradually, decentralization, resource injection, especially the cancellation of agricultural tax, rural governance capability should develop more, and should not go to the opposite of prosperity and order. Although scholars have studied this from many angles, it is necessary to

analyze the current problems from the perspective of insufficient governance capacity of actors in the context of increasingly perfect external conditions.

Table 1.1 - Evolutionary stages of rural governance in China

Evolution stage	Institutional characteristics	Governance effect
High concentration phase	National omnipotence	Successfully mobilized the general public to join the national construction; the supply of rural public goods has been improved, But the autonomy of farmers is severely suppressed.
Initialst Age of villager autonomy	Household responsibility contract system; control and limited dependence on the establishment of social organizations and mass autonomous organizations	Inspired farmers' willingness to produce; small-scale peasant economy developed; autonomous organizations recovered
Villager autonomy improvement stage	Abolition of agricultural taxes; Decentralization of authority; Development of mass autonomous organizations	The tax burden of farmers has been reduced, and villagers' democracy has developed
Capacity construction phase	Further decentralization of the matter; Multiple management of social organizations; Various resources cover rural areas and support rural development	Social organizations have the opportunity to participate in rural governance, and there are many forms of participation in governance

*Source: prepared by the author*

It is appropriate to consider the composition and problems of the system of rural management in China at the current stage. The governance structure of modern rural society in China consists of state power at the grassroots level, villagers' organizations and other organizations. As the actors of governance, their ability to participate in governance affects the effect of rural governance. Chinese scholars focus on the ability of rural governance actors:

Construction effects of state grassroots political participation. As the ruling party, CPC not only plays a decisive role in macro governance, but also play a central role in rural governance through its grassroots organizations. Village cadres and members of the branch of CPC in the village are older age, their information ability and knowledge level are insufficient, some of them still corrupt. Scholars have done a lot of research on the governance of grass-roots party organizations. Yang (2017) believes the main measure is to strengthen the construction of grassroots party and

leadership of the party. The general idea of rural governance includes legal construction, reformation and innovation, developing the economy, and serving the masses. The suggestions include improving the establishment of rural grassroots party, deepening the reform of rural collective property rights, fully playing a role of new agricultural operators, and building a mechanism of rural policy support. R. Li (2018) points out the modernization of governance ability of municipalities puts forward new requirements for cadres' competency, it mainly includes four aspects: learning and implementing competency, innovation and patient work competency, response and dedication competency and emergency and negotiation competency. It is necessary to improve the competency of township cadres, standardize the operation of the system and change the working mode; a sound incentive mechanism, enhance the incentive effect; foster a healthy culture and drop the concept of "official orientation". Yin (2018) believes that in the current rural governance, with the over-densification of public resources to the countryside, the target management responsibility system is embedded in the grassroots democratic practice, which leads to the bureaucracy of semi-formal administrative structure. Supply of grassroots governance system under various tensions not only does not bring the revival of rural social publicity, but also makes rural governance go to the opposite side of good governance. In the process of implementing the rural revitalization strategy, village cadres should become the connecting governance subject of undertaking public resources, and may fall into the hotbed of rural "Minor corruption" without supervision. To better benefit the people, modern countries need to continuously improve the grassroots governance capacity of administrative villages and promote the modernization of rural governance system and governance capacity.

The next step is the effect of villagers' participation in construction. The masses are one of the most important subjects of grassroots governance. Masses's active participation is the basis of township governance. Their quality, ability and enthusiasm of participation in public affairs directly determines the quality of governance. However, due to migrant workers in rural areas. This part of the floating population with strong personal ability cannot effectively participate in village governance. Due to age, vulnerable gender, limited energy, weak sense of participation and other reasons, the left-behind people includes the elderly, children

and woman can not effectively participate in village governance. This is what scholars say rural hollow phenomenon. The traditional concept of rural areas suffers from the shock of China's modernization severely. The new social order has not been improved, and the cohesion between the villagers continues to dissipate. This is rural atomization called by scholars. Scholars have studied these problems. Xue (2014) believes that farmers' political participation is an important measure to promote the modernization of governance capacity in village level. We must do well in grassroots party building and arouse farmers' awareness of political participation; innovation participation platform, encouraging farmers' political participation behavior; Strengthening people's ideological education and improving the quality of farmers' political participation; providing participation guarantee and guiding farmers' political participation. Liu&Chen (2010) believes that by developing rural social organizations to build the social foundation of village level democracy, ordinary villagers are brought into the democratic process with an organized mechanism to activate the institutional code and creative potential of village level democracy. He (2008) believes China still faces many practical difficulties in realizing villager autonomy, such as villagers lack of democratic awareness and ability, government excessive intervention in villagers' autonomy, rural social autonomy organization can not provide a social foundation for the development of villager autonomy and so on. In order to promote the development of villagers autonomy, it is necessary to gradually improve the villagers participation awareness and autonomy ability, gradually decentralize the government to expand the space of villagers autonomy, and cultivate rural social autonomous organizations to consolidate the social foundation of villagers autonomy.

It is advisable to spread the influence of the participation of other social groups in construction. At present, in the actual process of rural governance, some scholars believe it is necessary to rely on the interaction between the state and society. This is very important to the stability of social order. An authoritative but not omnipotent party that listens to public opinion is of great significance to China in transition. Besides to national and public participation in rural governance activities, actors with specific resources in society also play a very important role in rural governance activities. Yan (2016) believes that the biggest problems faced of rural governance

are the loss of rural elites, aphasia failure of the autonomous system, and the rupture of the spirit of rural governance in current. He advocates to absorb the rural sages, in the new period, into the rural governance system according to local conditions, and to play their role. Zhang G. (2009) studies the participation of social capital in rural governance field. He believes social capital can promote rational collective action. It is conducive to the achievement of rural governance goals. Yin (2018) pointed out that at present, some local village-level governance shows the characteristics of oligarchs in terms of authority structure, resource allocation and interest capture. Grey interest production, elite alliance and political asylum promote the reproduction of oligarch governance. Exogenous interest input and rural weak society become the shaping elements of oligarchy. On the one hand, social capital should be used to inject funds into rural development. On the other hand, the introduction of social capital to participate in rural governance prevents the tendency of oligarchy in village governance (Figure 1.1).

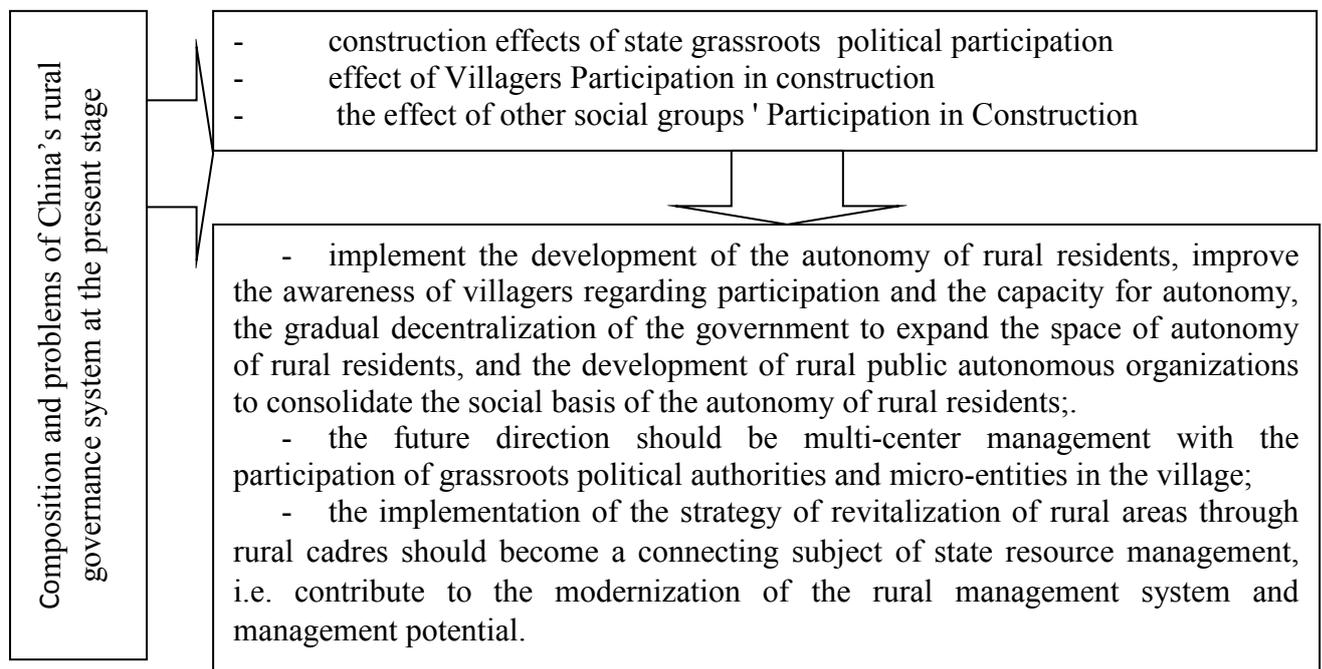


Figure 1.1 - Composition and problems of China's rural governance system at the present stage

*Source: prepared by the author*

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Zhang (2010) thinks that the holistic study of rural governance subject has always been the weakness of rural governance research. The research focus on rural governance will shift from the static governance model to the study of dynamic governance subjects. At the same time, it is believed that the multi-center governance with the participation of grassroots political power and micro-subjects in the village is the future direction of rural governance. In No.1 document of central government in 2019, it pointed out the party organization should establish a leadership system and working mechanism. It combines autonomy, rules by law and virtue, and greatest plays to the main role of the masses in governance. The state supports the recruitment of talents, promotion channels, functional orientation and financial guarantee of rural grassroots party organizations, and emphasizes that the villagers' committees should perform the functions of grassroots mass autonomous organizations and play the role of various village-level organizations. It forms multi-agent participation in governance led by grassroots party organizations.

In addition, we will conduct a comparison of typical models of rural management in China. It is based on a government-led pluralistic governance model. First of all, CPC is the ruling party in China, its ruling ability runs through all administrative levels until to reach the rural grassroots, it ensures the party's leadership over the masses. Rural governance reform, including villager autonomy, is also led by the government. Government through the appointment of village, education and training, assessment, reward village cadres; absorb and influence the rural social elite and other ways to affect the autonomy of rural society. Therefore, the government-led model of rural governance is not difficult to understand. This way of governance naturally has its historical value, but the existing problems should also pay enough attention when we use it.

Secondly, in theory, the agents of village self-governance should be one-dimensional self-management. However, due to the existence of grassroots political power, civil authority and other organizations, they have an important impact on the decision-making, implementation, and effect of rural governance. The grassroots regime determines the direction and structure of governance and how to handle

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affairs in the system. Civil authority and other organizations handle affairs outside the system. In some cases, grassroots governments need to use civil authority and other organizations to help them to deal with some affairs that are difficult to complete by laws and orders. Therefore, there is a single dominant multiple participation mode. This model in some cases becomes an alliance of local interests. However, its positive impact is also obvious, and everyone has the opportunity to negotiate and communicate together in most cases.

It is a model of elite governance. No matter who is the subjects involved in governance, they are elites with certain resources (dispositions resources and authoritative resources) and social status in the village. Whether the country gentlemen on past or the capable villagers at present, they play roughly the same role in rural governance. These elites are the objects absorbed by the state power in different periods, serving some public interests to the villagers through them. This also has its positive side and negative side.

Due to the continuous emergence of new challenges in the evolution process of rural governance. It leads to the lag of village collective development and the decline of organizational authority. (Zhang & Zhu, 2017) It also leads to the lack of publicity of grassroots political power and the loss of grassroots governance. (Hu & Xiang, 2018) Faced the challenge, not only requires the transformation of government functions, but also requires the transformation of governance ideas. Chen (2010), He (2021) This practical problem has prompted the government and scholars in this field to start looking for solutions. Therefore, research on rural governance capacity has become one of the research hotspots in the field of rural governance.

Together with the wave of reforms, we will conduct a study of the state of the potential of rural management in China. It can be seen from the evolution process and the construction process of rural governance that the importance of rural governance capacity research is constantly emerging, which attracts some scholars to devote them to the study of rural governance capacity. Based on the full-text database of China National Knowledge Infrastructure (CNKI), this paper takes 'rural governance ability' as the main theme and a secondary theme, and sets the search time from January

2008 to October 2021. There are 252 journal articles retrieved, 53.59% of which are distributed in the discipline of political parties and mass organizations. The main body of the real direct study of governance capacity and governance capacity modernization literature is 56, careful analysis found that these literatures are mainly concentrated in the social governance capacity of grassroots cadres, competency and leadership, and the governance capacity of grassroots party organizations. According to this, it can be roughly judged that the domestic research on rural governance capacity is still in the exploratory stage, and has not been widely concerned by the academic community. The relevant research is less and the research is relatively weak. It can be seen from figure.1.2 that the relevant research began to increase from 2017. Especially in 2018, there are 21 papers. By 2021, 91 papers are expected, which also shows that rural governance capability is a relatively new field worthy of study, and there is a large room for development. It is expected that more researchers will pay attention to and further expand the research in this field.

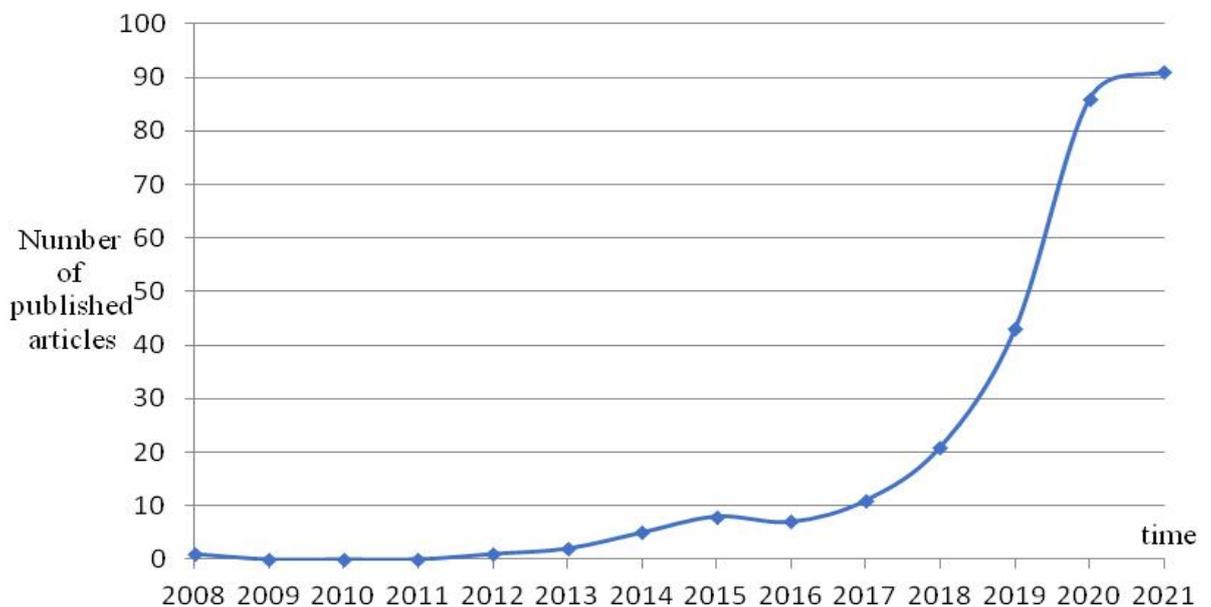


Figure 1.2 - Quantity curve of papers on rural governance capacity

*Source: prepared by the author*

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Domestic researchers have discussed the meaning of rural governance ability from different angles. Lu & Ding (2019) believes that governance ability is a static institutional potential and dynamic subject ability. Liu (2020) believes that it is the executive ability of the rural governance system. In the process of jointly promoting rural grassroots governance, it is the ability to use the national system to govern many aspects of rural society, that is, the ability to develop politics, economy, society, culture and ecology in rural areas. It is the ability to coordinate the participation of all parties at the rural grassroots in the construction of rural areas, and it is also the ability to cultivate rural grassroots social organizations to participate in rural governance. Du (2021) believes that the introduction of rural market subjects has formed a dual governance structure with market subjects and collectively as the core. Around the effective supply of services, the coordination and integration of the relationship between different subjects gradually precipitate into the collective governance ability. Liu (2019) believes that the governance ability of rural party organizations is the ability of organization and mobilization, village identity, absorption-integration and social management ability. Yang (2018) believes that rural governance capacity refers to the necessary conditions for rural grassroots political power to govern grassroots social affairs, realize grassroots order and promote rural economic and social development. It includes the comprehensive quality structure of the organizational system, power system, and infrastructure and mobilization level. Chen (2016) et al. believed that community governance capability should be the representation of each subject's capability when studying community governance capability. It is not the simple addition of each main ability, but the organic composition of each main governance ability. Xue (2014) believes that rural governance capacity is the ability of rural governance subjects to use institutional regulations to manage various rural affairs.

The main theoretical perspective of academic research on rural governance capacity is based on democratic participation in multiple governance theory, stakeholder theory, citizen participation theory, self-organization theory, organizational identity theory, hierarchy of needs theory, social capital theory, social

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structure theory, and Marx's political economics theory on administrative bureaucracy. There is no good or bad comparison between these theoretical perspectives. Scholars just choose different theoretical perspectives according to their research priorities and positions.

Research on improving rural governance capacity: domestic researchers have done a lot of research mainly from the perspective of grassroots party organizations. According to governance theory, the functional orientation of grassroots party organizations and the governance needs of grassroots society, Dai (2015) propose it is necessary to innovate the concept of grassroots governance, optimize the structure of the leadership team, strengthen the construction of party members, strengthen the protection of party organizations, improve the comprehensive management system and the supervision and evaluation mechanism. Yang (2016) analyzes governance ability by theory of political communication, believes that to improve the social governance ability of rural grassroots party organizations, political communication ability should be given priority, also believes active communication, expansion of communication channels and construction of feedback mechanism is the key of political communication ability. Liu & Wang (2018), from the perspective of the background of multiple governance subjects, believed that rural grassroots party organizations must strengthen capacity-building from the aspects of inner-party democracy, service-oriented organizations, and clean government to enhance governance capacity, so as to better guide the transformation of the modernization process of rural governance. Xu (2018) studied it from the perspective of governance resources. He believes that there are many governance resources in the village, we can re-use rural value, stimulate rural vitality, and explore the possible paths for the relapsing of rural society, thereby improving the governance capacity of rural society. Li & Ci (2017) studied from the perspective of governance unit, and thought that reducing the scale of villager autonomy unit can improve the ability and performance of autonomy.

In foreign countries, in the 1930s, with the development of industrialization, the United States had problems such as the agricultural population transferred to non-

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agricultural sectors rapid in rural areas, the imbalance of urban and rural structures, and the stagnation of the rural economy. The United States maintained and improved farmers' income, financial credit support, government financial support, urban-rural integration, and improved legislation through direct subsidies and price support, and improved rural governance capabilities, to achieve sustainable economic and social development in rural areas. In the late 1950s, with the development of industrialization and urbanization rapidly, the socio-economic development in Japan's rural areas faced many challenges. For example, the income gap between urban and rural residents was gradually expanding, agricultural population quickly transferred to non-agricultural industries, the impact of imported agricultural products on domestic agriculture aggravated, the destruction of rural ecological environment was increasingly serious, and the direct tax revenue of local governments reduced. Japan established and improved the rural governance system through legislation, increased financial input, and promoted the increase of farmers' income. Improve the supply of public facilities and services, improve the level of rural welfare, and achieve sustainable and balanced development of rural economy and society.

Learning the experience of rural socio-economic development of the United States and Japan. It can help China improve its rural governance capacity. First, we need to improve the government legislation and governance system. Second, sustained financial and financial support is needed. Third, promoting multiple subjects takes part in rural governance. Realizing balanced development of rural and urban areas. Finally, it is necessary to supply well in public infrastructure and public service. Improve farmers' living standards and social security. However, China is different from Japan and the United States in terms of national conditions, social systems, property rights, etc. Only by fully understanding China's rural governance mechanism can we learn from their experience.

Rural governance mechanism is the mode and mechanism of rural governance operation. The study of rural governance mechanism aims to clarify the composition of various elements of rural governance, their respective functions and the relationship and role in the operation. So as to clarify the purpose, focus and direction

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of rural governance. Rural governance mechanism includes a variety of governance elements and their dynamic relations and forms of movement. The birth of the new farmer cooperative economic organization has changed the ecological environment of rural governance, resulting in changes in the main pattern of rural governance, the allocation of rural power resources, the governance operation trajectory, and many new rural governance mechanisms.

Rural governance is a complex organizational system, which is composed of many factors. The implementation of rural governance needs to follow certain laws and requirements. The different combinations and connections of various elements of rural governance in operation, as well as the mutual causality between them, show the mechanism of rural governance. The rural governance mechanism reveals the internal form and operational state of various governance elements, as well as the organic links between them. It is a necessary condition and guarantee for the healthy operation of rural governance.

Mechanism refers to the relationship between the structure, function and operation of the organism. The so-called rural governance mechanism refers to the composition, functions and interrelationships of various elements in rural governance. Specifically speaking, it is the composition of rural governance subject, rural governance object and content, governance organization, governance rules and regulations, governance behavior and other elements and their relations in the movement. The function of the rural governance mechanism is to define the functional orientation and role of each element in rural governance, and to ensure the coordinated development and interaction of each element in the governance operation. In the rural governance mechanism, the existence and correlation of people, system and system are very close. The human factor is the root, and the system is the carrier and guarantee. The relationship and the form of action among the three in operation constitute the actual rural governance operation mechanism. The construction of the rural governance mechanism is also a long-term work, but also a process of continuous innovation and improvement. With the continuous optimization of the

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social environment and the continuous improvement of people's understanding, the mechanism should be adjusted at any time.

The elements of rural governance mechanism mainly include the rural governance subject, governance object and content, governance organization, governance rules and regulations, governance behavior, governance mode, etc. Among them, the governance subject is the first, the governance institution and system are the guarantee, the governance behavior is the key, and the governance object and content are the center and purpose. These factors are related to division of labor and cooperation, cohesion and coordination. Rural governance is a process of multiple governance subjects, centering on the governance object and content, under the organized leadership, operating in accordance with certain institutional rules, realizing the normal operation of rural social governance, integrating rural social economy, politics and social resources, and achieving the goal of good governance.

The main body of governance is the first. In short, the subject of rural governance refers to the implementer of rural governance and the holder of governance achievements, which is the core factor and necessary condition in the rural governance mechanism. Rural governance is the behavior implemented by a single person or a collective organization organized by a single person, and it is the first element in the rural governance mechanism. It can be seen from the figure that a series of activities of rural governance are the establishment of organizational structure, formulation of governance rules, and implementation of governance behavior of the governance subject extending from the governance subject. The governance subject is at the top level of the rural governance mechanism system. If there is no governance subject, there will be no rural governance.

Rural governance subject can be divided into unit subject and individual subject according to identity acquisition and existence form. The former includes township governments, village organizations, non-governmental organizations, etc., while the latter refers to rural economic talents, social elites, farmers and other natural persons. Among them, township governments and village organizations are the legal units of rural governance. They have legal organizational structures, rules

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and regulations, work contents and operating procedures, and are the leaders in the current rural governance subject group. Whether it is the subject of formal organizational governance, the subject of non-governmental organization governance, or the subject of natural person governance, it is the operator of rural governance or the owner of governance results. Rural governance is human governance, and rural governance is governance for people, whether it is an organizational governance subject or a natural person's governance subject. Although there are differences in the personalities of the governance subjects, they all reflect the interests of people, so the primary position of the rural governance subject in the governance mechanism is unshakable.

Rural governance organizations and rules and regulations are the conditions and guarantees of rural governance. Normative organizational form of rural governance can play a leading, organizing and coordinating role in rural governance. The organizational structure of rural governance, with its legal identity, staffing, workplace and scope of responsibilities, is the organizational guarantee for the implementation of rural governance. Without such an organizational structure, rural governance may become anarchic, leading to disorder, powerlessness and fragmentation of rural governance. Rural governance organizations can be divided into legal organizations, such as township governments and village organizations, and self-organized organizations, such as non-governmental organizations and farmer cooperative economic organizations, according to their legal status. Although these organizations have different legal effects, they can play an organizational and leadership role within their respective scope.

Governance behavior is key. The process of rural governance is a process of specific practical activities, a purposeful way of activities for rural governance subjects, and a way and comprehensive expression of the role of organizational structures and systems. Without governance behavior, the life movement of the governance subject will stop, the content of governance cannot be realized, and the governance system and regulations cannot be implemented. At the same time, the

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correctness and strength of governance behavior will affect the implementation and implementation of various goals and tasks of rural governance.

The object and content of governance are the center of the rural governance mechanism. In rural governance, such as subject behavior pursuit, role object, work direction and activity content of governance, the purpose and effect of governance, and performance evaluation, are all around the object and content of rural governance. If there is no object or active content, such governance will either lose its goal or be empty.

Next, we can comprehensively consider the multiple and complex governance variables involved in the construction of rural governance capacity. From the perspective of structural strengthening, the basic rural governance unit should focus on three aspects: collective land ownership, village cadre selection system, and social self-organization cultivation. Consolidate the collective ownership of land and activate the interests of farmers. Land is almost related to the overall situation. The consolidation of collective ownership of land will virtually be mobilizing the enthusiasm of farmers to participate in village collective affairs, generate new village governance rights, and finally strengthen the ability of village level organizations to mobilize and organize farmers. The core spirit of the collective ownership of land is the "shared private use" of land as a means of production and living. Current agricultural land policy focuses on "private use" and ignores "common use", so that the use of agricultural land is highly privatized and property rights are constantly changed. To strengthen the collective ownership of land, the most important thing at this stage is to focus on "common ownership" and drive "private use". Its main content includes the governance power of the contract issuing right of land production means, that is, to strengthen the governance power of village collectives relative to land contractors. Specifically, it includes regulating the land contract right through the land contract letting right, realizing the coordination between the moderate scale operation of land and the farmers' demand for continuous and centralized cultivation, realizing the coordination between the allocation of land production means and the change of the collective membership of the village

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community, and realizing the coordination between land acquisition compensation and the effective use of land marketization benefits and the development of collective undertakings. We will improve the system for selecting and training village cadres and reshape the mechanism for community participation. Whether it is community welfare assessment, policy interpretation or interest coordination, the key is to be able to select and appoint competent village cadres. We should focus on supporting and improving the rural asset supervision system, and ensure the openness and transparency of the power operation of village level organizations through the establishment and implementation of a series of systems.

Cultivate social self-organization and actively integrate grass-roots governance resources. The construction of grass-roots governance capacity cannot be separated from the organic participation of social forces. Social self-organization can organize farmers with specific public activities and social exchanges, cultivate rural public culture, and constantly expand the social democratic supervisory power within the basic rural governance unit. Fostering social self-organization requires the strong support of the county and township party committees and governments, but more importantly, it is important to give play to the "strong man effect" in rural society and the governance vitality of activists, and absorb social forces into the grass-roots governance system through institutionalized ways.

Scholars have studied the issue of rural governance capacity from multiple perspectives, but there are few comprehensive and systematic studies on rural governance capacity from a multidisciplinary perspective. On the one hand, most researchers only studied the composition of rural governance capacity, but lacked systematic research on the source of governance capacity. On the other hand, rural governance capacity in other regions of the country is more a case study, and the establishment of governance capacity index system does not consider the actual legal provision. More importantly, there is still a blank in the research on the overall investigation and quantitative evaluation of rural governance capacity in Henan. Because the rural society is a complex structure, the rural situation in different regions is different; there will be differences in the analysis of factors affecting the

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improvement of rural social governance capacity. Therefore, this paper first systematically analyzes the sources of rural governance capacity in theory, and designs an evaluation tool for rural governance capacity at the regional level. At the macro level, this evaluation tool can evaluate the governance capability index and the distribution characteristics of different types of rural governance capability for the research objects at the regional level. At the micro level, it can analyze the lack of governance ability for the village, and find the goal to improve the ability of village governance.

## **1.2. Conceptual foundations of rural development management theories**

This section first defines the core concepts related to the study of rural governance capacity, and then expounds the theory to be adopted, laying a theoretical foundation for the next design of governance capacity index system.

At present, rural governance capacity, the academic community defines rural governance capacity as the ability to measure the specific status of rural areas by virtue of a variety of institutional systems. Different scholars on research of rural governance ability put forward different views from their respective research perspectives. Gao (2021) pointed out that the ability of rural governance refers to the ability of multiple ability subjects to use national systems, laws and regulations, rural rules and regulations, social morality, information and data to govern all aspects of rural society. Chen (2021) believes that rural governance capacity is the integration of the three abilities of the rural system: absorption, integration and execution. They all explained the meaning of governance capability from the structure of governance capability, and did not define the essence of rural governance capability. This paper argues that rural governance capacity refers to the use of large-scale distributed system knowledge in the rural field of governance subjects through certain conditions.

It is expedient to consider the boundary of the village administration. Natural Boundary: the traditional village community has a clear geographical scope, which is the space and foundation of villagers' communication . " Space is the foundation of

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all forms of public life, " says Michel Foucault(2012). This geographical scope has a clear land ownership, which is the natural boundary of the village. The natural boundary is a structure that is planned by the government, shared by the village collective and the villagers, with artificial division traces and interactive components. Once it is determined, the entire village is limited in this limited space and cannot be arbitrarily spread. Villages occupy various resources and land ownership within the natural boundary.

Social Boundary on the one hand through customs, language, diet and other tangible material form shows a common symbol; on the other hand, identity judgment and value identification are formed through emotion and subjective cognition. Social boundary is not only a social confirmation or legal confirmation of villagers' identity, but also a social circle based on consanguinity and geographical relations.

Cultural boundary is a boundary formed based on cultural differences, a classification constructed based on the psychological and social identity of the common value system, and more an external representation of the differences in internal attitudes, cognition and self-identity. The diversity and openness of traditional rustic cultural boundaries are more formed by referring to external standards within the village.

Administrative boundary is a management system based on power autonomy or state power. In 1998, political scholars of Central China Normal University first put forward the concept of " rural governance " . After more than 20 years of developments, the connotation of rural governance has gradually enriched. From the perspective of combining theory and practice, He (2007) believes that rural governance refers to how to manage Chinese villages, or how Chinese villages can be managed independently, so as to realize the orderly development of rural society. It emphasizes both local autonomy and the ability to mediate problems in rural social development. From the perspective of public goods provision, Dang (2008) believes that rural governance is the activity of national institutions and other rural authoritative institutions based on rural government to provide public goods to rural society. From the perspective of diversification, Yu & Xu (2004) stressed that rural

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governance is a complex multi-governance model, which has both government rule and villagers' autonomy. From a comprehensive perspective, Shen (2016) believes that rural governance refers to the governance phenomenon occurring in the rural field. Driven by the government, rural public affairs are jointly handled through multi-subject cooperation and consultation, so as to achieve rural public interests and rural public interests and promote all-round development of agriculture. It is a rural reform strategy combining top-down macro-management of rural areas and bottom-up self-reform of traditional villages in modern countries, and it is rural governance in a broad sense.

To sum up the above studies, rural governance refers to the multiple rural governance subjects, through certain ways and means in the rural field (or boundary), to deal with and manage various affairs related to rural areas and achieve the development and stability of rural society. (table 1.2) As long as the living community is the basic level of rural community, even if different scholars will use 'rural governance', 'village governance' or 'grassroots governance' as the replacement term of rural governance, its basic connotation is still the same.

It refers to a place with specific natural landscape and social and economic conditions, and refers to the place where laborers mainly engaged in agricultural production live together.

Modern positivism philosophy has a great influence on natural science and social science, and positivism contains a high degree of suspicion and negation of existentialism. In the field of social science, non-determinism and uncertainty are widely recognized in sub-fields such as sociology, economics and politics. Entering post-modernism, people criticize and reflect on modernity from various fields, doubt the concept of rationality and progress, and talk about 'the crisis of modernity' has become a continuous dominant discourse. Post-modernity highlights the uncertainty, non-centralization, small narrative, differences and dispersion as the main spiritual way of thinking. This just reflects the differentiation, complexity, non-scale, polycentric characteristics of the real world. However, in the field of social science, people cannot find a theory that truly responds to postmodern economy and society

for a long time. In this sense, the governance theory that has emerged recently and attracted wide attention has met this demand.

Table 1.2 - Foundations of rural development management theories

Boundary of the village administration	The law gives right of autonomy to village affairs Based on consanguinity and geographical relation network Clear land ownership
Rural governance	The multi-agency in the rural field should deal with the affairs related to the countryside in a certain way to achieve the goal of the development and stability of the rural society.
Social structure theory	Resource Influence Actors ' Confirmation and Construction of Rules

*Source: prepared by the author*

Since challenges in reality are inherently complex and diverse, it is not possible to address all problems with a unified approach. What we have to do finds ways to get along with complexity. We need to understand any question or issue in multiple dimensions and find mechanisms that help us deal effectively with complexity without being submerged. At the same time, scholars' exposition of governance theory and governance practice is multi-angle and multi-level; it is difficult to understand its theoretical proposition from a single, static and deterministic logic. Thus, the background of social history and conceptual history determines the complexity of governance theory and concept. Without these backgrounds, it is difficult to properly explain why governance is everywhere, why the concept of governance in governance theory has almost never been consistently expressed, and why governance presents diversity of practice in different regions and levels.

American Scholar Elinor Ostrom puts forward that the traditional three models of failure in public land governance are public ranch tragedy, prisoner dilemma game and collective action logic. However, she also found some successful cases that still achieved effective governance of community public affairs through community collective ownership and collective consultation. She gave an institutional analysis framework. She assumes that individuals in the community are rational individuals, but they and other community members are in a community environment for a long

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time, so their decisions are not independent but interdependent. In this way, the action strategy of community members is a contingency strategy for gaming and interacting with other members, that is, it depends on the action strategy of other members. The key variables determining the rational use of community resources have therefore become four core issues: the number and qualifications of owners, the sharing of supply costs, mutual supervision and sanctions against defaulters. But whether an effective system of operating rules can be formed depends on the collective choice rules behind it. This rule refers to the legislative bodies, regulatory bodies, courts and informal gatherings, civil society associations of various communities. It determines the qualifications of community members and the powers and procedures to participate in the discussion and decision-making of various rules. These studies further support the transformation direction of the modern state governance model, do not take the government management mode of thinking, to give the community space and resources, let the community self-management, self-service. This does not mean returning to populist community governance traditions, but rather that communities have an optional way to participate in governance.

Stoke believes that network management theory is one of the three theoretical pillars of governance theory. Network theory believes that the key task of governance is to effectively manage the network. One view put forward from the perspective of governance is that governance is the operation of a network composed of many subjects and organizations. Because of the position of the government in the governance system, the network is not completely autonomous and independent and the government needs to guide and promote it. Wang (2009) pointed out in his study that Dutch scholars led by William Kickert divided the strategic management of government on the network into two types. They are operational management and network construction. Business management refers to the management of relations within the existing network. Network construction refers to the efforts to change and participates in the network structure. Eva Sorensen of Denmark defines four types of network management.' They are 'self-construal non-intervention', 'Storytelling non-intervention', 'support and promotion intervention', and 'participatory intervention'.

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Network management theory successfully by Jerry Stoke (2007), points out a different way to manage public administration. As a description of a new behavior and the ideological resources of managers and politicians, network management theory has considerable power.

Among the numerous studies and expressions of governance theory, what are the spiritual and theoretical origins behind it? From the perspective of social history, it is not difficult to see that the failure of Fordism and the crisis of the welfare state have awakened the fundamental problem of legitimacy crisis again, and the adaptive change of political and administrative system has become an urgent task. Moreover, the political and administrative development of post-Fordism has exacerbated the crisis in the welfare state and weakened the status of the nation-state, which requires a shift in the state and government to address the failure of the welfare state and new localism, and thus multi-centre, decentralization and citizen participation have become the direction of change. This historical background just provides a useful place for governance practice and governance theory. On the other hand, based on the background of the transformation of the sense of social science, governance theory has spanned many social science fields. It brings together the achievements of previous interdisciplinary research (such as civil society and social capital theory), and abandons the sole central position of the state with the ideas of decentralization and multicentre. It advocates governance with multiple subjects, multiple combination way and multiple levels. This governance proposition not only abandons the modern thinking of "the only best path", but also abandons the opposition between the state and society, the government and the market.

Relatively speaking, Chinese scholars often emphasize their normative value when discussing governance. From the very beginning of the development of governance theory in China, it has been closely combined with the study of civil society. It can be seen that the concept of governance in China has a strong teleological orientation of political, social and transformation of administrative "paradigm". It relates to the goal of good governance. In recent years, some governance research has turned to the local level, which seems to have some similar transition

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period. Perhaps because of this expectation, Chinese scholars show an understandable enthusiasm for governance theory.

Yu Keping believes that the basic meaning of the word 'governance' refers to the use of authority to maintain order within a given scope to meet the needs of the public. The purpose of governance is to use power in various institutional relationships to guide, control and regulate citizens' activities in order to maximize the public interest. Zhao (2012) proposed that community governance takes the community as the carrier, and the state, society and community residents jointly negotiate, participate in community governance and management community public affairs. The governance of modern civil society emphasizes the interaction between subject and object. Jerry & Dong (2007) on the one hand, it shows the organization, regulation and management function of public power to public affairs and public behavior; on the other hand, it is also the process of public participation in public affairs and influence the operation of public power. (Houan Zhang, Xu, & Xiang, 2000)

In summary, the inclusiveness of governance theory allows multi-agents to interact with public affairs, and ultimately maximize the public interest, which corresponds to the non-organizational characteristics of rural society. Rural society provides a broad practical space for governance theory. Although rural governance plays a role with its governance structure, no matter what kind of governance structure is adopted, due to differences in capabilities, coordination costs will inevitably arise. Garzarelli G.(2008)Therefore, enhancing rural governance capacity becomes significant. In addition, rural governance structure is a subset of rural social structure, and improving rural governance capacity cannot be separated from the guidance of social structure theory.

Social structure theory and capacity theory is the other two theories used in this dissertation. It shows more clearly the intersection of the two theories - resources in figure 1.3. Rules and the capacity of the subject are abstract concepts, compared to the former two, resources are concrete existence. Analyzing rules and subject

capabilities through resources are a feasible method. Next, these two theories will be briefly introduced.

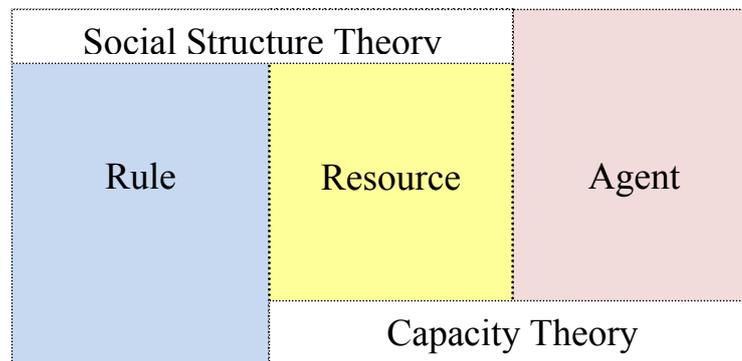


Figure 1.3 - The intersection of the two theories

*Source: prepared by the author*

Structural theory originated from people's exploration of social operation system, which first took sociology as an important birthplace. Usually, people regard the structure as a pattern of long-term social phenomena and social relations, and understand complex structures through simplified views. Understanding the simplicity of structure as a structural feature ignores the rich connotation and special stipulation of structural theory. In the classical discourse of structural theorists, the word 'structure' focuses on the overall and relational characteristics. Social structure has become a fact of existence, which is reduced to a comprehensive picture of individuals and their identities, positions, resources, environment and actions in each collective scene and event, and an integrated system of state, contract, economy, consciousness and rules. Thus, structure transcends the scope of individuals and society and becomes an important theoretical tool for observing and studying the overall system of the state, economy and society. Then, starting from the structural theory, a general perspective on structural theory was formed under the construction of Pareto, Durkheim and Weber. Marshall, as an economist, realized the practicability of structural theory in explaining economic behavior and economic phenomena, and used the analytical schema of structural theory as a tool to observe economic development. The formation of multiple theoretical schools of structural research

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shows a variety of thinking directions and variable characteristics in theory construction. (Garzarelli G,2008)

In sociology, Kant regards society as an organic whole which has its internal structure similar to a biological organism. There are four main elements of the social structure: society, family, country and religion. The foundation of social structure lies in individual motivation and will, and the power of social development lies in people's morality and intelligence. Spencer argues that society is an organism, but unlike biological organisms, it is a 'super organism'. He also introduced the concept of function into social structure, arguing that developed society includes three functional systems: support system, distribution system and adjustment system, and proposed grasping the real social structure to function. Durkheim believes that social structure is an objective reality. Beyond the individual, and effects and restricts everyone's behavior.

Anthropologist Radleaf.Brown defined ' social structure ' earlier. He believes that ' social structure ' is actually ' social network '. This network includes not only groups, groups, but also a variety of kinship, superior and subordinate relations and employment relations. In Marx's view, social structure is the definition of productivity, production relations, economic foundation and superstructure, and the relationship between them determines the ' four-level theory ' of social structural theory of social development. On this basis, Plekhanov expanded an independent element which is "social psychology", and formed the "five-levels theory" of social structure. This is:"(1) the situation of productive forces; (2) the economic relations restricted by the productive forces; (3) the social and political systems that grow on a certain economic 'basis'; (4) the psychology of social people that is directly determined by the economy and determined by all the social and political systems that grow on the economy; (5) the various ideological systems that reflect this psychological characteristic".In Giddens' view, social structure is not external to individual action, but by rules and resources. Rules in daily life are closely related to practice. They not only summarize people's actions, but also regulate and guide the actions of actors. At the same time, actors use their knowledge to take appropriate

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actions, test and confirm the rules involved in their actions. Thus the actors take action to achieve their goals but also reproduce the social structure. The social structure also includes the resources involved in social action - distributive and authoritative resources, which are constantly reproduced by actors during interaction. Resources are the basis of power, and power is the ability of actors to change the established facts around them. In the social environment, it is their ability to dominate resources.

However, resources are not power but the medium through which power can be implemented. Rules and resources are interdependent: on the one hand, actors' resources affect their testing and validation of rules; on the other hand, resources are not independent actions, but exist in the social environment. Social members endow them with various meanings in actions, thus affecting the construction of rules. Therefore, action has three characteristics: meaning mastery and communication, social recognition and sanction, and resource control, and the three are intertwined. Resources are therefore transformation and transitive and can be changed with the use of actors in specific situations. According to Giddens, 'the structural character of the social system is both the condition and the result of its ongoing practice. Structure is not external to individuals,... It is both restrictive and gives actors initiative, which is the core idea of Giddens's "structural theory." (Giddens, 2016)

Domestic scholars have also done a lot of research on the social structure. Han (2012) believes that 'the essence of the social structure can not be explained by isolated elements, but by the nature of the relationship between the various elements. As an objective existence, social structure is hidden behind the "multiple appearance" of society, rather than an external and manifest social phenomenon. Therefore, in the process of the development of sociology, there are micro-sociology theories based on individuals and macro-sociology theories based on society (group). Micro-sociology emphasizes that individuals constituting society are agents, while macro-sociology emphasizes that the environment in which individuals are placed is social structure. Two different positions and perspectives have become the root of long-term debates in sociology. Human is a key element of society and a structural factor that constitute

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the social environment. At the same time, human is a rational selective self-existence different from other social freedom factors. Thus, people become the key force of social development. Is the fundamental reason for changes in social structure. In Fang (2017) view, social structure is a unity including people themselves and the environment in which people live.

To sum up, structural ontology answers the question of ' how is ' on the basis of admitting the materiality of the world, emphasizes the integrity, universal connection and process of the existence of things, and provides us with the methodology of understanding things from the structure and elements. Therefore, this paper raises the structure to the height of ontology and puts forward the idea of structural ontology. This paper argues that human society is a part of the natural world, and society is also a structural existence. We should observe the historical development of human society from the deep structure of society through surface phenomena. Therefore, the application of structural theory to the study of rural governance capacity will help in-depth analysis of rural governance capacity.

The ideological origin of ability theory can be traced back to the division of labor theory of British classical economist Adam Smith. He believes that ' the greatest improvement in labour productivity, as well as most of the skilled skills and judgment used to guide or apply labour anywhere, is the result of division of labour. Smith (2011) Here, this kind of ' skilled skills and judgment used in guiding or applying labor ' can be regarded as a kind of ability brought by division of labor, which can improve labor productivity by specialized production according to absolutely favorable production conditions. The classical labor division theory is not only suitable for dealing with the production cooperative relations among employees within enterprises, but also for dealing with the production relations among countries (or regions) in social production. However, it cannot explain a phenomenon that actually exists, and the trade behavior between countries (or regions) with absolute advantages in various production fields and countries (or regions) with absolute disadvantages in various production fields.

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Subsequent researchers study ability from a broader perspective. The capability theory of actors at the micro level includes Amartya Sen's feasible capability theory, Edith Penrose's enterprise capability theory, and Lin's (2002) self-generating capability theory. The ability theory of behavior subject at the middle level refers to the ability research of a specific region in innovation, competitiveness and sustainable development.(Zhang, 2017)

Sen's (2002) theory of feasible ability, development is not limited to economic and social development, but it is a process of expanding people's real freedom. Expanding freedom is the primary purpose and main means of development. Constructively is reflected in the importance of substantive freedom to improve people's quality of life. Here, ' substantive freedoms include the basic viability of freedom from hardship, such as hunger, malnutrition, avoidable diseases, premature death, and freedom to literacy, political participation, etc. In Sen's feasible theoretical framework, freedom plays a constructive and instrumental role in development. The constructive role is reflected in that freedom is an inherent part of people's value standards and development goals, and it is value itself. Therefore, it is not necessary to express its value through the connection of other valuable things, nor to show its importance through the promotion of other valuable things. The instrumental role of ' freedom ' is reflected in its development as a means, so there is five important instrumental freedom in the development of human society: political freedom, economic conditions, social opportunities, transparency and protection.

Ability can not be directly observed, but is reflected in the interrelated package coding practical experience and knowledge, knowledge integrated into governance capacity can be understood as knowledge of controlling and coordinating large-scale distributed systems, which is closely related but different from governance capacity. (Aaltonen, A., & Lanzara, G. F, 2015) The essence of ability is embedded in the process of structure and application. (Denise Jarratt , 2004) Governance capacity is the ability of actors involved in public services to reach a consensus through interaction, cooperation and coordination and jointly manage public service activities. In his research on governance capability, Tom Christensen believes that governance

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capability not only includes the formal structure and procedural characteristics of government administration, but also includes the informal factors of how these characteristics operate in practice.

Domestic scholars Yu & Xin (2020) directly studied the rural governance capacity. He pointed out that the subject, resources and power are three structural elements of rural governance capacity. They give rural grass-roots the potential to exercise their capacity to implement their goals. These elements need further transformation to generate rural governance capacity. This conversion mechanism includes three aspects.

First, cooperative mechanisms of governance subjects. In the reality that the state, market and society are embedded in each other, cooperation between subjects is not only the result of external political factors, but also the necessary self-interest choice for individuals to achieve development. Simply speaking, it is the basis of cooperative reality.

Second, integration mechanisms for governance resources. Concentrate and redistribute all kinds of resources, the purpose is to connect scattered resources to each other, so as to achieve resource sharing and collaborative configuration. In rural areas, this system is composed of a top-down national bureaucracy and a flat social network, and rural resources are distributed and circulated repeatedly according to established rules within this system. Social resources circulate along the rural social network under the influence of capital force. Finally, integration of governance resources inside and outside the village is realized.

Third, operating mechanisms for governance power. Rural governance is rooted in the local cultural background and often requires informal means or power relations to achieve the purpose of formal power. The reason is that rural society strictly follows the logic of local knowledge. No matter how rigorous and scientific the administrative process is designed, it is inevitable to collide with local rules and then produce ' deformation ' when entering the rural field. The phenomenon of " administrative absorption autonomy " in rural governance arises accordingly. Although ' absorption ' is a self-interest expansion of administrative organizations. It

also shows the effectiveness of informal power in rural governance. There is a common point in the operation mechanism of informal power and formal power : that is, taking the individual ' s pursuit and maintenance of their own interests ( positions, status, material, emotional needs, etc. ) as negotiation conditions, the rights and obligations of both sides of governance maintain a basic dynamic balance in the operation of power. Therefore, in the essential dimension, the balance relationship with the core of ' community of interests ' constitutes the most important power operation mechanism in rural grassroots governance.

Sen's feasible ability can be summarized as a resource is the input of ability. Compared with Sen's research, Denise Jarratt's research on ability is further, and he believes that the essence of ability is embedded in the process of structure and application. China scholars Yu & Xin (2020) analyzed the formation mechanism of governance capacity of the structural elements of governance capacity, which is highly consistent with the social structure theory. Summarizing the research results of the above scholars, this paper believes that no matter what angle the researchers try to define governance capacity, they cannot jump out of governance activities to discuss its significance. Moreover, the internal logic of the above three theoretical foundations is that the essential resources and rules of the social structure theory, while the governance theory emphasizes multiple subjects and rules, and the subjects need to use resources and rules to achieve the governance of social affairs, which is reflected in the governance ability.

### **1.3. Methodical approaches of management efficiency assessment socio-economic development of the provinces**

The international representative indicator system of sustainable economic and social development is as follows. First, the indicator system is based on the concept model of "driving force state response". Second, a comprehensive index based

indicator system for sustainable development. The Human Development Index (HDI) created by the United Nations Development Programme (UNDP) in the 1990. Population Quality of Life Index (PQLI) proposed by the Overseas Development Council of the United States in 1975. But, these indicator systems basically have single indicators, which can not fully show the biggest defect of economic and social development. They are only applicable to the general comparison between countries, which are still insufficient in China and regional applicability. On the domestic side, Zhang Chunguang has set up a multi indicator evaluation system from three sections: economic growth, economic structure, public service, people's life, population, resources and environment. Although there are many models and methods for evaluating economic and social development, but they can generally be classified into two categories: the objective weighted evaluation method and the weighted subjective evaluation method. Their characteristics are shown in Table 1.3. One is objective weighted evaluation methods, such as TOPSIS, grey correlation degree, (B. Wang et al., 2020) principal component analysis and other methods. Shi et al.(2015) proposed a dynamic evaluation method based on matrix distance correction Topsis. Wang (2020) used the entropy weight method to comprehensively evaluate the towns. Second, subjective empowerment evaluation methods are mostly qualitative evaluations, and the index weights are subjectively determined through questionnaires and expert experience, such as the Delphi method and the analytic hierarchy process. (Wang, et al., 2012) Analytic Hierarchy Process (Analytic Hierarchy Process) is the American scholar T. L. Saaty(1980) proposed in the 1970s, an evaluation model established according to the affiliation between levels. García et al(2012). Used the network analytic hierarchy process and the Delphi method to comprehensively evaluate the sustainable economic development of Latin American countries. The disadvantage of subjective empowerment is that different experts have different knowledge and cognition, and the results of empowerment evaluation are also very different, and the credibility is relatively poor. Zhang et al. (2019)and others conducted a comparative study on the stability of the entropy method, the RSR, the VIKOR, the TOPSIS, the improved ideal point method, the AHP and the GCA.

Through the research, it is found that no matter how the number of samples and indicators changes, the entropy weight method and the TOPSIS method is relatively stable. So, this paper adopts objective weighted evaluation and entropy weight TOPSIS comprehensive evaluation model.

Table 1.3 - Characteristics of common comprehensive evaluation methods

Type	Method	Advantage	Disadvantage
Subjective evaluation	Delphi	Leverage the expertise of experts	Susceptible to subjective influence
	AHP	Simple calculation, clear results, strong subjectivity, increase the effectiveness of decision-making	Strong subjectivity, unable to give a solution to the problem
	GCA	No special distribution of data to be analyzed, simple calculation process	Susceptible to subjective influence
Objective comment	TOPSIS	No strict limit on the sample, the original data is fully utilized	All indicators need to be quantified and can be compared
	PCA	Can eliminate the influence of correlation, easy to select indicators	The requirement for cumulative contribution rate is high, and sometimes , the meaning of principal components is unclear
	DEA	Applicable to multiple input-multiple output problems without dimensionless data	Very sensitive to outliers, suitable for macro data
	Entropy method	Effectively eliminate the interference of subjective factors and objectively reflect the information of the evaluation object	High dependence on samples

*Source: prepared by the author based on ( Zhang,Ning,&Cao,2020;Li, 2014;Zhang,Liu&Yu, 2019; Xia,Wang,&Wang, 2019 )*

TOPSIS (Technique for Order Preference by Similarity to an Ideal Solution) method was first proposed by C. L. Hwang and K. Yoon in 1981. TOPSIS method is based on the degree of closeness between a limited number of evaluation objects and idealized objects, which is a relatively good and bad evaluation in the existing objects. TOPSIS method is a sort method that approximates to the ideal solution. This method only requires that each utility function is monotonously increasing (or decreasing). TOPSIS method is a commonly used and effective method in multi-objective decision analysis. Entropy weight TOPSIS evaluation model uses information

entropy to calculate the weight of each index and improve TOPSIS model. It is widely used in the evaluation of environmental carrying capacity, corporate management capacity, sustainable development capacity and industrial development level. (LI, 2014; Zhang et al.,2019;Xia, et al.,2019)The schematic diagram of the calculation process is shown in Figure 1.4. The process is very clear and the final calculation is performed by a computer.

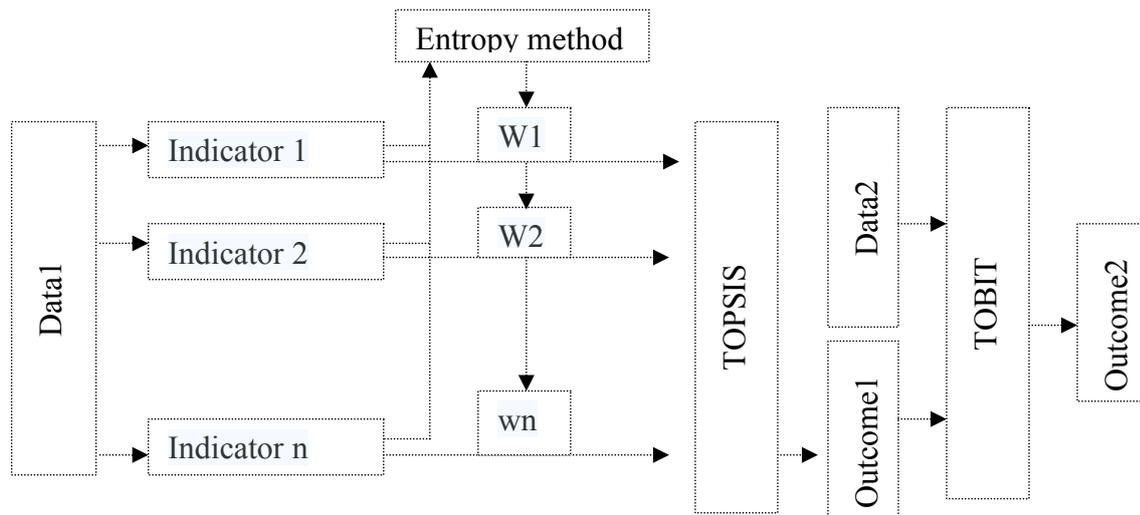


Figure 1.4 - Schematic diagram of data calculation process

Source: prepared by the author

The entropy weight method is used to calculate the weight of the index, and the TOPSIS method is used to calculate the order of governance ability. The software is MATLAB. SPSS software was used for descriptive statistical analysis of the questionnaire data. The specific steps are as following :

First , standardize the indicator data :

$$u_{ij} = \frac{x_{ij} - x_{j \min}}{x_{j \max} - x_{j \min}} \quad \text{For positive indicators} \quad (1.1)$$

$$u_{ij} = \frac{x_{j \max} - x_{ij}}{x_{j \max} - x_{j \min}} \quad \text{For inverse indicators} \quad (1.2)$$

The entropy method is an aid weighting method. By calculating the entropy value, it can objectively measure whether the indicator contains most of the original

information, and then calculate the indicator weight. Let  $X_{ij}$  ( $i=1,2,\dots,n; j=1,2,\dots,m$ ) be the original data onto serial numbers  $i$  and  $j$ , where  $i$  represents the research object and  $j$  represents the indicator.

The specific model of entropy method to determine the indicator weight is as follows: the entropy calculation. The calculation formula for the entropy value  $e_j$  is:

$$e_j = \frac{1}{\ln n} \sum_{i=1}^n f_{ij} \ln f_{ij} \quad (1.3)$$

$$f_{ij} = \frac{x_{ij}}{\sum_{i=1}^n x_{ij}} \quad (1.4)$$

In formulas (1.3) and (1.4),  $f_{ij}$  is the characteristic proportion of the  $i$ -th system under the  $j$ -th indicator. When  $f_{ij} = 0$ ,  $f_{ij} \ln f_{ij} = 0$ .

Calculate weight. The calculation process of the indicator weights  $w_j$  are:

$$w_j = \frac{1 - e_j}{\sum_{j=1}^n (1 - e_j)}, j=1, 2, \dots, n \quad (1.5)$$

Evaluation models based on entropy method -TOPSIS method

The TOPSIS method is based on the positive and negative ideal solutions of a multi-objective decision problem, and compares countless items to determine the optimal solution. The evaluation model based on the TOPSIS method requires aid weighting of various indicators in use, so this article combines the entropy method to determine the weight of each indicator, and then constructs the entropy-weight-TOPSIS method evaluation model. Specific steps are as following:

Suppose there are  $m$  targets and  $n$  indicators in an evaluation object, and construct an initial judgment matrix  $R_{mn}$ :

$$R_{mn} = \begin{bmatrix} X_{11} & \dots & X_{m1} \\ \cdot & \cdot & \cdot \\ \cdot & \cdot & \cdot \\ X_{1n} & \dots & X_{mn} \end{bmatrix}$$

Since the dimensions of each indicator may be different,  $R'_{mn}$  is obtained by standardizing the decision matrix through formulas (1.1) and (1.2):

$$R'_{mn} = \begin{bmatrix} u_{11} & \dots & u_{m1} \\ \cdot & \cdot & \cdot \\ \cdot & \cdot & \cdot \\ u_{1n} & \dots & u_{mn} \end{bmatrix}$$

Through the entropy method (1.5) are to calculate the weight  $W_j$  ( $j = 1, 2, \dots, n$ ).

Calculate the Z matrix:

$$Z = (z_{ij})_{m \times n}, i = 1, 2, \dots, m; j = 1, 2, \dots, n \quad (1.6)$$

In formula (1.6) :  $z_{ij} = u_{ij} \cdot W_j$  ( $i = 1, 2, \dots, m; j = 1, 2, \dots, n$ )

Calculate the positive ideal solution vector  $Z^+$  and the negative ideal solution vector  $Z^-$  of the matrix Z:

$$Z^+ = (z_1^+, z_2^+, \dots, z_n^+) \quad (1.7)$$

$$Z^- = (z_1^-, z_2^-, \dots, z_n^-) \quad (1.8)$$

In formula (1.7)(1.8),  $z_j^+ = \max(z_{1j}, z_{2j}, \dots, z_{mj})$ ,  $z_j^- = \min(z_{1j}, z_{2j}, \dots, z_{mj})$   $j = 1, 2, \dots, n$

calculate the Euclidean distance between the judgment object and the positive and negative ideal solutions. Calculated as following:

$$l_i^+ = \sqrt{\sum_{j=1}^n (z_j^+ - z_{ij})^2}, i = 1, 2, \dots, m; j = 1, 2, \dots, n \quad (1.9)$$

$$l_i^- = \sqrt{\sum_{j=1}^n (z_{ij} - z^-)^2}, i=1,2, \dots, m; j=1,2, \dots, n \quad (1.10)$$

Calculate the closeness  $C_i$ ; Calculated as following:

$$c_i = \frac{l_i^-}{l_i^+ + l_i^-}, i=1,2, \dots, m; j=1,2, \dots, n \quad (1.11)$$

The calculated value of closeness  $C_i$ ;  $0 \leq C_i \leq 1$ , the closer the value is to 1, the closer the subject is to the ideal level.

Introduction to Truncated Regression Models: Introduction to Truncated Regression Models In a restricted dependent variable model, it is necessary to specifically distinguish between two similar but not identical dependent restricted variable models. One is the truncated regression model, and the other is the intercepted regression model in this study. Generally, the situation where all the independent variables and some of the dependent variables can be obtained. It uses as the analytical object of the intercepted regression model. That is, the sample observations of the dependent variable in a certain range are replaced by the same value. However, only the dependent variable and independent variable observations of the analysis object within a specific interval can be used as the analytical object of the tail regression model. In other words, dependent variables and independent variables can only be selected randomly from all individuals, but only from some individuals. The observed value of the sample, and the observed value of the dependent variable of this part of individuals is greater or less than a certain value. The breakpoint does not have to be zero, and is allowed to be variable but observable. The above is the case where the left end is truncated, of course, the right end can also be truncated.

Because the value of governance capability index calculated by entropy TOPSIS method is between  $[0,1]$ , this paper selects Tobit model for multiple regression analysis, which is also called sample selection model or restricted dependent variable model. The characteristic of this model is that the model contains

two parts. One is the selection equation model which represents the constraint condition; one is a continuous variable equation model satisfying the constraint conditions. (Chen, 2017) The model is a linear probability model proposed by Tobit, an economist, when studying the demand for durable consumer goods. According to its general form, the regression model in this paper is:

$$\begin{aligned}
 y_i^* &= \alpha_0 + \sum_{i=1}^n \alpha_i x_i + \xi_i \\
 y_i &= y_i^* \quad \text{if } 0 < y_i^* \leq 1 \\
 y_i &= 0 \quad \text{if } y_i^* < 0 \\
 y_i &= 1 \quad \text{if } y_i^* > 1
 \end{aligned} \tag{1.12}$$

Among them,  $y_i^*$  is the potential village governance capability index;  $y_i$  is the actual capability index value of the first village;  $x_i$  is the vector of factors affecting the governance capability of the village;  $\alpha_i$  is the regression parameter vector;  $\xi_i$  is the independent random disturbance item;  $i=1, 2, \dots, n$ ; random disturbance term  $\xi_i \sim N(0, \delta^2)$ .

The maximum likelihood estimation (MLE) of the Tobit model relies on normality and homogeneity of variance in the latent variable model behind it, that is, in Equation (1-1-1),  $u \mid x \sim (0, \sigma^2)$ . The latent variable  $y^*$  satisfies the classical linear model assumptions, specifically, it follows a normal homoscedastic distribution with a linear conditional mean. Under this assumption, in the Tobit model, for positive values ie  $y > 0$ , the density of  $y$  under a given  $x$  is the same as the density of  $y^*$  under a given  $x$ ; for the observed value of  $y=0$ , since  $u/\sigma$  obeys the standard normal distribution and is independent of  $x$ , which can also show strong consistency and asymptotic normality after technical processing.

Hypothesis test of Tobit model In Tobit model, the likelihood ratio test can be used to test the regression coefficient, which is suitable for both the hypothesis test of a single independent variable and the simultaneous test of multiple independent variables.

The test hypothesis is  $H_0: \beta_1 = \beta_2 = \dots = \beta_n = 0$

The alternative hypothesis is  $H_1: \beta_j (j = 1, 2, \dots, n)$  is not all zeros. When testing only one regression coefficient,

$$H_0 : \beta_j = 0 \quad H_1 : \beta_j \neq 0$$

The likelihood ratio test is based on the difference between the log-likelihood functions of the unconstrained model and the constrained model. The idea is that since the likelihood estimation maximizes the log-likelihood function, removing variables generally results in a smaller value of the log-likelihood function. Whether the value of the log-likelihood function decreases enough to conclude that the removed variable is important can be determined by the likelihood ratio statistic and a series of critical values. The likelihood ratio statistic is 2 times the difference between the log-likelihood values, that is,  $LR=2(L_{nr}-L_r)$ ,  $L_{nr}$  is the log-likelihood value of the unconstrained model, that is, the Tobit model containing the factors to be tested, and  $L_r$  is the The constrained model is the log-likelihood of the Tobit model that does not contain the factor to be tested. The likelihood ratio statistic obeys an asymptotic  $\chi^2$  distribution under  $H_0$ , and the degree of freedom is the number  $q$  of exclusion constraints.

This paper uses Stata14.0 software to build a multivariate Tobit regression model. In order to ensure the accuracy and stability of the model prediction, the multicollinearity test (VIF) was first performed on each explanatory variable, that is, a linear regression was performed on each independent variable and other variables one by one, and then the variance inflation factor (VIF) of each variable was calculated. The specific steps of VIF inspection are as following:

Let the original equation be:  $Y = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_k X_k + u$

(1.13)

$K$  different VIFs need to be calculated, one for each  $X_i$ . Calculate VIF for specified  $X_i$

Perform OLS regression on all other explanatory variables in the original equation, for example, if  $i=1$ , then regress the following equation:

$$X_1 = \alpha_1 + \alpha_2 X_2 + \alpha_3 X_3 + \dots + \alpha_k X_k + v$$

(1.14)

Calculate VIF:

$$\text{VIF}(\hat{\beta}_i) = \frac{1}{1-R_i^2} \quad \hat{\beta}_i = \frac{\hat{\sigma}_u^2}{\sum_{j=1}^n (x_{ij}-\bar{x}_i)^2} \cdot \text{VIF}_i \quad (1.15)$$

$R_i^2$  is the coefficient of determination of the auxiliary regression.

## Conclusion to section 1

This chapter describes and analyzes the concepts, literature review, theoretical basis and multi-indicator comprehensive evaluation model related to the research of rural governance capacity.

1. In the part of the literature review, it describes the evolution and construction process of rural governance in China. It is divided into three stages: highly centralized stage, gradual establishment stage and improvement stage of autonomy. In this process, although the state has delegated more power and invested more resources. But the current situation of rural development has not achieved the desired results. Therefore, scholars began to pay attention to the grassroots organization ability of the CPC, the management ability of village cadres, and the participation ability of villagers and other groups. Finally, the topic of rural governance capacity research is determined. Domestic research status of this topic is summarized and stated from multiple perspectives, which has accumulated rich experience for the selection of theoretical basis of this paper and the construction of governance capacity evaluation indicators in Chapter 2.

2. In terms of the choice of theoretical perspective, this paper does not break through the mainstream research route. But there is a few documents integrating social structure theory and capacity theory into the research of rural governance capacity in CNKI database. In fact the two theories have the same intersection - resources. Both rules and the ability of subjects are abstract concepts. Compared with the former two, resources are concrete existence. It is a feasible method to analyze the rules of resources and the ability of the agents. The actors of capacity theory and the subject of governance theory also intersect, and the person as the actor or subject is the fundamental factor in the change of social structure. Three theories have good compatibility, which is one of the innovations of this paper. In addition, due to the

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complexity of rural society and the existence of various informalities, the bureaucratic system relying on administrative power can not always achieve satisfactory governance results. It is necessary to use the rural social network and various resources to achieve governance purposes, thus reducing costs. Social structure theory and capacity theory have more explanatory power in the study of rural governance capacity, which is in line with the focus of this paper.

3. The selection of appropriate multi-indicator comprehensive evaluation method is the foundation of subsequent analysis. Due to the diversity of subjects and the complexity of social structure. It is impossible to use only one indicator to evaluate the relative level of governance capacity. So it needs an indicator system to realize the evaluation function. Both entropy weight method and TOPSIS method are relatively stable. No matter how the number of samples and indicators changes, the results calculated by them rarely fluctuate violently. To solve the problem of multi-index comprehensive evaluation, this paper selects entropy weight TOPSIS evaluation model.

4. The TOBIT model was selected to analyze the factors that affect the socio-economic governance capacity. Because the evaluation results are continuous variables between  $[0, 1]$ , and most of the results are gathered on the left side close to 0. So the TOBIT regression model was selected to analyze the influencing factors.

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## SECTION 2. EVALUATION AND ANALYSIS OF THE MANAGEMENT OF SOCIO-ECONOMIC DEVELOPMENT OF HENAN PROVINCES

### 2.1. Evaluation of indicators of management of social development of rural areas

Due to the complex content of rural governance, the work is directly oriented to rural society and the available resources are limited, while its governance capacity directly affects the stability of rural society and the credibility of grassroots governments. Therefore, in the context of new governance objectives, rural governance capacity has been paid attention to by the Party and the government. According to the theoretical basis of the first chapter, the dimension and index system of rural governance ability are determined, which lays the foundation for analyzing the practical problems existing in the current rural governance ability in Henan Province and finding the countermeasures to solve the problems.

In this way, we will spread the indicators of development of management potential and main principles for building indicator systems. In order to effectively measure the level of rural governance capacity, through the construction of a scientific and reasonable evaluation index system of rural governance capacity, the organic evaluation system formed by various indicators describing governance capacity from different dimensions is the key to ensure the quality of evaluation, so as to put forward countermeasures. Table 2.1 is the indicator system that we design. The design basis will be introduced in the following.

Therefore, constructing a set of scientific and operable index system needs to meet the following principles: comprehensive principle: rural society as a special governance field, involves all aspects of rural society. In the process of index selection, we should comprehensively reflect these aspects as far as possible, which can effectively reflect the details of specific research indicators. It should not only reflect the local characteristics, but also reflect the overall characteristics, so as to produce good results in the evaluation of governance capacity.

Table 2.1 - Indicators of development of management potential

Index system of rural governance capacity			
First grade index	Second grade index	Third grade index	Value rule
Rural Governance Capacity	Public service capacity	Satisfaction degree on road	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction degree on power	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with water facilities	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with communications	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with hygiene	Dissatisfied to satisfactory: 1 ~ 5
		Medical satisfaction	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with public security	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with education	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with entertainment	Dissatisfied to satisfactory: 1 ~ 5
		Old-Age Satisfaction	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with cadres' Service	Dissatisfied to satisfactory: 1 ~ 5
		Satisfaction with cadres' efficiency	Dissatisfied to satisfactory: 1 ~ 5
		Office informatization	Electronic degree from low to high: 1 ~ 4
	Resource support capability	Number of organizations attended by village cadres	Data for 2018
		Social donations ( 10000 CNY )	Data for 2018
		Village collective income ( 10000 CNY )	Data for 2018
		Construction expenditure ( 10000 CNY )	Data for 2018
	Capacity of villagers' participation	Rural government credibility	Dissatisfied to satisfactory: 1 ~ 5
		Integrity of village cadres	Corruption to probity: 1 ~ 5
		Whether to vote or not	Yes=1、 No=0
		Attended the meeting	hardly any to entire: 1 ~ 5
		Organization size	Data for 2018
		Number of organizations or groups	Data for 2018
		Family influence	No influence to stronger influence: 1 ~ 5
		Family recognition	not agree to strongly agree: 1 ~ 5
		Village affairs disclosure	Dissatisfied to satisfactory: 1 ~ 5
	Participation in decision making	Dissatisfied to satisfactory: 1 ~ 5	
	Capacity of enterprise's participation	Number of village enterprises	Data for 2018
		Satisfaction with village enterprises	Dissatisfied to satisfactory: 1 ~ 5
		Operating time of enterprises or cooperatives ( years )	Data for 2018
		Breach of contract(economic organization)	Data for 2016~2018

Source: prepared by the author

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Level principle: rural governance capacity index system is a complex system problem, is composed of multiple subsystems, while the subsystem is composed of multiple index systems, with a certain level.

The hierarchical processing method can not only be intuitive and clear in structure, but also keep the primary and secondary clear in logical order. Different research objects are placed at different levels of indicators, so that the evaluation results have higher credibility. Principle of maneuverability: through the construction of scientific and reasonable rural governance ability index system not only reflects the local governance ability, but also can reflect all aspects of rural society. In the selection of specific indicators, it pays attention to the collocation of external indicators and internal indicators, and pays attention to the authenticity and objectivity of data in the process of data selection. Considering the operability of some specific indicators, it is necessary to ensure that the specific indicators set in the index system can be easily collected and relatively easy to calculate. Regional principle: In order to effectively enhance rural governance capacity, through the construction of the index system of rural governance capacity in specific areas, the selection process of specific indicators focuses on determining the content of indicators in line with local reality according to the actual level of economic development, political and cultural construction, social ecology and so on. In the construction process, key indicators should be involved as far as possible. Based on these key indicators, the real situation of the local governance level should reflect as far as possible. At the same time, the uniqueness of rural social governance capacity of 'local government' should be reflected.

Research on evaluation criteria of rural governance capacity: at present, there is no unified standard for the evaluation of rural governance capacity in academia. Different scholars put forward their views in different fields for our reference. International organizations represented by the United Nations stressed the adherence to the people-centred principle of public participation, government responsibility and transparency as key to governance evaluation criteria; the World Governance Assessment Organization evaluates the governance economy in the areas of civil,

political, government and participation, impartiality and appropriateness. (Zhou, 2013) In order to effectively evaluate the governance effectiveness of China, Professor Yu (2019) constructs the governance evaluation framework of China from the dimensions of citizen participation, human rights and citizenship. Hu (2018) evaluated governance effectiveness from the dimensions of competition, cost and ability. Bao (2009) regards “ good governance ” as the goal of public governance, and uses the subjective evaluation method to select the rule of law, participation and transparency as the main factors to construct the governance evaluation index system. The academic research on the evaluation standard of rural governance ability provides reference for us in the process of index selection.

The index evaluation system and capacity improvement suggestions that are divorced from the legal reality do not have practical significance. The current legal system provisions on rural governance are an important reference for the design of rural governance capacity indicators, such as the Regulations on the Work of Rural Grassroots Organizations of the Communist Party of China , Organic Law of Villagers’ Committees and Guidance on Strengthening and Improving Rural Governance .

The provision of rural governance in the Regulations on the Work of Rural Grassroots Organizations of the Communist Party of China. The Party’s rural grassroots organizations should strengthen the unified leadership of all kinds of organizations, create a dynamic, harmonious and orderly rural governance, and form a rural governance pattern of co-construction, co-governance and sharing.

The secretary of the village party organization shall serve as the director of the village committee and the head of the village collective economic organization and cooperative economic organization through legal procedures. Members of the "two committees" of the village (the village party branch committee and the villagers' autonomy committee) shall serve in overlapping positions. The director of the village affairs supervisory committee is generally held by party members, and may be concurrently held by members of the village party organization group who is not

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members of the villagers committee. Members of villagers' committees and members of villagers representatives should account for a certain proportion.

The decision-making on major matters at the village level shall be made public by "four discussions and two disclosures," i.e. the proposal of the village Party organization, the deliberations of the village's 'two committees' meetings, the deliberations of the Party members' congresses, the villagers' meetings or the resolutions of the villagers' representatives ' meetings. The resolutions shall be made public and the results shall be made public.

The party's rural grassroots organizations should improve the rural governance system led by the party organization that combines autonomy, rule of law and rule of virtue. Deepen the practice of villagers' autonomy, formulate and improve the village rules and regulations, establish and improve the village supervision committee, strengthen the village democratic supervision. Promote the ' Fengqiao Experience ' in the new era, promote the construction of rural rule of law, improve the level of rural moral governance, and build a safe countryside.

Strike the rural mafia-like, clan evil forces, religious extremist forces, ' village tyrant ' in strict accordance with the law, to prevent its erosion of grassroots cadres and grassroots political power. Firmly punish the " protective umbrella" of gang crime.

The Party 's rural grassroots organizations should strengthen the construction of rural ecological civilization, organize party members and the masses to participate in the management of landscape, forestry, fields, lakes and grass systems, strengthen pollution prevention and control, protect the ecological environment and build beautiful villages.

The Party 's rural grassroots organizations should safeguard and improve people 's livelihood, strive to solve the most direct and realistic interests of the masses, such as kindergarten admissions, school attendance, employment, medical treatment, pension, housing, travel and drinking water, and strengthen care services for the poor, left-behind children and women, the elderly and the disabled. Rural

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public service resources should take township and village party organizations as the main channels to ensure that they have the resources and ability to serve the masses.

Pay attention to the use of modern information technology to improve the intelligent level of rural governance.

The relevant provisions of ' Village Committee Organization Law ' :

Villagers' committees should support and organize villagers to develop various forms of cooperative economy and other economies according to law, undertake the service and coordination of village production, and promote rural production construction and economic development.

According to the law, the villagers' committee manages the land and other property owned by the rural collective, guides the villagers to make rational use of natural resources, and protects and improves the ecological environment.

The villagers' committee shall respect and support the autonomous right of the collective economic organization to independently carry out economic activities according to law. It should maintain a dual-level management system based on household contract management and a unified and separate management system. It should also protect the legitimate property rights and other legitimate rights and interests of collective economic organizations and villagers, contractors, joint households or partnerships.

The villagers' committee should implement the democratic decision-making mechanism that the minority obeys the majority and the working principle of openness and transparency, and establish and improve various working systems. Figure 2.1 shows us the process of making decisions on major issues at the rural areas level. Village committees implement a system of village openness. The villagers' committee should ensure the authenticity of the announced matters and accept villagers' inquiries. The villager's committee should support and organize the villagers to develop various forms of cooperative economy and other economy according to law, undertake the service and coordination of the village production, and promote rural production and economic development.

The guidance on strengthening and improving rural governance also proposes supporting multi-subject participation in rural governance.

According to the provisions of these legal provisions related to rural governance, the relevant governance subjects, the supply of public goods and public services, office informatization, transparency of village information, economic conditions, social security and other factors can be preliminarily incorporated into the design of rural governance capacity index system. Village management by law is an important part of rural governance, which provides legal support for the establishment of the index system of this paper.

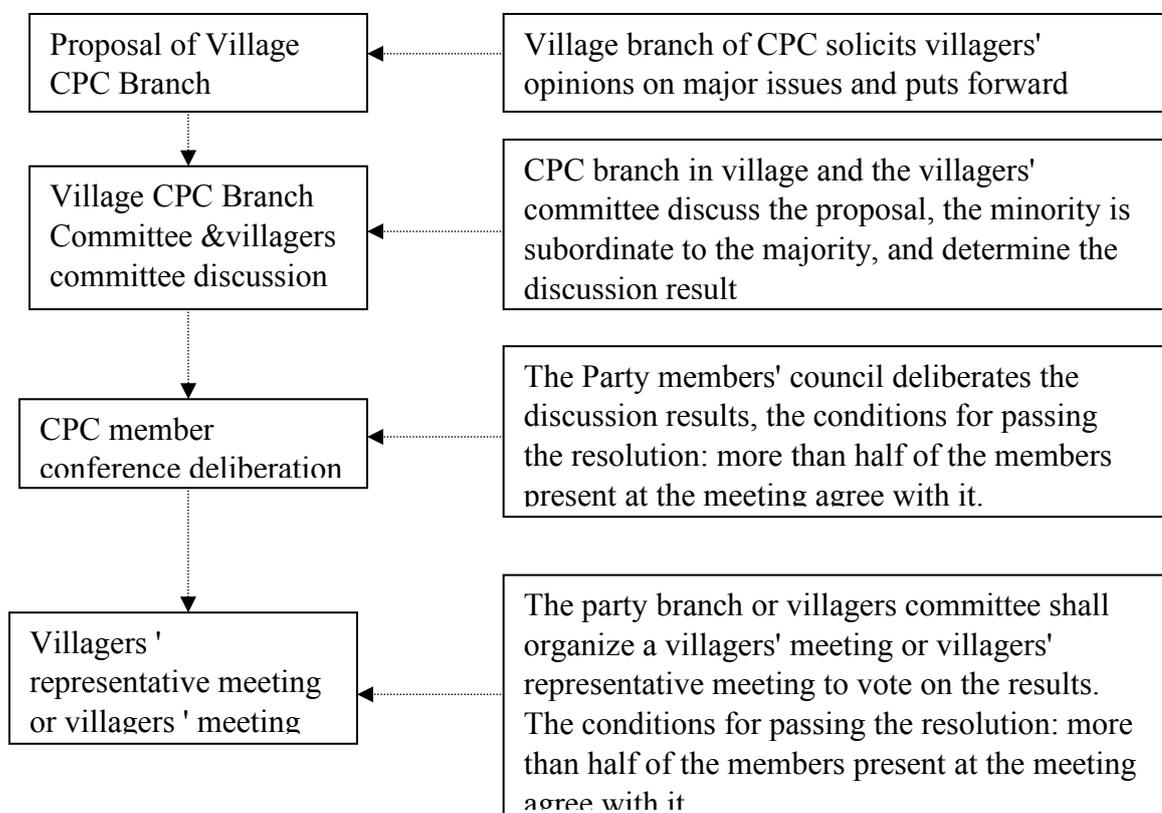


Figure 2.1 - Making decisions on major issues at the rural areas level

*Source: prepared by the author*

Scholars' research is a strong support for building an index system. Through the literature review of domestic and foreign scholars, it summarizes the researchers' evaluation of rural governance and rural governance capacity, which provides an

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important reference for the construction of rural governance capacity index system in this paper.

Research on the dimension of rural governance capacity: Shi & Sun(2016) believed that rural economic development, grassroots democracy construction, rural social security and order, and rural public service were the key factors affecting rural governance efficiency. Several indicators were set in each dimension, and the evaluation index system of rural social governance efficiency was constructed. Based on the theory of social quality, Fan Fengchun took the public dimension, the result dimension, the process dimension and the resource dimension as first-level indicators, and set 18 second-level indicators under each dimension. 108 specific indicators described the construction and application of the quality measurement standard of social governance of county-level governments in detail, and made quantitative evaluation combined with the actual situation of five county-level governments. (Fan & Tan, 2021) From the perspective of "five in one" (economic, political, cultural, social and ecological), Shi (2020) constructs the evaluation system of local government governance capacity. Song (2020) believes that the main factors affecting government governance capacity are public finance capacity, public service capacity, social governance capacity and human resources development capacity. In studying the evaluation of urban community governance capacity, Ding (2019) designed an evaluation index form for each subject's governance capacity, with a total of 48 indicators. The evaluation method of governance capability based on the subject highlights the role of people, and also reflects the spirit of participation and consultation in governance theory. After studying the governance measurement indicators at home and abroad, Ma & Zhang (2008) proposed local governance indicators at township and village levels in China, and designed 42 indicators including economic, administration and other fields. Based on the community multiple governance mechanism, Li (2014) divided the governance content into three categories: helping vulnerable groups, improving residents' well-being and meeting the needs of life (public services, commercial services). The author explained the indicators and contents in detail, but he did not specify the evaluation system.

This paper summarizes the secondary indicators that appear in some articles, as shown in Table 2.2. Although these indicators differ, the basic elements and dimensions of competency assessment still show similar symbolic features based on Wittgenstein's 'family similarity'. From the perspective of index design, it is mainly reflected in the aspects of governance subject, resources, internal and external conditions, transformation mechanism and links, and results feedback. Although the evaluation of governance performance is result-oriented, the evaluation of governance capability is

Table 2.2 - Secondary Indicator Collection

Indicators	Author				
	Yungui Shi	Jun Lu	Xunhua Li	Huayan Feng	Qi Chen
Secondary indicators	Economic Growth	Meet residents' needs	Economic development	Feasible ability	Economic governance
	Farming modernization	Working efficiency	Social development	Social justice	Social governance
	Increasing Income for People	Financial revenue and expenditure	Development potential	Social order	Ecological governance
	Grassroots Democracy	Diversified governance safeguards	Governance effect	Social identity	
	Villagers' Autonomy	Participation			
	Construction of new social organizations	Monitoring and feedback			
	Safe society	autonomy			
	Social order	Participation of the third-party			
	Infrastructure	Evaluation of third-party			
	Public health				
	Social Security				
	Education and culture				

*Source: prepared by the author by (Shi& Sun, 2016; Li& Jiang, 2008; Feng, 2022; Chen, 2018)*

process-oriented and needs to consider who and how to govern. It not only pays attention to index factors, but also sees deep-seated reasons from these factors. This is

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also an important reason why this paper introduces social structure theory to explain rural governance capacity. In addition, the more complex and comprehensive the indicator system may lead to difficulty in highlighting the focus, which is not conducive to the interpretation of the research subject. This paper closely follows the research subjects, fully draws on the research results in the above literature, and establishes the index system based on the social structure theory. (Ma, 2021)

Construction of governance capability index based on social structure theory. If social governance is regarded as a structure, researchers should focus on the organization and institutional arrangements of government and non-governmental actors. (Kevin O' Toole, Veil Burdess, 2004) Almond (2010) believes that the output of governance does not mean the end of the governance structure, but represents a series of interactions of self-sustainment, regulation and transformation. Although Almond discusses output from the perspective of national governance capacity, it is also applicable to the study of rural governance capacity. Only when an appropriate indicator system is established can the outputs of governance activities be understood so as to maintain and promote the optimization of governance structures.

From the perspective of social structure, the operation of capacity needs a certain resource carrier, and the subjects involved in governance also need to play a role with the help of the social structure. The introduction of the idea of "structural ontology" will solve the problem of " why " and " how " rural governance subjects will do so. In the view of structural ontology, the structural relationship between the internal elements determines the nature, state and function of the thing, and the structure also has a structural duality effect on the constituent elements. Brown argues that 'social structure' is a 'social network' that encompasses social groups, as well as kinship, superior-subordinate and employment relationships. In practical affairs, various information and resources are also transmitted downward through the social structure. It is not only an integral part of people's lives, but also a deep-seated reason that affects people's ability to participate in governance activities.

The government and the village collective need to provide good services for the villagers to meet the demand of the villagers' life and production, which is one of

the goals of rural governance. According to Maslow's hierarchy of needs theory, in general, people will have higher levels of need only after meeting physiological and security needs. Security is understood not only as physical security, but also as security for other requirements. Everyone has their demands, whether through the use of the system, or as reformers or revolutionaries. In this case, the social system must respond to individual needs, otherwise it will be affected by instability and forced change. In addition to the pursuit of better incomes, the other reason for the flow of rural populations to cities is the pursuit of better infrastructure conditions and better public services. The supply of public goods includes not only the hardware supply of rural infrastructure, but also the software supply of public services. Hardware supply includes roads, electricity, water conservancy facilities and communication, and convenient hardware facilities play a positive role in agricultural production and farmers' lives. Software services include rural environment, medical care, public security, primary education, cultural entertainment, service and efficiency of village cadres, honesty of village cadres, and credibility of grassroots governments. Improving rural production and living conditions has always been one of the purposes of government governance. From the perspective of feasible ability, this will expand people feasible ability, promote the formation of human resources or human capital, and bring positive effects on the sustainable development of rural areas. But what is the effect? If we only rely on the data released by the local government, we will conclude that almost all aspects of rural development have achieved extraordinary achievements, almost all aspects are improving, and almost no problems can be seen. This is exactly the problem. Leng (2015) believes that villagers' attitude is the core standard to measure the success or failure of rural governance. Therefore, the measurement of villagers' attitudes towards infrastructure and public services is one of the dimensions considered in this index system.

Index construction of resource support capacity: village cadres have relatively strong governance power by virtue of their advantages in political and social resources. The social resource capability school represented by Alessandro Potts believes that social resources are the core of social capital, and the ability to acquire

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social resources is the essence of social capital. Social structure is the basis for establishing social capital and exerting influence. The view of actors in Giddens' (2012) structural theory believes that to become an actor, it is necessary to be able to implement a series of causal power, including those that affect the power implemented by others. He believes that resources are the media for the implementation of power and the routine factor embodied in social reproduction. When actors use resources, they actually have power. They use power to change the behavior of others, which make them have the ability to implement governance activities.

Continuous enhancement of the governance capacity of grassroots political agents may have two effects. On the one hand, it only obeys the orders of the state and the government, namely, the complete realization of bureaucracy, which degenerates to the traditional management structure. On the other hand, autocracy or monopoly is formed in the village. These two aspects are not conducive to the improvement of rural overall governance capacity. Based on the above analysis, indicators to measure their governance capacity can be subdivided from two main aspects: the ability to use resources and the service ability. How to use resources reflects the ability of village cadres to absorb and use. They should not only strive for the interests of the village, but also distribute the interests fairly, and maintain the development and stability of rural society. The service ability reflects that the village cadres should not only meet the evaluation of the superior, but also meet the evaluation of the villagers. Standing in a dilemma can better reflect the governance capacity of village cadres. Therefore, the governance capacity index of this subject will be designed from these two aspects.

Economic resources are an important basis for rural development and governance. Due to more and more legal and institutional constraints, and higher-level governments directly connect with villagers through functional departments and service centers to provide them with services, this objectively weakens the power of village cadres. Although the power has been weakened, some related tasks still need to be performed by village cadres. Economic resources in a sense reflect the

governance within the village. It is the village cadres (village collective) can use the main resources. Indicators include social donation, village collective annual income and construction expenditure. On the one hand, sufficient economic resources provide good conditions for the cultivation of various organizations and the development of various undertakings in the village. It can ensure the normal operation of various organizations in the village, and also enable grass-roots political power, social organizations and villagers to form a positive interaction in the process of participating in rural affairs. On the other hand, it can also reduce the dependence of village development on government financial resources, which is conducive to the development of village autonomy. Considerable collective income allows some villages to repay collective debt and avoid 'economic hollowing out' villages. Social contributions and village construction expenditure mean that other social entities participate in rural governance and can improve the governance capacity of villages. The village cadres' social organizations reflect their social capital. The more social organizations they are, the more complex and extensive the social network they link, which is beneficial for them to get valuable information and establish interpersonal relationships. Rural interpersonal network can play an important role in the governance of non-bureaucratized and informal village society, thereby expanding its influence.

Construction index of villagers' participatory capacity: the ability to participate, domestic and foreign scholars from different angles related research. German scholar Hubertus Buchstein equates participation ability with political ability from a political point of view and recognizes citizens' political ability from three levels: the cognitive ability of the substance of political decision-making, the procedural ability to discover political decision-making procedures, collective sharing and emotional-based intentions (Wang, 2003). In the process of realizing the modernization of community governance, participation ability is one of the prerequisites for participating in community governance, and it is also the necessary ability of individual citizens or organizations to participate in public affairs. The citizen individual or organization only has the corresponding participation ability, can

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undertake the participant should have the behavior responsibility and the duty, can better exercise the right, carries on the benefit expression, realizes the benefit appeal, promotes the community governance modernization in the multiplex consultation cooperation realization. Generally speaking, there are two channels to improve citizens' ability to participate: 1) fully carry out open and effective information exchange and play the role of social organizations. The survey found that the existing and emerging institutional channels of participation in community governance in China often limit the full expression of citizens' interests due to the lack of adequate information exchange and communication between multiple governance subjects. 2) Expand citizens' participation opportunities and practical actions in community affairs. The relationship between citizen participation ability and citizen participation behavior is bidirectional. On the one hand, citizens' ability to participate is the subjective premise and basis for the occurrence of participation behavior. Only with the ability to participate, can they assume the behavioral responsibilities and obligations of participants and enhance the actual effect of citizen participation. On the other hand, citizen participation ability is constantly tested and improved in its actual participation activities. Citizen participation in community affairs provides the participants with the most direct and realistic experience of mutual perception and seeking consensus. On the basis of helping others and helping themselves, community citizens balance the relationship between altruism and egoism. In participating in community affairs, each citizen strives to abide by democratic autonomy, self-discipline and law-abiding, and expresses his interest demands in a peaceful and legal way (Denhardt, 2010). Let citizens start from the community public affairs they care about, learn how to participate from life, and how to care for the public interest, rational law-abiding, negotiation and cooperation, tolerance and respect, competition game, orderly expression and other modern concepts (Xia, 2015). In the practice of citizen participation in rural public affairs, it is gradually internalized into the true experience of citizens, so that participation is gradually becoming a community living habit, and the ability of citizen participation is gradually improved in practice. (Kenneth Arrow, 2006)

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In terms of structure, ordinary villagers are generally at the end of the power structure. They have limited resources and have a low understanding of relevant government systems and policies. In the social network structure, they find it difficult to occupy the position of structural vulnerabilities, and their perception of the market and social information is weak. In addition, due to the mobility of the rural population, the villagers' daily communication opportunities are reduced, leading to the transformation of the rural society with acquaintances into a semi familiar society. These factors lead to the weakening of villagers' individual and collective action ability.

From the economists' point of view, the collective behavior of organizations can expand the rational scope of individuals. (An, 2013) Collective behavior is means to achieve strength and a means for individuals to participate in rural governance affairs to a greater extent. There are many formal or informal organizations or groups in villages, although most of them are loose and small, they can promote communication among villagers to some extent, which facilitates the dissemination and access of information. Some of these organizations have strong cohesion, such as families or clans. These organizations are rural endogenous behavior, if correctly guided, they can better protect the interests of the village, to achieve the balance of the other two subjects.

Amartyasen (2002) defines competence as a necessary condition for what people do from a development perspective, which includes two aspects of personal possession and social provision. I think Sen pointed out that the necessary conditions also include all levels of government to give people the right to self-government and village specific institutional arrangements, including the specific implementation process of these systems. The disclosure of village affairs information and policy publicity is the basis of villagers' participation in governance. The formulation and implementation of specific institutional arrangements for villagers' participation in village affairs are an important ability for villagers to effectively express their interests. Villagers show their political power by exercising their right to vote for village cadres and participating in village affairs decision-making meetings. It can

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form constraints on village cadres and improve the transparency of village affairs decision-making.

Construction of participation capacity of rural economic organizations in governance: Francis. When studying social capital, Fukuyama pointed out that social capital is a kind of ability to generate in the universal trust of society or community, and is the ability of people to cooperate for common purposes in groups and organizations. The degree of social capital of the country affects the economic structure of the society, and its level in the economic structure is the size of the enterprise. Similarly, this rule applies to rural areas. Social networks can also spread and transmit the current realization of resource allocation, and reduce transaction costs and internal losses of resource acquisition. These factors have the potential to attract governance subjects to seek structural holes. In social networks, ' structural holes ' (Ronald). Porter (1990) has a special position, which makes it have the advantage of directly enjoying all resources in the network system. Other information-sensitive social organizations (enterprises, cooperatives, etc.) and individuals can participate in rural governance by virtue of their own economic, social and authoritative resources. Thus, it brings an impetus to the development of rural society. In the study of Hungary's rural structural adjustment achievements, Bernadett Csurgo(2018) considered that stakeholder investment (local) cooperation is worth, because it helps them to find common goals and achieve sustainable development. The greater number of enterprises in villages indicates that the resources of villages can be fully utilized. On the one hand, it can bring income to the village. On the other hand, it also provides conditions for the village to apply for government projects. The reality is that this kind of subject is often for the purpose of profit, the stronger their ability may cause the looting of local villages. Therefore, government supervision and villagers' supervision is needed. For villages and enterprises, the less default and the longer the cooperation time, the higher the governance capacity.

This paper mainly considers the enterprises and cooperatives in the village. There are few volunteers, NGOs and religious organizations in rural areas of Henan,

so it is not considered. The measurement of governance participation ability of these production and operation organizations should emphasize their integrity, overall service quality and their number. These indicators can reflect the harmonious coexistence among production and operation organizations, village committees and villagers, forming the internal driving force for rural sustainable development.

From the perspective of rural social development, it is necessary to improve the governance ability of each subject, but the ability of independent subjects is not the stronger the better, which requires mutual cooperation to form an organic whole. If it is difficult to achieve cooperation and competition among the governance subjects, the overall governance capacity of the village will decline in the struggle with each other. If there are common goals and mutual trust among governance subjects, it is possible to double the ability of rural governance. The stronger the overall governance capacity of the village is, the village will have stronger competitiveness, obtain more resources and opportunities, and meet the villagers' demand for public goods and services, so as to obtain better performance. Comprehensive legal system factors, literature experience factors and theoretical guidance selected in this paper, the establishment of the index system see table 2.1.

Although this rural governance capacity indicator system reflects the rural governance capacity, actually, it also shows the economic and social development of the village area, because it includes some economic indicators, psychological indicators, cultural indicators, and political indicators. Therefore, to a large extent, it can be said that the indicators of rural governance capacity are also indicators of rural economic and social development in this paper.

## **2.2. Analysis of empirical studies and entropy weight of the TOPSIS model for assessing the capacity of socio-economic management of rural areas**

We conducted an empirical study. The data come from a questionnaire survey on rural governance capacity of 300 villages in 78 townships in 39 counties of 16 cities in Henan Province. The sampling method is non-probabilistic convenience

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sampling. Each questionnaire surveys a village cadre and a villager to obtain more reliable data. Valid samples are from the orange region in Figure 2.2 of appendix C (Questionnaire A in APPENDIX A and Questionnaire B in APPENDIX B). In addition, there are some data from government websites.

Since the data investigated in this paper contain some non-scale data, the reliability test cannot be carried out by using the method of reliability test for scale data. However, in order to ensure the reliability of the data, this paper takes the following measures: Firstly, before the questionnaire survey, the personnel responsible for the questionnaire survey were unified explanation and training, and the incentive mechanism was formulated. As the social practice activities of the investigators, the questionnaire survey is included in the annual assessment, and each set of qualified questionnaires will receive 50 CNY. Secondly, each set of questionnaires is divided into two separate sub-volumes, one for the investigation of village cadres, and the other for the investigation of villagers, requiring investigators to explain the questions encountered in filling out for the respondents. A total of 300 questionnaires were distributed, 300 were collected, and 206 were valid. However, 53 of them were villages in suburban areas or communities in cities (Hereinafter, V2 refers to the second type of village), which did not meet the definition of villages in this paper. Therefore, 153 questionnaires were available (Hereinafter, V1 refers to the first type of village).

Using expectation maximization method to insert the missing value. The specific EM method is as follows: this method assumes the distribution of partial missing data and makes inferences based on the possibility of this distribution. Each iteration includes an E step and an M step. Given the observed value and the estimated value of the current parameter, E steps find the conditional expectation of missing data. These expectations will replace missing data. In step M, even if missing data are filled in, the maximum likelihood estimation of parameters will be calculated. The specific operation was completed in SPSS24.0.

In this paper, statistical analysis software SPSS24.0 is used to analyze and process the collected data, and the validity test is carried out. The KMO value is

0.701, the value is greater than 0.7, (Wang , 2020;Xing et al., 2011) the P value is 0, and the value is less than 0.001, indicating that the validity and correctness of the measurement results are acceptable.

The following information can be interpreted from the data in Table 2.3: rural society is still a patriarchal society, and the proportion of women in village affairs is low.

Table 2.3 - Demographic information ( N=153 )

		Village cadre	Villager
Gender	male	76.47%	55.60%
	female	23.53%	44.40%
Age	<=30	7.80%	30.70%
	30-40	29.40%	23.50%
	40-50	46.40%	26.10%
	50-60	14.40%	12.40%
	>=60	2.00%	7.20%
Educational level	<= junior high school	26.10%	31.40%
	high school	43.80%	34.60%
	College	19.60%	14.40%
	>= undergraduate	10.50%	19.60%
Household income (unit:10000 CNY)	<=4	11.10%	20.30%
	4-6	20.30%	20.90%
	6-8	25.50%	27.50%
	8-10	24.20%	19.00%
	10-12	7.80%	7.20%
	12-14	7.80%	3.30%
	14-16	1.30%	2.00%
	16-18	1.30%	0.00%
	>=18	0.70%	0.00%

*Source: prepared by the author*

The age distribution of village cadres is in line with expectations, but the age distribution of villagers is also different expectations. The reason may be that the time of the questionnaire survey is during the summer vacation, and students return home. Some questionnaires may be filled out by students at home, resulting in differences in the age distribution of the villagers. The age of the villagers also reveals the information that the ratio of 30 to 60 years old is not high, which indirectly indicates the problem of rural population mobility. Young and middle-aged people go out to seek livelihoods, and it is difficult for the elderly and young people left behind in the village to participate effectively in rural governance. The village

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cadre group in the face of the elderly has the strength advantage. In the face of young people has strength and age advantage. The information from the reality of education level is basically consistent with that from the reality of age.

In terms of family income, the average family income of village cadres is 3.37, the average family income of villagers is 2.92, and the family income is about 40,000 CNY to 80,000 CNY. The average population of rural families is 4, and the per capita income is between 10,000 CNY and 20,000 CNY. This result is proved by the official website of the Henan Provincial Bureau of Statistics. In 2018, the per capita disposable income of farmers in Henan Province was 13831 CNY. The average household income of village cadres is one grade higher than the average household income of rural residents, which shows that village cadres have higher economic status than villagers. Therefore, it is more advantageous to control the discourse power in village affairs. In addition, income of village cadres mainly comes from within the village, which makes them pay more attention to rural affairs. The differentiation of farmers' economic income leads to the stratification of rural society, and farmers at different levels have different needs for rural society. And the increase of economic income makes people more and more independent. The relationship between the villagers to help each other is losing. Farmers' income does not rely on agricultural output, but mainly on non-agricultural income. Summarizing the current situation of rural areas is that the population is large, the per capita arable land is small, and the agricultural income is limited. Rural talent outflow, the village population is mainly the elderly, children and women, they are difficult to effectively participate in rural governance. Population mobility and social differentiation have resulted in a constant loss of cohesion within the villagers, making it difficult to participate effectively in village affairs and respond to external challenges.

In terms of governance capacity indicators, the descriptive statistics in Table 2.4 can also show some information. The average satisfaction degree of the surveyed villagers in the current hard infrastructure and soft infrastructure of the village exceeds 3, indicating that the mainstream attitude of the villagers to these characterization capabilities is positive. The government's investment in rural areas

for many years has played a major role in improving the living and production conditions of villagers.

Table 2.4 - Descriptive statistics (n=153)

Indictators	Min	Max	Mean	Sd
Satisfaction degree on road	1	5	3.87	0.886
Satisfaction degree on power	1	5	3.80	0.846
Satisfaction with water facilities	1	5	3.54	0.980
Satisfaction with communications	1	5	3.76	0.874
Satisfaction with hygiene	1	5	3.65	0.920
Medical satisfaction	1	5	3.56	0.857
Satisfaction with public security	2	5	3.72	0.854
Satisfaction with education	1	5	3.52	0.994
Satisfaction with entertainment	1	5	3.52	1.007
Old-Age Satisfaction	1	5	3.54	0.946
Satisfaction with cadres' Service	1	5	3.59	0.914
Satisfaction with cadres' efficiency	1	5	3.48	0.874
Office informatization	1	4	2.12	0.525
Number of organizations attended by village cadres	1	4	1.43	0.636
Social donations (10000 CNY)	0.00	500.00	27.50	54.42
Village collective income (10000 CNY)	0.00	850.00	145.24	197.46
Construction expenditure (10000 CNY)	0.00	300.00	35.05	53.04
Rural government credibility	1	5	2.26	0.732
Integrity of village cadres	1	5	3.61	0.875
Whether to vote or not	0	1	0.50	0.502
Attended the meeting	1	5	4.05	0.861
Organization size	0	300	47.20	59.638
Number of organizations or groups	0	30	5.15	4.902
Family influence	1	5	2.86	0.942
Family recognition	1	5	3.46	0.843
Village affairs disclosure	1	5	2.49	0.926
Participation in decision making	1	5	4.01	0.997
Number of village enterprises	0	100	3.19	8.102
Satisfaction with village enterprises	1	5	3.79	0.675
Operating time of enterprises or cooperatives ( years )	0	50	8.71	10.327
Breach ofcontract(economic organization)	0	17	0.96	2.105

*Source: prepared by the author*

However, the average evaluation value of grass-roots government credibility, family influence and village affairs information publicity is less than 3. This reflects that the bureaucracy of rural cadres has not been effectively changed and the credibility of grass-roots government is not strong, which is not conducive to public trust in government and cadres, and trust is the cornerstone of social capital.

Therefore, local governments need to continue to enhance information transparency and credibility. The average value of family influence is less than 3, and the average value of family identity is greater than 3, which indicates that the cohesion between villagers with consanguinity ties is losing. This also shows that the ' pattern of different sequence ' of traditional rural society proposed by Fei Xiaotong is disintegrating. (Na & Yuan, 2013) In the short term, this family cohesion will exist. In the long run, rural society needs new carriers to unite increasingly decentralized villagers.

In terms of resource security, social donations up to 5 million CNY, at least 0 CNY; the highest collective income of 8.5 million CNY, at least 0 CNY, the average is 1.4524 million CNY; construction investment up to 3 million CNY, at least 0 CNY; village cadres in the organization up to four, at least one. These data show that there are great differences between different villages. The more economic resources the village collective can control, the more public goods it can provide for the village and promote the development of the village and the improvement of the living standards of the villagers. In the case of insufficient collective income, social donation can also alleviate the pressure of villages and villagers. This is more important when the COVID-19 epidemic broke out.(Hu, 2021) Under the background of global warming and other global crisis risks, social participation highlights its flexibility and timeliness, so as to make up for the lack of rural risk response capacity.

The minimum number of village organizations and associations is 0, and the maximum is 30. The minimum size of the organization is 0, the largest one there are 300 people in it. It should be noted that the number of organizations and groups in the village is not zero, indicating that villagers are not aware of the existence of some groups and organizations, or that these organizations do not play a role. For example, the function of some village grassroots party organization is lost, the political rights of the village are eroded by the gray forces, resulting in damage to the public interest of the villagers and the consumption of funds allocated by the state. Rural enterprises or economic organizations play an important role in rural development and governance. The more rural enterprises show that the better the economic situation of the village, the more opportunities for villagers to participate in the division of labor through social division of labor, which is conducive to the transformation of the

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village from a low-trust society to a high-trust society. The long lifecycle of enterprise not only indicates the strong management ability of enterprises, but also indicates that enterprises and villages can get along harmony. It is also a good performance of rural governance. Descriptive statistical analysis shows the outline of rural governance capacity in Henan Province, and further research needs to use the evaluation model for further calculation and analysis .(The calculation procedure is shown in APPENDIX D)

According to the calculation results of the evaluation model (Table 2.5), the index weights of the two types of villages are quite different. The weight of the economic organization participation ability of the former is relatively large. The weight of the public service ability of the latter is relatively large. They reflects the former tends to develop the economy, and the latter tends to share social welfare. It is caused by the different nature of the two types of villages. The object of this study is the first type of village(V1), the second type of village information is only used for comparison(V2). The weight of public service capability is 0.0871, which does not mean that public service capability is not important, but indicates that there is little difference in public service capability of the surveyed villages. The smaller the difference is, the closer the value of information entropy is to 0. Combined with the mean of the previous descriptive statistics, it shows that public service capacity basically meets the needs of villagers. The weight of resource support capability is 0.4143, which is the largest. The agents master the ability of resource support is village cadres.

It can be seen that the villagers and social organizations related to village cadres have absolute advantages, which are in line with the actual situation. The phenomenon that the weight of economic indicators accounts for a high proportion is also confirmed by the conclusion of the research on rural governance capacity indicators in Ma's (2021) article. On the one hand, because the difference of economic indicators is large enough, the information entropy is also large, so the weight is also large. On the other hand, because of the fundamental role of economic and sufficient financial support, village cadres can carry out more rural work, implement rural development plans and solve rural development problems.

Table 2.5 - The results of each indicator calculated according to the entropy weight method

First grade index	Second grade index	Weight - V1	Weight -V2	Third grade index	Weight-V1	Weight - V2
Rural Governance Capacity	Public service capacity	0.0871	0.2743	satisfaction degree on road	0.0048	0.0054
				satisfaction degree on power	0.0044	0.0066
				Satisfaction with water facilities	0.0700	0.0055
				Satisfaction with communications	0.0047	0.0050
				Satisfaction with hygiene	0.0056	0.0043
				Medical satisfaction	0.0051	0.0055
				Satisfaction with public security	0.0044	0.0046
				Satisfaction with education	0.0072	0.0046
				Satisfaction with entertainment	0.0074	0.0066
				Old-Age Satisfaction	0.0063	0.0048
				Satisfaction with cadres' Service	0.0058	0.0048
				Satisfaction with cadres' efficiency	0.0057	0.0069
				office informatization	0.0050	0.0062
				Number of organizations attended by village cadres	0.0087	0.0451
	Social donations ( 10000 CNY )	0.0050	0.1584			
	Resource support capability	0.4143	0.3407	village collective income ( 10000 CNY )	0.0141	0.1646
				Construction expenditure ( 10000 CNY )	0.1468	0.1683
				Rural government credibility	0.1186	0.0023
				Integrity of village cadres	0.1348	0.0053
	Capacity of villagers' participation	0.2917	0.3191	Whether to vote or not	0.1131	0.0977
				Attended the meeting	0.0042	0.0054
				Organization size	0.0887	0.1107
				Number of organizations or groups	0.0538	0.0824
				Family influence	0.0098	0.0116
				Family recognition	0.0051	0.0036
				village affairs disclosure	0.0113	0.0054
				participation in decision making	0.0057	0.0023
	Capacity of enterprise's participation	0.2069	0.0659	Number of village enterprises	0.1211	0.0506
				Satisfaction with village enterprises	0.0027	0.0064
				Operating time of enterprises or cooperatives ( years )	0.0801	0.0030
				breach of contract(economic organization)	0.0030	0.0058

Source: prepared by the author

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According to the official more authoritative survey in Henan Province, the proportion of villages with collective income less than 50,000 CNY in the province is 57.8%.

The amount of village collective income directly determines the development of village work and the management ability of village cadres. Lack of village collective income will further deepen the dependence on higher financial investment. This dilemma situation will fundamentally be changed in 2019. 99.25% of the administrative villages in the province completed asset inventory, and a total of CNY 269.5 billion was verified, including CNY 86.2 billion in operational assets. On the one hand, it lays the foundation for the identification of members of collective economic organizations and the quantification of operational assets. On the other hand, it lays the foundation for village collective to develop economic organization and obtain collective income. By the end of 2020, 9536 poor villages in Henan Province have collective economic income, which helps to improve rural governance capacity.

The weight of villagers' ability to participate in governance is 0.2917, which shows that villagers are one of the important subjects. First of all, the villagers are the agent of rural autonomy, which is the 'Village Committee Organization Law', gives the villagers and rural political power. Therefore, villagers should actively participate in rural meetings and village cadres elections, safeguard their own interests through political power, and play a supervisory role. On the other hand, the villagers need to organize themselves to enlarge their voice and enhance their ability to participate in governance. From the information of descriptive statistics and weight results, kinship-linked family organizations can no longer have an important impact on rural governance. In reality, not all villagers are in an organization representing their own interests, and their interests need to be expressed through channels. Village information transparency and decision-making participation can reduce the villagers' doubts, unify group consensus, reduce the resistance of village decision-making and implementation, and improve governance capacity.

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The weight of social subject participation is 0.2069, indicating that social subjects have become an important force in rural development and governance. The first is the result of years of rural investment. The results of the implementation of the property right system of the second land ' separation of three rights(separation of ownership, contracting right and management right) '. Third, in 2006, the state promulgated the Law on Farmers' Professional Cooperatives, which provides legal protection for the establishment of economic cooperation organizations in rural areas. As a new interest subject, enterprises and cooperatives inevitably conflict with traditional subjects in the allocation of village resources.

Some cooperatives dominated by companies and powerful head of households have almost grabbed all the "policy benefits" and the villagers entering the cooperatives have become the tools for their deception. The positive expected by the academic community to enhance farmers' income, improve villagers' democratic participation ability and improve the overall quality of agriculture will not appear. Therefore, it is necessary not only for villagers and village cadres to play a supervisory role, but also for superior governments and laws to restrict the negative effects of such subjects and promote the development of such economic organizations in the direction beneficial to rural development. According to the weight calculated by the entropy weight method and TOPSIS model, the first type of village governance capability index is calculated (Table 2.6). The average governance capability index is 0.106, the maximum is 0.488, the minimum is 0.011. On the one hand, the calculation results show that the governance capacity of the surveyed villages is generally low; on the other hand, there are great differences in village governance capacity. This shows the practical necessity of improving governance capacity.

Table 2.6 - The first type of village governance capacity index

village	capacity index	village	capacity index	village	capacity index
Cai gou	0.180719	Gaozhuang	0.227498	Qianding long	0.031546
Nan Luo	0.240683	Dongmaying	0.173157	Xinhua	0.033833
XiangYang	0.243544	Wangli zhangtun	0.080862	Dashizhuang	0.080436
Shui Di He	0.068787	Xucun	0.081043	Chenzhuang	0.142
Zhanggou Cun	0.103049	Changzhuang	0.026369	Sunbaishe	0.187458
Zhaipo Cun	0.094231	Guansi	0.079009	Caihuzhai	0.166422
Dayu Gou	0.10468	Nanzhang	0.077868	Yanzhuang	0.09241
Shi Ji	0.055022	Qianyang cheng	0.077396	Dazhengcun	0.086702
Biying	0.057583	Houyang cheng	0.0754	Fengying	0.090894
Guolou	0.022233	Yangbei	0.121757	Hanliangcun	0.103801
Jiao Wan	0.022782	Nuanquan	0.1215	Zuozhuang	0.108994
Li Bao	0.037978	Xiesicun	0.122243	Tulou	0.15962
Guanzhong	0.06355	Licun	0.126998	Chapeng	0.172239
Zhaozhuang	0.064834	Xinzhuang	0.126468	Miaohuang	0.209338
Chang Zhang	0.050845	Zhulingcun	0.020091	Sangyuan	0.284068
Guandong	0.082007	Changlingcun	0.01948	Lijiagou	0.130494
Fengdian	0.083888	Wulingcun	0.018385	Xiqiyang	0.058117
Ge Huayuan	0.211031	Hezhuang	0.237588	Pangcun	0.093287
Linhe Cun	0.067487	Yangloucun	0.031432	Majiafen	0.079859
Songjiazhuang	0.069228	Yuanzhuang cun	0.026958	Wenzheng	0.10081
Chengche Cun	0.097849	Liloucun	0.028491	Dongshandi	0.082033
Yuanzhuang	0.055502	Shaozhuang cun	0.123607	Wangjia	0.059307
Lou Zhang Cun	0.034574	Wanglou	0.091629	Hejian	0.064528
Xuezhai Cun	0.032003	Beijie	0.085337	Nanzhuang	0.021683
Guandian Cun	0.036944	Liucaiyuan	0.049797	Dongzhai	0.254209
Yan Lou Cun	0.077635	Cuicaiyuan	0.095161	Majiashan	0.257959
Jia Liu Cun	0.14908	Beixuzhuang	0.097854	Lijiachang	0.023117
MutiYangcun	0.160671	Xiaoyatou cun	0.212468	Laoligou	0.076451
Fu Yangcun	0.192627	Zhaocaiyuan	0.135684	Donghan zhuang	0.158725
Mianfang	0.171384	Canwang miao zhuang	0.218189	Dongjia yao	0.151224
Hezhuang	0.161409	Balizhuang	0.062261	Sanliqiao	0.153879
Suotun Cun	0.088231	Bianjia	0.052737	Zhouwacun	0.05928
Tangzhuang Cun	0.102246	Wuyanjin	0.089409	Wangxiang cun	0.096686
Dongnao	0.03784	Wangwan	0.164878	Yaozhaicun	0.049402
Wangzhuang	0.024546	Kangzhuang	0.151615	Zouwacun	0.038046
Wumingcun1	0.046878	Wagang	0.262783	Zhoudaweizi	0.068962
Dongjincheng	0.257927	Caowan	0.192664	Yangzhuang	0.055979

Continuation of Table 2.6

Shizhuangcun	0.230102	Renzhuang	0.161013	Ligang	0.1088
Tianzhuang	0.113564	Dasongzhuang	0.054206	Heilongtan	0.138744
Dashan	0.036984	Mingzhuang	0.086532	Dongfuying	0.044898
Wumingcun2	0.026549	Beiwang	0.087788	Yuguan	0.438303
Wumingcun3	0.026868	Jinqiao	0.109849	Diancun	0.183969
Wumingcun4	0.02566	Shenzhuang	0.08874	Shigang	0.227563
Wumingcun5	0.027067	Tanglao zhuang	0.079667	Gezhuang	0.488282
Wandianzi	0.073615	Xinjicun	0.055148	Zhaozhuang	0.125412
Fanlaozhuang	0.333291	Gucheng Cun	0.103629	Niezhuang	0.093308
Wanxingdian	0.079336	Wangzhuang	0.043814	Houzhai	0.138869
Chenzhai	0.044691	Guangzhuang	0.010957	Hanzhaicun	0.05558
Zhangzhuang	0.055639	Daizhuang	0.025802	MengZhuang1	0.032823
Xiaozhuyuan	0.051195	Youzhuang	0.017252	Tianzhuang	0.097752
Zhenggang	0.056201	Mengzhuang2	0.170293	Dongwu zhang	0.06732

*Source: prepared by the author*

In order to more clearly show the macro direction of the improvement of the potential governance ability of the first type of villages in the future, this paper makes a simple comparative analysis between the second type of villages and the first type of villages. When the two types of villages are mixed, the distribution of the calculation results is shown in Figure 2.3. The governance ability index is mainly concentrated on the left side, and a few villages are distributed on the right side. The result of data distribution after square root transformation is shown in Figure 2.4, which still does not conform to normal distribution. After the separation of the two types of villages, the governance capacity index is calculated respectively. The results of the governance capacity of the first type of villages are shown in Figure 2.5, and the average value is around 0.1. After the transformation of the square root, it shows in Figure 2.6. The results of the second type of village governance capacity are shown in Figure 2.7, the mean value is around 0.2, and the same transformation results are shown in Figure 2.8. They meet the requirements of justness respectively, and this contrast clearly shows the significant differences between the two types of villages. This shows that cities have some influence on village governance capacity. In 2016, the development plan of Henan urban agglomeration was approved by the National Development and Reform Commission and supported in planning,

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institutional innovation, policy implementation, project arrangement, capital investment and land security. This plan may have a positive impact on the future improvement of rural governance capacity in central Henan.

Calculated score of governance ability does not conform to the normal distribution (Figure 2.5). After the open square transformation, the distribution result is Figure 2.6, Kurtosis = 0.1709 and Skewness = 0.0008, which are approximately normal distribution, which is one of the conditions for the next regression analysis. Figure 2.5 shows that most of the score of the governance capacity of the surveyed villages are close to the left, indicating that the overall rural governance capacity of the surveyed samples is relatively low. This result may be determined by the overall level of economic and social development in Henan. These villages have serious population exodus, lack of public goods services, and the functions of various organizational structures cannot be effectively played. Villagers' willingness to participate in rural things is not strong, and local elites have no motivation to fill the structural hole. On the one hand, the input of government resources is needed to enhance rural management and service capabilities. At present, the central government has continuously strengthened the input of rural economic resources, dispatched higher-level officials to serve in the village, assisted the village in developing industries, and helped the poor people to increase their income and improve their living environment. At the same time, through the reform of land property rights system and stimulating the development of rural industry, the endogenous power of villages is enhanced, and the economic independence and village autonomy are expected to be realized by improving the economic situation of villages. On the other hand, it needs the participation of local elites and society to bring more development opportunities to the local area. Hoping to improve the ability of rural governance through multiple participation.

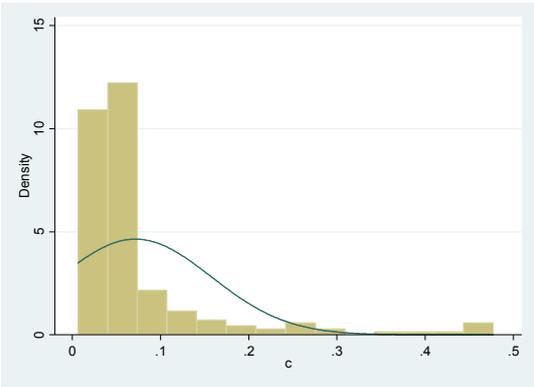


Figure 2.3 - Village unclassified—distribution of ability index

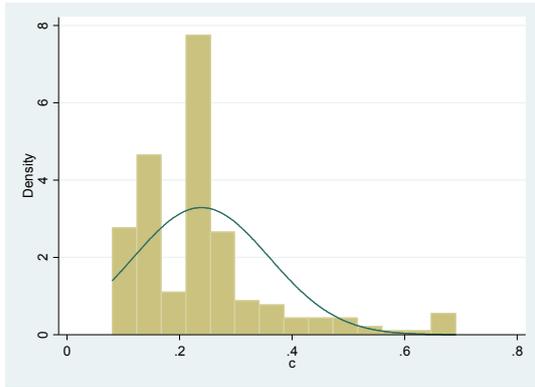


Figure 2.4 - After transformation, the distribution of ability index

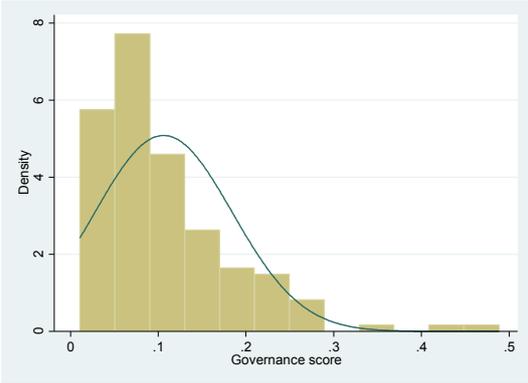


Figure 2.5 -The first type of village (V1) ability index distribution

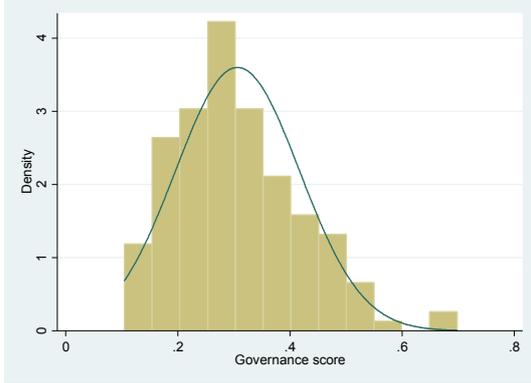


Figure 2.6 -After transformation, V1 ability index distribution

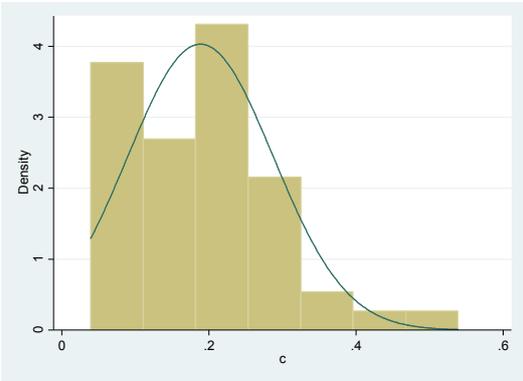


Figure 2.7 -The second type of village (V2) ability index distribution

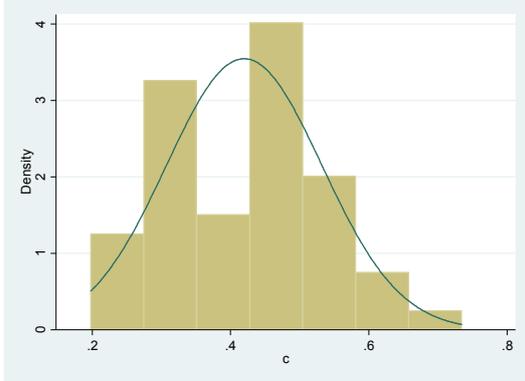


Figure 2.8 - After transformation, The second type of village (V2) ability index distribution

Located on the right side of the village in Figure 2.5, their resources are sufficient, the system is relatively perfect, the number of enterprises is more, the population mobility is small, the supply of public services is relatively sufficient, there are sufficient talents to fill the social structure hole, bring more opportunities for the development of the village. Governance capacity of these villages is significantly higher than average, showing an imbalance in village governance capacity. Villages with high governance capacity receive more resources and social participation, provide better public services and infrastructure conditions for villages, and villagers have more opportunities to participate in the village's division of labour system to gain more benefits. But this Matthew effect cannot bring benefits to more villages. As some village capacity indexes continue to move to the right, village resources increase, and economic interests are large enough, members of village in order to protect the interests of the collective is not diluted, the villagers began to change exclusion, they will refuse the outsiders to become members of the village. It seems closer to the corporate governance model. At this time, the village restored the community state again. This does not mean that it is perfect, on the contrary, it also has other problems, such as development transformation and debt problems. Therefore, this paper doubts the view advocated by some scholars to improve rural governance capacity of reconstructing rural communities. On the one hand, will human intervention work? On the other hand, when the village develops to the stage of excluding aliens from dilution of their identity interests, the focus of rural governance capacity is not the focus at this stage, and it will face new problems.

From the perspective of supply and demand in economics, this problem can be explained more clearly. For villages on the left side of Figure 2.5, their supply of resources is insufficient, which is a seller's market and villages can only accept the choice of resources, resulting in increased competition between villages and a decline in cohesion within villages. Villages on the right have a relatively sufficient supply of resources, similar to the buyer's market, and when the village becomes a buyer's market. Resources accept the choice of the village and the village becomes exclusive or has some monopoly. Therefore, from the perspective of supply and demand,

perhaps the essence of governance capacity is reflected in the balance between supply and demand.

In 2019, the Central Reform Commission considered and adopted 'Guidance on strengthening and improving rural governance'. It points out that in rural governance, the government's work mainly includes providing public resources, maintaining rural stability and guiding villagers' autonomy. The provision of public resources specifically refers to the introduction of legal aid into villages, the popularization of legal education, the convening of traditional cultural hall activities and the construction of cultural squares, as well as the provision of public infrastructure and financial support. In this sense, this balance of supply and demand reflects governance capacity at the national level, which has transcended rural boundaries.

### **2.3. Empirical Analysis and Case Study on Socio-economic development in Hainan Province**

This part will study the factors influencing the economic and social management ability from the empirical analysis and case analysis. The reason for introducing this case is that all the previous analysis can not show the development track of a village within a time span and the status of each subject's ability it shows. More importantly, the previous analysis can not show the promotion or inhibition of various systems on the development of villages. Because Henan is implementing the development planning of villages in the county, through the planning to achieve population gathered in areas with good resource endowments, to achieve balanced development within the province. Therefore, the development experience of Tangzhuang town can provide a good reference.

In this part of empirical analysis, this paper analyzes the improvement of rural governance capacity from the perspective of the value orientation of rural endogenous governance and the theory of social network structure.

The social network (relationship) structural theory believes that society is a collection of multiple social actors and their relationships. The network structure is

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composed of nodes and ties. Nodes are the connection points of various relationships, and 'ties' are the resources connecting various actors. The establishment and maintenance of ties require costs. The various resources of rural society, the transformation ability of relationship network and actors determine the strength of rural governance ability. This paper will discuss the influencing factors of rural governance ability from the perspective of social structure theory.

Next, it introduces the methods of network structure density and weak bond strength in rural communities. The density of the network structure is the density of relation nodes in relation network. Network nodes play an important role in the network structure, and the power of social network is supported by network nodes to a certain extent. If there are many connection points of social relations, it indicates that the density of the relational network is large, reflecting the closeness of interpersonal relationship in a social network. The relationship network structure of rural society is based on financial authority, power authority, administrative authority, family authority, etiquette authority, divinity authority and so on as nodes, and is connected by kinship, geography, culture, etiquette and so on. The rich class in rural areas, rural strong people, village cadres, clan leaders and religious figures are the representatives of various authorities. They are the key to integration and social solidarity, mobilization and collective action, rural social control and order, and are an important part of the formation of rural governance capacity.

Tie is a variety of relational resources that promote the connection between individuals and between individuals and groups. It is called strong ties that rely on kinship, consanguinity relationship, geography and other relations. Strong ties of social networks, the biggest weakness is not new information. The rural social structure has the characteristics of strong ties, strong group cohesion but a large number of repetitions of relationship resources owned by each individual, which makes the supply of new kinetic energy for rural development scarce. Relying on administrative, community, market and other non-kin relationship is called weak ties. Weak ties often have new information, which is conducive to innovation. For example, modern community organizations are expanding to rural society, which

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means that urban social resources are gradually shifting to rural areas. At the same time, it plays a certain role in communicating the relationship between urban and rural areas and promoting urban-rural integration.

Hypothesis 1: The greater the density of rural social network structure, the stronger the rural governance ability

Hypothesis 2: the greater the strength of weak ties in rural social network structure, the stronger rural governance capacity. Social network scale refers to the scale of the members covered by each actor or group relationship. For example, for a rural family, the number of people who have contacts or contacts with the family is the scale of its relationship network. The driving force of rural endogenous development is inseparable from the improvement of self-development ability of individual farmers, farmers' families and village groups. As the basic action subject of rural communities, the larger the scale of the individual relationship network, the more resources can be obtained, and the stronger the self-development ability; farmers' family is the basic organizational unit of rural society. The relationship network scale of each family member is the relationship network scale of family organization, which affects the self-development ability of farmers' family organization. On the basis of farmers' families, all kinds of village groups and organizations are jointly constructed, and their network scale further expands the public sphere of rural society, so that rural social undertakings can continue to develop, and the dynamic foundation of development is growing.

Hypothesis 3: the larger the network relationship of actors, the stronger the ability of rural governance.

There is a structural hole in the relationship network, meaning that a person has a direct relationship with the rest of the two different groups, but there is no relationship between the rest of the two groups. In the rural social network, there are relatively few structural holes. They mainly exist between the village community and external groups. People occupying the position of structural holes have competitive advantages and are the key nodes of rural revitalization. Structural holes mean profits, so the incentives provided can attract social elites to gather in this structural hole.

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Rural governance is inseparable from the development of economic factors. The formation of governance cohesion needs to connect dispersed individuals, which cannot be separated from the mobilization, coordination and organization of elite authority occupying structural holes. The reasons for the backwardness of some rural development lie in the lack of rural social network structure, lack of market opportunities and difficulty in attracting social elites to contribute intellectual and financial resources to rural revitalization.

Hypothesis 4: The more structural holes in rural social networks, the stronger rural governance capacity;

The historical evolution of China's countryside and agriculture, clan and smallholder production culture has gradually become the dominant culture in China's rural areas, forming the inherent psychological structure of rural culture based on the scattered production of smallholders. Its main characteristics are the mutual penetration of the intellectual structure and moral consciousness, and attitude to life. Among them, the implementation of filial piety is considered as a measure to evaluate whether rural society has been orderly managed. On one hand, it is historically built and restricted on the economical basis of small-scale production in an agricultural society. On the other hand, it has become a relatively stable psychological form and group character. In addition, with the infiltration of allocating land on the household base and market economy, farmers' action logic gradually changed into self-centered interest calculation. Relationship between village collectives and villagers gradually evolved into collective unilateral giving, and farmers' families lacked initiative for the overall development of rural areas. The villagers are deeply influenced by this cultural psychological structure, as time goes by, become a part of the social structure, and affect the social structure.

An organization needs a certain power control structure to protect the obedience of the members of the organization. The power control structure of China's farmers' collective economic organizations includes the power from the mandatory legal rights given by the state, the interest power formed by the source of material or spiritual interests controlled by the collective, and the identity power formed by

interpersonal relationships such as emotion, morality and public opinion. The organizational foundation of rural revitalization must have and use these three types of power to meet its complex functional needs. Only in this way can the organizational foundation be solid. However, from the actual situation of most rural areas, a large number of young and middle-aged rural labors are not 'present' in rural communities for a long time, which makes the main body of the operation of the rural social system fall. The network structure and position of the farmers' relationship between the present and long-term absence show obvious heterogeneity. The interests of the villagers are diversified. Previous village organization system is difficult to play a role effectively, and the villagers' autonomy is becoming more and more difficult. Rural development excessively depends on the compulsory power given by the state to rural collective organizations. After the equal distribution of land and the abolition of agricultural tax, the sources of material or spiritual interests controlled by rural collective organizations are more scarce (such as money, status, reputation, etc). This simply cannot meet the needs of members, resulting in weak interests and power. Clan which is formed by family name and consanguinity can make full use of villagers' identification with collective organizations to exert its influence. But, the closeness, parochialism and exclusiveness of family forces will undermine villagers' autonomy, which operates in accordance with the spirit of modern national law. At last, it transforms villagers' autonomy into clan autonomy.

Hypothesis 5: Rural cultural psychological structure has significant influence on rural governance ability ;

Hypothesis 6: The power control structure of rural social network has significant influence on rural governance capacity;

Following the descriptive statistics in table 2.7, the following information can be obtained:

First, density of rural social networks. Village cadres and farmers' self-organization groups (including farmers' construction team, the Red and White Council, the elderly association, etc.) are the key nodes to connect the villagers. They are the main power to mobilize the villagers' officers to start a business, adjust

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disputes, and unite the people to form a consensus of development. Therefore, this paper measures the number of farmers' self-organization and the number of village cadres. Statistics show that the sample villages have an average of 4.5 self-organized groups of various types, with a maximum of 30; the average number of various cadres in the village is 10, and the largest village has 30 people.

Second, strength of weak links in rural social networks. Relying on new information carried by weak ties often enables rural development to obtain a large number of external resources, but such ties are scarce and non-repeated within the rural social network. This paper uses the amount of social donations that rural areas can obtain from outside and the difficulty of applying for projects from government departments to measure. Statistics show that the average sample village can receive various external donations 0.28 million CNY, the largest village up to 5 million CNY, at least 0 CNY, there is a big difference between sample villages; at present, it is difficult for sample villages to get project support from government departments.

Third, structural holes in rural social networks. Potential profit opportunities in rural social networks are the fundamental rule to attract entrepreneurs and external resources into rural areas. Enterprises is founded by social elites, rural capable people and other people with entrepreneurial talents who occupy the holes in the rural social structure. It is the main driving force for the development of rural industries. Therefore, this paper uses the number of enterprises owned by rural areas and the survival time of enterprises in rural areas to measure. The number of enterprises owned by all the villages surveyed varies greatly. A village with the most enterprise has 100 enterprises of all kinds, but there are a considerable number of villages have no enterprise. The average of lifecycle of enterprise is 9.023 years. The most one is up to 50 years.

Table 2.7 - The meaning of the main variables and their descriptive statistics

n=148;

Variable	Mean	Sd	Min	Max
Network density				
Farmers self-organization (number)	5.149	4.963	0	30
The scale of the village cadres (number)	10.912	6.284	0	30
Weak tie strength				
Get donation (unit :10000CNY)	28.337	55.146	0	500
Get government programs (Score on a 1-5 scale of ease)	3.385	0.958	1	5
Network structure hole				
The number of enterprises in the village	3.235	8.237	0	100
Enterprise life span (unit:year)	9.023	10.469	0	50
Network scale				
Population of village	1938.230	1106.343	150	5300
Self-organizing scale	47.197	59.638	0	300
Executive power control				
Authoritative of branch of CPC in Village (Score on a scale of 1-5)	3.797	0.773	1	5
Cadre family income level	3.385	1.647	1	10
Interest Power Control				
Collective land (yes=1, no=0)	0.520	0.501	0	1
Collective woodland (yes=1, no=0)	0.223	0.418	0	1
Family control				
Family reunion (yes=1, no=0)	0.378	0.487	0	1
Family ancestral hall (yes=1, no=0)	0.149	0.357	0	1
Village culture				
Filial piety culture (Grades 1-5 by identification)	4.331	0.777	2	5
Traditions (yes=1, no=0)	0.480	0.501	0	1
Control variable				
Cadre age ('<=30'=1, '31-40'=2, '41-50'=3, '51-60'=4, '>=61'=5)	2.750	0.880	1	5
Gender (male=1, female=0)	0.784	0.413	0	1
Education level	2.149	0.936	1	4

*Note: All indicators scored on a scale of 1-5 are positive values, that is, the easier, more authoritative, and more recognized the higher the score. Source: prepared by the author*

Fourth, scale of rural social networks. Population is the basic unit of the rural social network. The larger the population of the village is, the larger the scale of the relationship network between villagers and farmers is. The scale of self-organization

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can also reflect the communication radius of farmers and villagers, and some farmers' self-organization has broken through the boundaries of villages and realized the relationship between multiple villages. This paper measures the size of rural population and the largest single self-organization. The sample village has an average population of more than 1938, with the largest population of about 5300 and the smallest population of only 150. Farmers self-organized an average of 48 people, the most one is up to 300 people.

Fifth, village culture and power control structures. Village culture is the consensus, traditional experience, knowledge and convention formed by the development and evolution of rural society and the practice of production and life. It is a soft link connecting various actors in rural society. Excellent village culture is a catalyst for educating villagers to be good and stimulating them to make progress. It is a "petri dish" for the endogenous development of rural areas. This paper selects villagers' recognition of traditional filial piety, funeral etiquette and traditional festivals to measure. Statistics show that rural society has a high recognition of filial piety culture and traditional customs, reflecting that village culture has a strong binding force on villagers' behaviors.

The power control structure of rural social network can be divided into administrative power, interest power and family identity power control. The legal power control given by the state is measured by the appeal of the village committee and the family economic strength of the main village cadres. If the cadres of the "two committees" of the village can exercise their administrative power fairly, impartially and impartially, the authority of the legal power will be enhanced. This will produce a huge appeal in the rural social network. It is the key attraction for the formation of the endogenous development ability of rural revitalization. The leading of capable people is a more universal development path in many rich rural areas. The key variable to measure capable people in rural society is their family economic strength. If the village cadres create wealth with weak ability, it is difficult to imagine that he has the ability to lead villagers to develop together. Interest power is measured by the type of collective resources that the village collective can control. Generally speaking,

the more resources that the village collective can control, the more capable it is to provide material guarantee for the development of various undertakings in the village. The most important of all kinds of resources is collective land. Today, with the rising land value, collective land may give great economic benefits to the village. Family identity power is measured by whether family gatherings are held in rural areas and whether there are ancestral halls in each family. Family gatherings and ancestral halls can further enhance clan forces and improve family identity awareness, which will have a strong impact on the operation of rural social networks. The data show the average value which measures the authority of the party committee in the surveyed villages is 3.79, which indicates that the village party committee has good authority. In addition, there are few types of resources that the village collective can control. 37.25% villages often have family gatherings, and 14.38%

Table 2.8 - Multicollinearity Test

Variable	VIF	1/VIF
Income level of cadre's family	1.58	0.632862
The scale of the village cadres (number)	1.53	0.652443
Traditions	1.52	0.657408
Authoritative of branch of CPC in Village	1.48	0.675649
farmers self-organization	1.47	0.682576
Collective land	1.43	0.699774
Self-organizing scale	1.35	0.739494
Enterprise life span	1.33	0.751508
Family reunion	1.33	0.753742
education level	1.3	0.766723
Get government programs	1.29	0.775818
Get donation	1.27	0.788441
Village population	1.25	0.802017
Collective woodland	1.24	0.808601
Filial piety culture	1.2	0.831792
Cadre age	1.19	0.83761
Family ancestral hall	1.15	0.868443
Gender	1.13	0.885666
The number of enterprises in the village	1.06	0.940778
Mean VIF	1.32	

*Source: prepared by the author*

villages have ancestral halls. This shows that the development capacity within the village is insufficient.

The results calculated by stata software are shown in Table 2.8, in which the maximum value is 1.58, the minimum value is 1.06, and the mean value is 1.32, which does not exceed the standard of general detection  $VIF < 3$ . The Tolerance of all variables is  $> 0.63$  ( $Tolerance = 1/vif$ ), indicating that all variables are passed the multicollinearity test; (Li& Yao, 2021)

Secondly, the heteroskedasticity test is carried out. The null hypothesis of the white test and the BP test is divided into  $H_0$ : homoskedasticity and  $H_0$ : Constant variance. From the results in Table 2.9,  $p > 0.05$ , accept the null hypothesis, that is, think that there is no heteroskedasticity. (Wu, 2022) Therefore, the forced comprehensive entry method is used to fully introduce the set explanatory variables into the equation for regression to construct model 1 (total model), and then the stepwise regression method is used to obtain model 2. (Chen, 2020)

Table 2.9 - Heteroskedasticity Test

White Test				BP Test	
Source	chi2	df	P	chi2	P
Heteroskedasticity	148	147	0.4613	2.11	0.1466
Skewness	26.79	20	0.1413		
Kurtosis	3.48	1	0.0622		
Total	178.27	168	0.2792		

*Source: prepared by the author*

Results (table 2.10) : Whether in model 1 or model 2, social donations that measure the strength of weak ties are prominent at the 1 % statistical level, and have a positive effect on the improvement of rural governance capacity, which is proved in response to the outbreak of COVID-19. However, the degree of difficulty in obtaining national projects has little effect on governance capacity, and the negative symbol indicates that it is not conducive to the improvement of rural governance capacity. Xia (2021) believes that no matter what projects the government supports, the collective income obtains in the village through the project. In essence, the profit, rent and interest convert from financial funds. There is no virtual causal relationship with the reform of collective property rights system. From the perspective of endogenous capacity, it does not allow villages to obtain sustainable and independent

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governance capacity. It shows that the new information carried by the weak ties can improve the rural governance ability to some extent.

Structural holes say that there are potential opportunities for profit. The empirical results demonstrate that the two variables reflecting structural holes have significant positive effects on rural governance capabilities, and both reach a statistically significant level of 1% in Model 1 and Model 2. From the coefficient value, the marginal effect of the company's life span is greater than the number of companies the impact of Hypothesis 4 has been verified. It shows that the structural holes in the rural social network can be fully tapped to create potential profit opportunities for operators, attract more entrepreneurial elites to fill the structural holes, and create more economic entities in the countryside.

It is the economic foundation to drive the prosperity of rural industries and strengthen the ability of rural governance. From Model 1 and Model 2, we can see that the variable reflecting the density of the network structure of farmers' self-organization passed the significance test, but from the perspective of the direction of influence, the number of cadres did not pass the test. Therefore, Hypothesis 1 is partially verified. More village cadres have no positive effect on the governance capacity of the village. Therefore, the number of village cadres should be maintained at an appropriate scale. In Model 1, the two variables of network size passed the 1% and 10% significance tests, respectively. And the self-organization scale variable in Model 2 also passed the 1% significance test. Therefore, this article believes that Hypothesis 3 has been verified. This shows that a sufficient population size is the basis of human capital for the orderly development of rural areas, and the larger the scale of self-organization, the better it is for villagers to participate in rural governance affairs.

Both variables measuring power control structure failed the significance test and the coefficients were negative. This demonstrates that the stronger the

Table 2.10 - Estimated results of the impact of rural social structure on rural governance capacity

	Model 1			Model 2		
	Coef.	Std. Err.	P> t	Coef.	Std. Err.	P> t
Network density						
Farmer's self-organization (number)	0.00312***	0.00103	0.003	0.00426***	0.00096	0.000
The scale of the village cadres (number)	-0.00053	0.00083	0.521			
Weak tie strength						
Get donation unit :10000CNY	0.00096***	0.00009	0	0.00097***	0.00008	0.000
Get government programs	-0.00200	0.00498	0.689			
network structure hole						
The number of enterprises in the village	0.00451***	0.00053	0.000	0.00431***	0.00054	0.000
Enterprise life span (unit:year)	0.00491***	0.00046	0.000	0.00477***	0.00045	0.000
Network scale						
Population of village	7.32e-06 *	4.26e-06	0.088			
Self-organizing scale	0.00041***	0.00008	0.000	0.00038***	0.00008	0.000
Executive power control						
Authoritative of branch of CPC in Village	-0.00523	0.00664	0.433			
Income level of cadre's family	-0.00382	0.00322	0.238			
Interest Power Control						
Collective land	0.02395**	0.01001	0.018	0.02225**	0.00936	0.019
Collective woodland	0.02430**	0.01125	0.033	0.01963 *	0.01109	0.079
Family control						
Family reunion	0.02084**	0.00997	0.039			
Family ancestral hall	-0.00883	0.01267	0.487			
village culture						
Filial piety culture	0.01817***	0.00594	0.003	0.01886***	0.00596	0.002
Traditions	0.00285	0.01037	0.784			
Control variable						
Cadre's age	0.00885 *	0.00523	0.093			
Cadre's gender	-0.00991	0.01085	0.363			
Cadre's education level	0.00781	0.00516	0.132			
Intercept term	0.08135*	0.04337	0.063	0.08740***	0.02744	0.002

p<0.1; \*\* p<0.05; \*\*\* p<0.01; Source: prepared by the author

administrative power control, the less conducive to the improvement of rural governance capabilities. The two variables controlled by interest power have passed the 5% and 10% significance tests in Model 1 and Model 2, and the coefficients of the two variables are quite large. It shows that collective land and communal forest land have a greater effect on the improvement of rural governance capabilities.

Among the two variables controlled by family power, only whether there is a family gathering is the variable that passed the 5% significance test in model 1. This indicates that the clan may not have taken organized collective behavior in order to compete for the power of village governance, but as a direct consciousness and potential force, it still dominates the behavior of the villagers to a certain extent, and thus affects the village governance, and the distribution of power and its operation". (Ye & Lou, 2020) This shows that family power control still has a certain degree of influence in the countryside. This shows to a certain extent that carrying out family identity activities can improve the synergy of pastoral revitalization. When the development of rural business is more compatible with family interests, the control of family identity power will have a positive effect on the ability of rural governance. The verification results of the three control force variables show that Hypothesis 6 is partially verified. The two variables of village culture passed the 1% significance test in model 1, and the filial piety culture passed the 1% significance test in model 2. This shows that the village culture is still the spiritual home of the villagers at this stage. This conventional value and life and death concept is conducive to the maintenance of the village's social order. Hypothesis 5 has been verified.

In addition, the age of the cadres in the control variable passed the 10% significance test in model 1. This cannot be summarized as the older the village cadres, the better the improvement of their governance capabilities. The reasonable explanation is that the older the village cadre is, the longer he is placed in the village, and the more local knowledge he acquires. A wealth of indigenous knowledge is conducive to the improvement of governance capabilities. Neither gender nor cultural level passed the test, but the cultural level has a positive effect, that is, the higher the educational level of the village cadres, the more helpful the improvement of the village governance ability; while the gender of the cadre failed the test and the sign is negative, indicating that male village cadres It has a negative effect on the improvement of rural governance capacity.

Based on the social structure theory, governance theory and capability theory, this paper constructs the evaluation index system of rural governance capability, and

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uses the entropy weight TOPSIS method to calculate the index weight and governance capability index of 153 rural areas in Henan Province. On this basis, the calculated governance capability index is used as the explained variable to construct a Tobit regression model that affects rural governance capability, and analyzes the influence of rural social network structure density, weak bond strength, scale, structural holes and power control structure on rural governance the impact of ability.

The study found that the village-level collective resource support capacity is the most important indicator to measure the rural governance capacity, with a weight of 41.43%, of which the economic factor weighs 40.02%, followed by the villagers' political participation capacity indicator and public service capacity indicator, with a weight of 29.17%. And 8.71%, while the weight of the collective participation ability index reached 20.29%. The average value of the governance capability index of the sample villages is only 0.1062, which reflect that the governance capability of villages is generally insufficient by the emergence stage.

Social donations and government project support obtained through weak ties have a positive impact on the endogenous capacity of rural revitalization. Therefore, fully excavating and using weak ties to obtain resource support is one of the feasible ways to improve rural governance capabilities. There are structural holes that can be used in rural society. According to this, more enterprises are attracted to invest, the stronger the economic strength of the village will be. In rural social network, strengthening the administrative power control and giving full play to the role of the village committee has a markedly positive effect on the improvement of the village's endogenous development capacity. But, too much control of interests and power will have the opposite effect. Although the influence of identity is not significant, in some villages, enhancing family identity will promote the endogenous development of villages. In addition, the population size and the number of self-organizations that reflect the density of rural community networks, and the filial piety culture and traditional customs that reflect the village culture are not key factors that affect the endogenous capacity of rural revitalization. The quality of the main village cadres has an impact on the endogenous capacity of rural revitalization. Has a positive impact.

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Summarizing the above research, firstly, the governance capacity of the surveyed villages was evaluated and calculated through the construction of an index system, and an empirical analysis was conducted on the governance capacity of the villages and villages. These analytical processes and results show us the status qua of rural governance capabilities. However, studies on resources and capabilities generally point out that resources are path-dependent, and their operational capabilities are also based on factors such as historical experience, processes, and historical paths. From a perspective, it has a process of changing. This article's governance capability indicators are mainly based on the societal structure theory. Giddens's social structure theory believes that people's ontological security makes various interactive meanings, moral orders, and power relations in repeated interactions constantly "deposit", which is changed from temporary sexual relationships are transformed into long-term and stable institutionalized rules. For the conversion process where the indicator system does not reflect the governance capability, the text will demonstrate the formation process of the capability through case analysis in the succeeding part.

Socio-economic development of Hainan Province through the establishment of cooperatives based on the experience of Tangzhuang Town

Among the 153 villages surveyed in this paper, Tangzhuang village and Suotun Village Rank 59 and 74 in governance capacity, and the governance capacity index is 0.102 and 0.088. Both villages have lost the characteristics of natural villages and transformed into modern communities with populations of 1,600 and 4,000, respectively. Most of the villagers' land has been requisitioned and used for non-agricultural purpose. There is no ancestral hall that symbolizes clan culture. In addition to a strong sense of identity with filial piety culture, there is not a strong sense of identity with other traditional cultures, and the villagers are more self-organized. The transparency of village affairs information is good, and the village committee and the village committee party branch are highly authoritative. Villagers of Tangzhuang village have a relatively positive evaluation of infrastructure and public services. Villagers of Suotun village have a relatively negative evaluation of

the conditions of roads, health, and culture and entertainment. Fruit and vegetable cultivation have always been a pillar industry for local farmers to increase their income. There are 6 companies in Tangzhuang village, including metal product processing, food processing and storage, metal wire production, wood processing and other industries. There are 2 companies in Suotun village. It involves in the chemical and construction material production industries. This article chooses Tangzhuang town and Tangzhuang village as the case study objects. Reasons: 1. Tangzhuang town has grown from a poor and backward rural area more than 30 years ago to the present one of China's top one thousand towns in terms of comprehensive strength. Tangzhuang Town has demonstrated high rural governance capabilities. 2. Due to the relatively close distance, it is not an expensive instrument. On November 23, 2019, we conducted an interview with Comrade Wu, Secretary of the Party Committee of Tangzhuang town. The interview site was in Tanggong Hill.

Tangzhuang Town is located in the northwestern part of Weihui City, with an area of 77.47 square kilometers (2017), 31 administrative villages with 48,600 people (2017), and 3886.7 (hectare) of arable land, with the mountainous areas, hills, and plains each occupying 1/3. Traffic conditions are relatively convenient, 107 National Highway and the Beijing-Guangzhou railway pass through. The sea waves in mountainous areas are 73-300 meters tall and rich in limestone reserves; the plain soil is brown soil with an organic content of 1.2-1.5% and medium fertility; the average annual rainfall is 567mm. The South-to-North Water Diversion project provides Tangzhuang the water supply quota is 15 cubic meters per second; project of natural gas transmission from West to East China passes through Tangzhuang town; one 110KV substation and three 35KV substations. Tangzhuang town was chosen as one of the top 100 towns and towns in Henan Province in 2014, and was selected as one of the "Top Thousand Towns in Comprehensive strength in China" twice in 2018 and 2019. This constitutes the visible boundary of Tangzhuang town. In 2018, the Tangzhuang Industrial Park has gathered more than 40 companies of various types (attracting two Fortune 500 companies from Budweiser and Beijing New Building Material). The total industrial output value exceeds 9 billion CNY. Taxes were 223

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million CNY; the income of villagers increased from 300-400 CNY per capita in 1987 to 20,000 CNY in 2018. Six extremely poor villages that were once deep in the mountains have all moved down the mountain, and Sihe New Village has been established, and the villagers have been living in modern housing.

Wu told us about the development history of Tangzhuang town: "In 1987, I was named Secretary of the Party Committee of Tangzhuang Township. At that time, the township was always very backward. The township's fiscal revenue was only 370,000 CNY. The villagers' food and clothing were still a problem. After investigation, it was decided that the stone industry will be operated in the west and fruit trees will be placed in the north. , producing vegetables in the east and grain in the south, focusing on the development of rural enterprises.

Villages in the western mountainous area have scarce land, bare rocks and rich stone resources. At first the masses didn't know how to use it, so the town government first invested in building a stone factory, purchased equipment and leased it to the village to guide the villagers to use stone resources, so that more villagers could see that opening a mountain can make money and the technology of running a stone factory is simple. It can do. As long as a stone factory is built, the township will support a crusher free of charge; if the village collectively runs a stone factory, the villagers can be used as workers to earn wages, and the township will support a stone ballast machine. Seeing the huge economic benefits, farmers and village collectives began to invest in building stone factories, and the barren hills in the past became "Treasure Hills." There are more than 100 ballast factories in the town, with a daily production of 30,000 cubic meters of stone, an output value of 600,000 CNY, more than 3,000 transport vehicles, and a circadian output value of nearly 300,000 CNY. The total annual output value of the two items is 270 million CNY. Village collective the materials farms and enterprises generally have several hundred thousand CNY in annual income.

Villages in the east are located in the plain, with good soil quality and good traffic conditions, which are conducive to market operation. At the beginning, the government built vegetable greenhouses and rented them to villagers. A rent of 500

CNY per year was collected, of which 300 CNY was distributed to the village cooperative to guide the villagers to build greenhouses and grow vegetables out of season. A few years later, the average household in the eastern pastoral areas will have one or two greenhouses, and their annual income will be more than 10,000 CNY. By 2019, the per capita income of vegetable farmers is nearly 70,000 CNY.

There are seven hill villages in the north. The dry land is thin and only drought-tolerant crops can be raised. Fruit trees are the most drought-tolerant and highly profitable. Ten thousand acres of peach orchards and apple orchards have been built-in to the town. Now the fruit trees are in full bloom, and income per acre of orchards is more than 3,000 CNY.

The low-lying areas in the south are appropriate for the development of food and aquaculture, and they vigorously develop high-quality, high-yield, and efficient agriculture. It is focus on the development of village and township levels enterprises, this plan made Tangzhuang's economy a leap forward.

By the 1990s, more than 100 stone factories and two cement production lines were scattered in Tangzhuang town. While creating wealth, it also brought serious environmental pollution. Stone production and transportation produced a lot of dust, which was deposited on crops and fruit. Conflicts continued between the villagers and the stone factory, demanding compensation from the stone factory. I made my mind to shut down all the small-scale stone factories. After the closure and merger, there was just one factory left by 2012. In 2014, the factory was relocated to the deep mountain areas in the west, and 120 million CNY was invested in the installation of numerous environmental protection equipment and facilities, and roads beautified and beautified. In 2016, the construction of an annual output of 3 million tons of environmentally friendly and energy-saving high-quality aggregate production line projects began. (The more important reason is that China promulgated a new environmental protection law in 2010 and was strictly implemented after the smog incident in 2013)"

Through more than ten years of hard work, we have built terraces and increase arable land (Figure 2.9 and Figure 2.10 in Appendix E). As of 2013, Tangzhuang

Town had added more than 15,000 acres of arable land. In addition to the town's own progress of industry, transportation, and water conservancy, which occupied 8,600 acres, there were more than 6,000 acres. The investment in the construction of terraces has ranged from several hundred thousand CNY a year to more than 30 million CNY a year later. If all these newly-built cultivated land trade as the balance index of occupation and compensation, according to the average auction price of 40,000 CNY per acres in Xinxiang city, the net income can be more than 240 million CNY. The construction of terraces has been ongoing.

In 2002, Tangzhuang 667 hectare Peach Garden and Xishan Forest Park were also selected as the Red tourist attractions of the Taihang Entrepreneurship in Henan Province, becoming a traditional education base for violent struggle and revolution. Tangzhuang Cadre College receives tens of thousands of students every year, the construction of antique towns in Ming and Qing dynasties is in the middle of swing, and the blueprints of educational towns, aviation towns, and characteristic towns are gradually becoming reality. From 2006, the Tangzhuang Industrial Park was scheduled to be built, and by 2018, 40 enterprises settled in, with an output value of 9 billion.

When land is taken to cooperatives, farmers can not only get rent, but they can also work in cooperatives or enterprises and get remuneration for labor. Through a variety of methods such as discount loans and information services, the town supports rural community residents to establish planting, breeding, transportation and other cooperatives, village-level stock economic cooperatives, village land stock cooperatives, labor stock cooperatives, property stock cooperatives, and tourism Share Cooperative. Not only will it promote the employment of residents and increase the income of farmers, but it will also organize loose farmers. "Tangzhuang Town has a labor force of 17,000, and 14,000 are distributed in the secondary and tertiary industries. There is no problem of "hollowing" the population in Tangzhuang town." Wu said.

Wu has put the interests of the masses first for many years and met with the masses to discuss. Every decision in development is the result of consultation with

the masses, such as water control, closure of serious pollution stone factory, vegetable greenhouse project, investment. This way of working that respects the will of the masses has enabled Tangzhuang town to resolve many conflicts. In recent years, Tangzhuang Town has strengthened the standardized construction of legal service stations, setting a benchmark for the construction of legal service stations (rooms) at the rural level in the whole city. Tangzhuang town through purchase of legal services provides legal advice, mediation disputes. The town government funded by 500,000 CNY to hire five lawyers who are Henan union members as full-time mediators and legal advisers. They work for the town government and its jurisdiction of 28 administrative villages and 2 communities. (Wang, 2021)

Through Wu's narration, I briefly summarized the economic development process of Tangzhuang Town as that the stone economy allowed Tangzhuang to complete the primitive accumulation of capital and provided cheap stone, cement and other materials for its infrastructure and modern community construction; The land economy has allowed the local planting industry to embark on the path of agricultural modernization, and built three characteristic industries: a high-quality strong gluten wheat base, a high-efficiency agricultural demonstration zone for famous, high-quality, special-new vegetables and flowers, and a high-quality forest and fruit park. The construction of terraces can not only use the land trading platform for auction, obtain huge economic benefits, but also restore the environment damaged by quarrying production. The ecological economy is taken into account in the development of tourism. The progress of Tangzhuang for more than 30 years has completed the original accumulation of spirit. It is like a visible firm belief that attracts tourists. Tens of thousands of public officials now come to study and give lectures in the established Tangzhuang Cadre College every year, including professionals and authoritative scholars from various industries. The modern industrial economy is taken into account in the construction and utilization of industrial parks and investment in product research and development, attracting more famous enterprises to settle in the industrial parks.

Some people attribute Tangzhuang's success to Wu's leadership and believe that Wu is a political celebrity who has more resources than other places. Wu's personal leadership and the rural governance capabilities demonstrated by Tangzhuang Town are undoubtedly extraordinary. The indicator system shows us not the reasons for the governance capabilities, but the results of the governance capabilities. For Wu personally, more than 30 years of work practices have realized the integration of his own power and authority, and has gained the trust of the society and the central government. In other words, he has abundant social capital and resources. Tangzhuang Cadre College undoubtedly kept his peculiar social capital longer for Tangzhuang Town. He made full use of the resources of the natural boundary of Tangzhuang to realize the primitive accumulation of capital. This enables villagers in the region to participate in Tangzhuang's mechanized division of labor system, improves resource utilization and labor efficiency, and improves the income and quality of life of villagers under an appropriate income distribution system. In Tangzhuang, economic interests and social division of labor continue to promote the emergence of numerous organizations and absorb villagers into the organizations. To carry out production and business activities in the form of organization, and substantively participate in rural affairs. Because fiscal activities have externalities, when externalities touch the legal, institutional and natural boundaries, economic activities will change. Similarly, Tangzhuang is not an autonomous place isolated from the world. Laws, systems, water resources and energy sources (climate, electricity) beyond the borders of the village are beyond the geographical borders of Tangzhuang and affect its development. For Wu, this kind of governance ability is shown in the use of legal system boundaries to make decisions that are conducive to the development of Tangzhuang, which is both a kind of knowledge and ability demonstrated in the application. After the promulgation of the new environmental protection law, he decided to shut down and merge the stone factory, and upgrades it to comply with strict environmental law enforcement requirements. When the new land law and the land occupation-compensation balance system were promulgated, he decided to increase the capital investment in the

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construction of terraces, which not only solved the problem of restricting his own construction land index, but also used the institutional auction land index to obtain huge economic returns.

For Tangzhuang town and its affiliated villages, the challenges faced by their future village governance and the areas where governance capabilities are highlighted, this article believes that the challenges are mainly in the following aspects. First of all, Wu Jinyin's leadership is unquestionable, but the question is whether Wu is 80 years old and whether his successor has the same outstanding leadership at him and continues to achieve the extraordinary development of Tangzhuang. Secondly, Tangzhuang's existing industries mainly include construction materials, beer, printing, tourism, etc., and are mainly energy-intensive and resource-consuming enterprises. With the restrictions on environmental protection, carbon neutrality, and carbon peaking, these industries in the future will also be affected. Its tourism industry is still affected by the green crown epidemic in the short term. Finally, although the villages have become communities, the villagers will not quickly convert into community residents, and the time for the construction of community culture runs in. Although Tangzhuang town spent money to hire a legal professional organization to mediate social disputes, the law cannot solve moral problems. Therefore, in the future, its governance capabilities will be mainly reflected in the transformation and upgrading of industries, providing sufficient employment opportunities for residents, as well as the establishment of community culture and the improvement of service quality.

The existence of social structure does not always lead to the improvement of rural governance capabilities. Discovering and using this structure requires knowledge. Through the case of Tangzhuang Village, I realized that the formation of rural governance capacity is not a static cross-section, but also its temporal and spatial nature, which is also an important content of Giddens' social structure theory. (Huang, 2009) This spatio-temporal nature tells us that it may take time to improve the ability of rural governance to be truly realized. Therefore, when formulating an

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ability improvement strategy, science and law must be complied with, and sufficient patience is required for the ability improvement process.

## **Conclusions to section 2**

1. Based on the theory of the first chapter and the achievements of other researchers, this part designs the evaluation index system of rural governance capacity. The first level indicator is rural governance capacity, which reflects the management level of rural socio-economic development. The secondary indicators are the abilities of each governance subject in the village. It is including the ability of the government, village cadres, villagers, rural enterprises or cooperatives to take part in rural socio-economic development. These subjects represent the political, economic and instrumental subjects in rural areas. They play games or cooperate in rural fields around rural resources and interests. It forms a complex relationship network in rural society. The third level indicators are characteristic indicators of the governance capacity of each discipline. They are selected according to the research object, research goal, theoretical basis and the availability of indicators. The indicator system links the micro level evaluation of rural governance capability and the regional macro level evaluation of rural governance capability. In terms of micro governance capability evaluation, we analyze the governance capability score of each subject at the village level, find out the subjects with weak governance capabilities, and formulate targeted capacity improvement strategies. For macro regions, the rural regional governance capacity is assessed with the help of statistical analysis tools, so as to formulate the rural regional governance capacity improvement plan.

2. Through the index system, a questionnaire survey was conducted in rural areas of Henan Province. It uses non probability convenient sampling. The index weight is assigned by the entropy weight method. It depends on the sample data and avoids the interference of human factors in the expert scoring method. The TOPSIS method is used to calculate the governance capacity index of the surveyed villages. The situation of the rural governance capacity in the region is evaluated through the

governance capacity index. The calculation results show the weight of secondary indicators. The weight of resource support capacity is 0.4143 (w2). The weight of villager participation capacity is 0.2917 (w3). The weight of economic organization participation capacity is 0.2069 (w4). The weight of public service capacity is 0.0871 (w1). Economic factor is the main component of resource support capacity indicators. The agent of leading economic factors is the grassroots government. The average value of the three indicators shows two problems that can not be ignored by the grassroots government. One is the villagers had low trust in the grassroots government. The other is the villagers think that the transparency of village affairs information is relatively low.

3. The governance capacity index is less than 0.5, and the closer the governance capacity index is 1, the better. So, it is necessary to formulate plans and strategies for improving rural governance capacity in the region. According to the statistical results, the governance capacity index of each village is different, and it does not meet the normal distribution. No matter what mathematical methods is used to deal with it. If villages in remote areas separate from the villages around and in cities, it will conform to the normal distribution after simple transformation. The governance capacity index of villages around and in city conforms to the normal distribution without mathematical transformation. This shows that they may be fundamentally different. However, this paper focuses on rural areas in remote areas. This result shows that urbanization has a positive impact on some villages close to the city. But this spontaneous urbanization process is slow. The central government or provincial government's promotion of rural development planning will accelerate this process. It is hopeful to solve the problem of unbalanced urban and rural development in the future, and rural development is more sustainable.

4. In section 3, this paper conducts regression analysis on rural governance capacity according to social network theory. The regression model adopts TOBIT model. Because the value range of governance capacity index is continuous distribution on  $[0, 1]$ , and most indexes are biased to the left. The results show that the factors representing the network structure hole, network size, and interest power

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control have significant effects on the governance capability index. But, the factors representing the network density, weak bond strength, family control, village culture, and control variables have partly significant effects on the governance capability. This shows that the indicator system reflects the results of rural governance capacity, rather than the reasons for rural governance capacity.

5. Through the case study of Tangzhuang, this paper shows the causes of rural governance ability of Tangzhuang from its more than 30 years of development history. Resources, leadership and motivation are important factors for the generation of rural governance capacity in Tangzhuang. It has a motivation to improve the quality of life for villagers. It is more important for grass-roots cadres. In general, the resource endowment of a place is stable, but the experience of Tangzhuang town shows that resources can change. This change first lies in the implementation of new policies and systems, and then in the use of policies or systems for regional subjects. Tangzhuang town lacks land, water resources and energy. However, due to the implementation of new systems, national projects and unified planning within the region. These problems have been successfully solved. Resource dependent enterprises have established, and industrial transformation has continued. What the village needs is a long-term stable governance capability, rather than a quick acting governance capability.

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## SECTION 3. IMPROVEMENT OF THE MANAGEMENT SYSTEM OF SOCIO-ECONOMIC DEVELOPMENT OF HENAN PROVINCES

### 3.1 Promoting economic and social sustainable development in rural areas by strengthening social structures

There are four elements of governance capacity production: goals, subjects, resources and power (social structure). It is generally believed that the capacity of rural grassroots governance is the ability of the grassroots governance body to exercise its power to integrate and allocate resources in order to achieve certain governance goals. As far as the village is concerned, diversified governance bodies, multi-channel governance resources, and various forms of governance power constitute the basis for the construction of rural grassroots governance capabilities, so that the grassroots have the potential to deal with governance challenges. But through the previous research results, it is found that the rural governance capacity is not only affected by the interior of the village, but also by the influence from outside the natural boundary, such as laws and institutions. From the perspective of governance content, many content can be resolved within the natural boundaries of the village, but some content cannot be resolved within the village, which I call governance overflow. At this time, outsiders need to intervene. From the perspective of resources, it is necessary to make full use of economic, social and cultural resources to enhance the ability of rural governance. This chapter proposes suggestions for improving governance capabilities based on the previous research results, relevant legal systems, and the realistic basis of the village.

Figure 3.1 shows the main content of the proposal more intuitively. It can be seen from the figure that the object of structural strengthening is inside the village. The main object of structural reconstruction is outside the village. The spatio-temporal evolution of the structure shows the interaction between the interior and exterior of the village, resources and rules. This interaction is in a state of dynamic change. From the perspective of capability theory, this dynamic change or adaptability is government management capability. What's more, the government holds the political will to develop the countryside and input resources to the countryside through structural reconstruction. The structural strengthening shows the

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ability of self-government within the village or the ability to upgrade within the village. The structural strengthening proposal is suitable for places where the population gathers, and it is more practical to apply it in a certain moderate-scale area. For villages or regions with continuous population outflow, it is more rational to protect land property rights, improve social security for farmers, and achieve social justice. More detailed recommendations are provided in the next three sections.

The "Organization Law of Villagers Committees of the People's Republic of China" stipulates that villagers' committee must, by the law, administer the land and other property owned collectively by the villagers of the village. Villagers committees shall support and organize villagers to develop various forms of cooperative economy and other economies under the law. It also undertakes the service and coordination of production in the village, and promotes rural production and economic development. The "Regulations on the Work of the Communist Party of China's Rural Primary Organizations" clearly stipulates that the party's rural primary organizations: strengthening the unified leadership of various organizations; creating a harmonious and orderly governance of the countryside; forming a rural governance pattern of joint construction, co-governance and sharing. The secretary of the village party organization shall serve as the chairman of the village committee and the head of the village-level collective economic organization and cooperative economic organization through legal procedures, and the members of the village "two committees" shall cross-hold positions. The "Guiding Opinions on Strengthening and Improving Rural Governance" also proposes supporting multi-stakeholder participation in rural governance. The existence of these legal provisions shows that the government's agents are the most important subjects in the affairs of rural governance, and the subjects in the second chapter of this article that control the ability to support resources are these agents, that is, the party's grassroots organizations and village cadres.

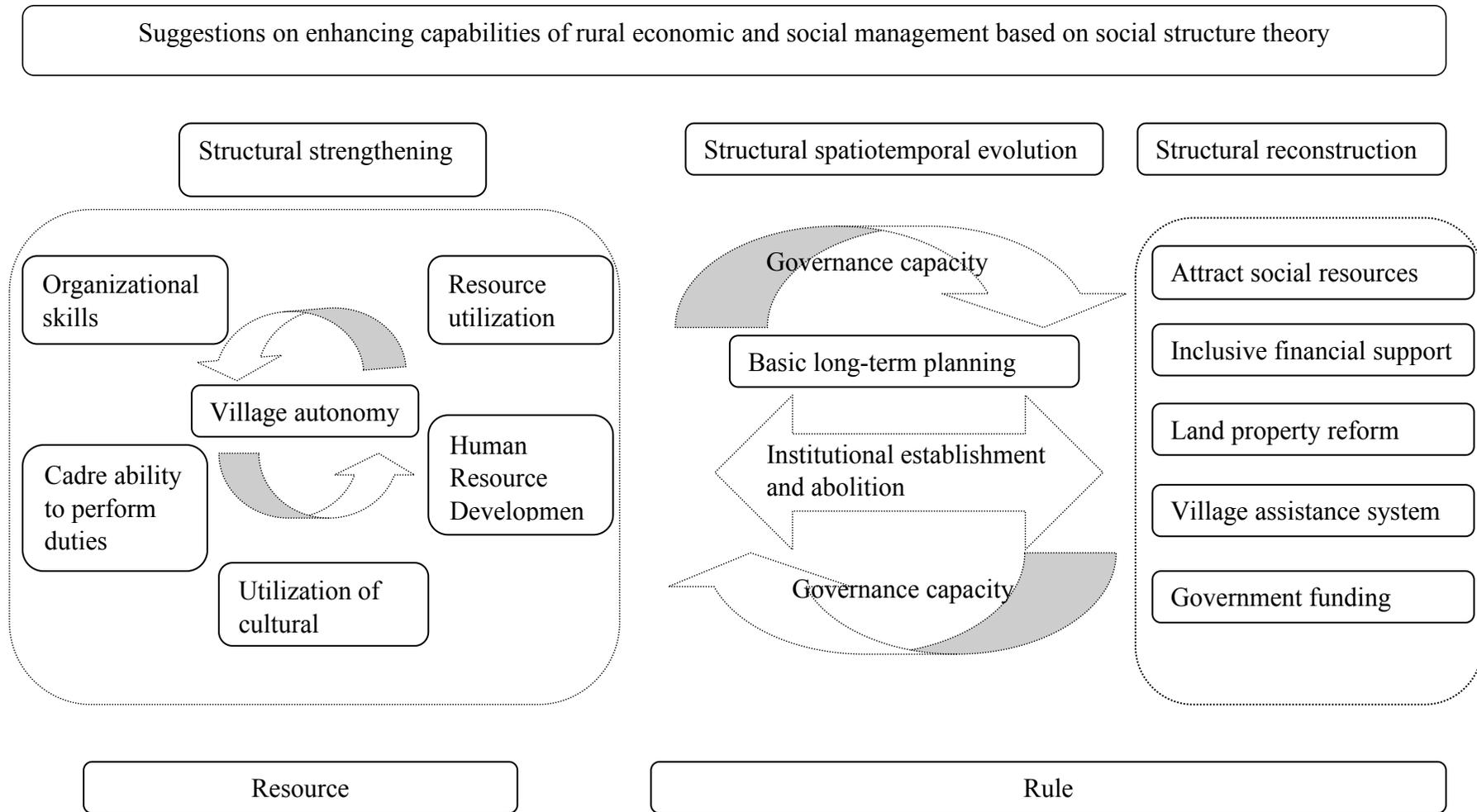


Figure 3.1 - Sketch of the improvement of economic and social governance capacity based on social structure theory

Source: prepared by the author

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In addition to the power given to the villagers' committees and Village branch committee of CPC by the legal provision, the implementation of many policies also plays certain functions through these two institutions. In terms of economic development, whether capital enters the village or government projects enter the village, as long as the development or utilization of resources is involved, the two institutions must be contacted. If villagers want to get the support of inclusive financial policies, they also need the review of these two institutions.

From an administrative point of view, governance content is mainly various administrative tasks and subsidies assigned to villages by the state. Strengthening the ability of rural governance is to strengthen the leadership of rural grassroots party organizations. (Wang & Shu, 2019) At this stage, the governance capacity of the rural government should be improved, so that the rural power can be used centrally, and the autonomy and responsiveness of the power operation should be improved. The improvement of rural governance capabilities requires not only the improvement of organizational capabilities, but also the personal capabilities of village cadres. The enhancement of these two aspects ultimately promotes the enhancement of rural governance capabilities.

The credibility of the basic-level government and the authority of the party's village-level organization of the statistics in Chapter 2 show that they are weakened. Although the position of this article is based and emphasizes the ability of spontaneous development and spontaneous governance of the village, however, this article does not deny the role and legal status of the grass-roots government and village-level party organizations. This article hopes that the public should understand that there will be no social organization that will truly represent the interests and positions of disadvantaged villagers, but the Chinese Communist Party has such will and actions. From the perspective of political parties, this phenomenon cannot be allowed to continue to develop. Measures need to be taken to reshape the credibility of the government and the legitimacy of the party.

Because these two organizations and village cadres in the village are at the center of village management, on the one hand, it has become the target of some

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social capital; On the other hand, it also makes it the target of elite infiltration in the village. In order to prevent interest alliances from generating and damaging the overall interests of villages, first of all, it is necessary to strengthen their organizational, service and leadership capabilities from the political perspective.

Enhance organizational capabilities through the value guidance and discipline constraints of rural grassroots party organizations

Standardized party organizational life is a prerequisite for the functioning of party organizations, and it is also a guarantee for supervising the work of party members, educating and uniting party members and cadres. On the one hand, it is necessary to standardize the development of daily life in rural party organizations, to normalize and institutionalize the work of party meetings, learning, management, and education. So that they can become a model for village committees and various rural organizations to learn from, and achieve party style. Leading political and folk customs; on the other hand, we must strengthen the training and education of grassroots cadres and party members. Pay attention to cultivating potential leaders in organizational life, so that potential leaders of party organizations have higher political and cultural quality and strong working abilities.

First, because villagers' voting elections occupies a relatively large weight in the indicator system of rural governance capabilities, the election methods need improve, farmers' voting professional education need carry out, and various forms of voting need publicize, so that farmers will have a clear understanding of elections. Elect truly outstanding people to serve as village leaders. Second, optimize the employment system and establish dynamic management methods. Establish a flexible employment system, implement the dynamic management method of posts and personnel, and regularly assess village cadres. Timely adjustment of unqualified village cadres, make the " life tenure " of village cadres change, let village cadres have a certain sense of crisis, and use the system to promote village cadres to improve themselves, standardize their behavior, and improve their self-cultivation. (Wang & Zhou, 2020)

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At the same time, strengthen the care and training of ordinary party members, solving their difficulties in life, find out their ideological status. Through agricultural knowledge and skills training in a planned way, it will become a model for farmers to become rich. Through inner-party education and belief training, we will make them a rural moral model, and strengthen the sense of belonging, honor, responsibility and centripetal force of party members to the party organization. Making grassroots party organizations the main force of rural economic and social development, enhancing the attractiveness of the party organization's life, and creating good conditions for party members and cadres for the standardization of the organization's operation.

Strict internal party discipline is a powerful guarantee for the standardization of organizational life, and the construction of discipline in rural party organizations is strengthened. On one hand, it is necessary to strengthen the education and propaganda work of political discipline and political rules. Not only should we pay attention to the regular discipline, normative interpretation and publicize work of the party organization, but also through the study of exemplary deeds of party members and the analysis of cases of violations within the party. So that party members and cadres can establish the sense of discipline and concepts of party members in their ideology. On the other hand, it is necessary to strictly enforce party regulations and party discipline, and reduce corruption and other illegal crime among party members and cadres. In recent years, there have been frequent corruption cases among rural party members and cadres in land acquisition and house demolition, the use of funds for benefiting farmers, and the distribution of national poverty alleviation funds. The phenomenon of "a petty official but huge corruption" in individual rural party branch secretaries has seriously affected the party's image and prestige. (He & Wang, 2016) For this reason, rural grassroots party organizations and their higher-level organizations must not slack in the slightest on the issue of violations by party members and cadres, and must strictly enforce party discipline and purify the internal environment of grassroots party organizations. The ultimate goal of a standardized governance system is to achieve effective development and integration of rural governance.

In addition, grassroots party organizations also maintain rural order, protect village property, and maintain the party's authority among villagers as an important subject. In the survey of the operators of the use of rural resources (Figure 3.2), 2.4% of the users are rural gangsters. The combination of rural chaos and resources to pursue economic benefits has the potential to become the "village hegemony". Their existence has disrupted the social order in the countryside and eroded the authority of the basic-level party organizations and the legitimacy of the party. In July 2018, the General Office of the Central Committee of the Communist Party of China and the General Office of the State Council issued the "Work Plan for Supervision and guidance of the special struggle against gangsters and evils in the country". Prevention and control of "village bludger" evil forces... The above documents issued by the state at all propose attaching great importance to the phenomenon of "village bludger" and give instructions on how to prevent and manage "village bludger". Some scholars suggested that the police should go deep into the countryside and become one of the principal bodies of village governance present. (Hu, 2019; Yu & Liu, 2021) In the short term, these measures are all necessary, but more importantly, only by eradicating the societal conditions of gangsters and village tyrants can the problem be solved fundamentally.

First, strengthen the village's ability to resist rural "humiliation". Specifically, this can be done by improving the implementation of the villager autonomy system, strengthening the responsibilities of village cadres, strengthening village public life, and strengthening village cohesion. Villages of different cohesiveness have noticeable differences in their ability to resist "humiliation". Although "hustle and busts" are not afraid of individual villagers, they have scruples about village officials and village elites who have a sense of justice, and they also fear to unite villagers. Their unreasonable character and undercover style of doing things also make it difficult for village officials and village elites to defend. Therefore, when village cadres and village elites deal with rural "hustle and gangs", they need the concerted efforts of villagers, which can constitute a deterrent to "husking gangs". Improving the system of villagers' self-government and strengthening the responsibilities of

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village cadres can not only supervise that village cadres do not collude with "husbands", but also encourage them to assume the lead in resisting "husbands" entering the village. Strengthening village community life and strengthening village cohesion will help the village. Cadres and village elites resisted "humiliation" and provided the vital mass foundation.

Second, it is forbidden for grassroots governments to utilize the villages as a "puzzling". On the one hand, the grass-roots government and officials who use the village "mixing" in the process of village governance should be severely punished. On the other hand, since the grassroots government and villages have almost no right of punishment, if they have no available resources and they have to assume various responsibilities, they will have the urge to use the gangsters to conclude their tasks. Therefore, their responsibilities should be clarified instead of letting them bear nearly unlimited responsibilities. Only in this way can it be possible to reject the intervention and interference of rural "hustle and bustle" in rural governance and prevent them from making profits from rural governance. Specifically, effective supervision of grassroots governments and officials can be reached by implementing open government affairs, strengthening administrative supervision, improving inner-party democracy, and strengthening inner-party supervision. This can curb the self-interest of the grassroots government and prevent the grassroots government and officials from using the villages in the process of rural governance. Strengthening democracy and supervision can effectively restrain grassroots governments and cadres. The grassroots government and officials are subject to strict supervision, and the use of rustic "bludger" in governance will be severely punished. "strategic tolerance" of rural "bludger" will lose space, and the intervention of rural "bludger" in rural governance will be severely punished. The institutional space is lost.

Third, intensify governance and crackdown on rural "huddle". Specifically, it can start from the optimization of information mechanism, strengthening of risk mechanism, and strengthening of supervision of governors, etc., to establish an efficient and powerful governance system with clear rights and responsibilities. From the perspective of village society, it is necessary to focus on the reconstruction of the

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value of farmers and the construction of the norms of rural society, promote the governance of gray forces with the construction of rural customs and civilization, and curb the trend of graying in moral education. (Wang, 2018;Chen, 2018)

Fourth, because gray forces are closely related to economic interests, the use of economical means to govern gray forces is the focus of scholars. The first is to concentrate on the role of enterprises in promoting the development of the rural economy, expand the employment of villagers, increase the income level of rural areas, and eradicate the economic foundation on which the gray forces depend for survival. Second, clarify the collective economic property rights of the village to prevent the unwarranted encroachment on the distribution of public resources by the gray forces. In this regard, village-level party organizations must play a role in resistance.

Improve village governance capabilities by improving the leadership of village officials. From the perspective of social structure theory and social network structure theory, the governance ability of village cadres reflects the ability to transform resources. In a top-down social management system, work tasks and instructions from higher levels can be quickly transmitted to the grassroots government in the bureaucratic system, but the transmission from the grassroots government to the villagers sometimes needs to be effective through the rural social network. This is because top-down tasks or instructions are aimed at hypothetical indifferentiated villagers, but the actual situation is that the villagers are differentiated. This differentiation gives village cadres the flexibility to execute power. Village cadres can use their rich local knowledge and individualized optimal strategies to complete their tasks. In addition, village cadres have no administrative punishment power, and lack restraints on violations in the village. Village cadres can only rely on moral strength and resource conversion ability to indirectly restrict them. In a horizontal social network from the inside out, village cadres need to have the knowledge and ability to use market rules and legal systems. On the one hand, they use their own advantages in key nodes in rural society to create more weak bonds. Weak ties have great advantages in the efficiency of information transmission. Especially in rural

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areas, weak ties are often expressed as informal relationships, which can often replace formal relationships and play a governance role. On the other hand, it unites with other subjects of society to make full use of laws and systems to reduce constraints on the development of the village.

Improve economic support. The development of the rural economy can create more employment opportunities, not only absorb the labor force of the village and reduce population loss; it can also increase the collective income of the village. Sufficient rural population and collective income has a positive and significant impact on the improvement of village governance. The development of rural economy is inseparable from the understanding of rural resource endowment conditions and current institutional conditions.

Judging from the results of the survey (Figure3.2, Figure3.3), the resources are unevenly distributed and scattered, and many resources are left unused and have not played their role. The collective resources owned by 53.6% of the villages are land and woodland, 39.2% of the villages have other resources, and 7.2% of the villages have no resources. Among them, 24.4% of the resources are idle. Most of these idle resources are collective land and forest land in remote villages. In the short term, these collective resources have no value for commercial development. 29% of the resources are contracted or used by village officials and their relatives, which show that authoritative resources have a strong control over the allocation of resources. It is also because the system allows the village party secretary to act as the head of an economic organization through legal procedures. In the 2017 revised "Land Contracting Law", the "three rights" of land ownership, contracting rights, and management rights are "separated" to stabilize rural land contracting relationships and remain unchanged for a long time. Land management rights are bought as shares to protect the rights of migrant workers and settled farmers. There are clear regulations on plain content such as land contract rights. In 2019, rural collective assets in Henan Province were 269.5 billion CNY, of which operating assets were 86.2 billion CNY. More than 60% of the administrative villages completed the reform of the rural collective property rights system and established collective

economic organizations; in 2020, all rural collective property rights system reforms will be completed. It is planned to basically eliminate villages without collective income by 2022. These measures have cleared away obstacles to the development of the rural economy, and the problem that needs to be solved is how to develop the economy.

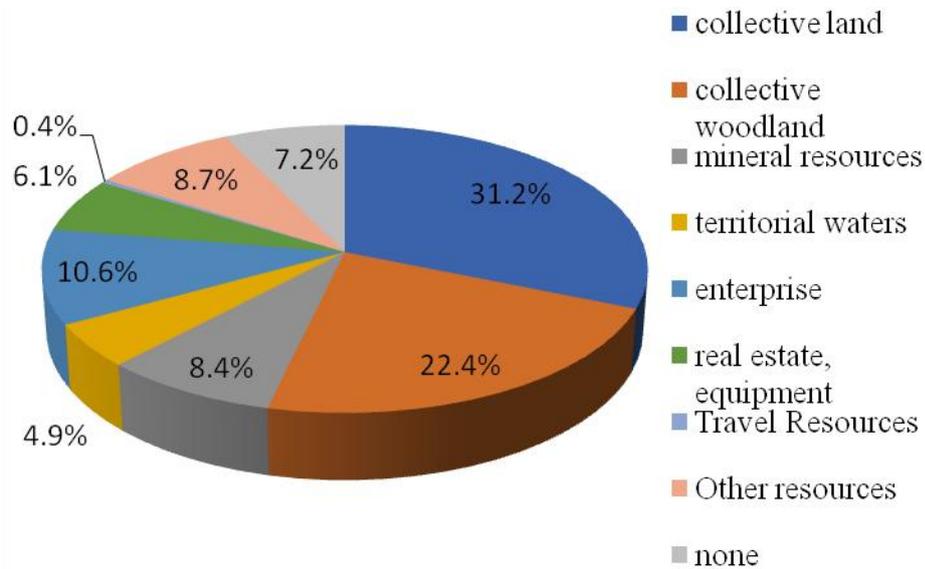


Figure 3.2 - Distribution of rural resources

*Source: prepared by the author*

Through policy guidance, we will provide market opportunities for the richest rural class, rural sages, homecoming entrepreneurs and other elites to participate in rural construction. We should encourage them to establish companies, cooperatives, groups and other modern social organizations in rural areas. Rely on these organizations to help and support ordinary farmers to improve their resource endowment structure in terms of social resources, human resources, material resources, financial resources and industrial mix, enhance the sustainable livelihood capital of farmers' families, and form a stable income.

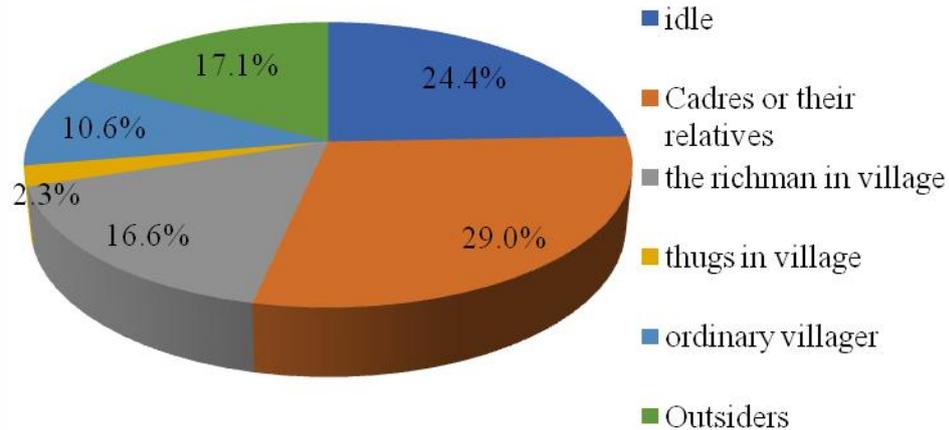


Figure 3.3 - resource user

*Source: prepared by the author*

Develop and expand the rural collective economy and cooperative economy, promote balanced and sufficient development opportunities for rural society, rejuvenate rural industries, establish and accumulate sufficient economic and social capital in rural areas, and promote the improvement of rural self-development capabilities. The case of Tangzhuang town provides a good idea. To put it simply, a cadre with excellent leadership is needed to make full use of the resources of the village to achieve primitive accumulation, to encourage villagers to join the division of labor system in the region, and to formulate an appropriate income distribution system.

First, actively explore multiple forms of realization of the rural collective economy. The first is to further consolidate and improve the two-tier management system based on household contract management, combined with unified and decentralized operations. On the basis of improving family management, give full play to the advantages of collective and unified management, strengthen democratic management, straighten out distribution relations, and enhance development vitality. The second is to actively develop the joint-stock cooperative economy, break the boundaries of regional and ownership, combine farmer labor cooperation with social capital, technology and management cooperation, and combine the advantages of

land and forest resources in commodity development. Through the joint-stock reform of traditional collective economy and the establishment of new economic entities, the allocation of production factors is optimized, and the strength of the rural collective economy is enhanced. At present, the integration of collective land rights under the "three-rights separation" of agricultural land is conducive to consolidating the collective land ownership system of member rights, promoting the development of rural collective economy, and then building a new type of rural collective economy around the "connection of common interests" among members. Make collective land management an economical basis for activating rural governance and improve rural governance capabilities. (Li, 2021) The third is to develop a new type of cooperative economy, guide the village collectives to cooperate with grass-roots agricultural technology organizations, grass-roots supply and marketing cooperatives, enterprises, and major professional households, and develop various professional cooperatives and professional cooperatives such as technical guidance, information transmission, material supply, product processing, and marketing. Associations and professional intermediary organizations realize the multi-level and multi-field extension and expansion of the rural collective economy. Adopt various models to develop the rural collective economy, such as the establishment of collective enterprises, the construction of commodity bases, the development of advantageous resources, the development of professional cooperative organizations, the promotion of urban construction, the promotion of investment and the promotion of poverty alleviation and development.

Second, the development of the collective economy must be based on local conditions. The first is to adapt measures to local conditions and highlight features. In areas close to highways, rural collective economic organizations should encourage to actively participate in urban construction and commercial activities according to law. It is necessary to encourage them to develop rural tourism, build factories, markets, commercial housing and storage facilities, and develop supporting services through attracting investment. Second, the plain area should combine the adjustment of agricultural structure and industrialized management to build a special commodity

base for vegetables, flowers, animal husbandry, and aquatic products, and develop advantageous agricultural enterprises. The third is to participate in the construction of agricultural infrastructure in mountainous and mid-level areas, establish ecological agriculture and tourism parks, joint-stock cooperative forest farms, and ecological livestock breeding communities, and adopt methods such as paid use of wild resource collection sites to rationally develop and utilize forestry, medicinal materials, and wild fruits. There are wild mushrooms and other specialty products. The fourth is to develop characteristic industries, organize the export of labor services, and continuously promote the development of the collective economy. Fifth, It is necessary to speed up the construction of new rural areas, carry out old village reconstruction work in villages with mature conditions, and promote the development of village-level economy. Due to the different situations in different regions, the development and expansion of the village-level collective economy cannot be a model. It must be adapted to local conditions and the breakthrough point must be selected. Villages with a certain foundation for the collective economy should mainly further develop and do well in existing projects, manage collective assets, and enhance the vitality of the collective economy; villages with a relatively weak collective economy, based on local realities, focus on the development of agricultural industrialization, and do a good job in agricultural products. The development of services and resources in circulation and other links will increase collective income and promote farmers to become rich.

In the process of using resources to develop the rural economy, local governments should adhere to the principle of equal emphasis on utilization and protection, that is, they must be able to scientifically use characteristic resources, and they must also be able to protect characteristic resources while using them, and improve the overall coordination of rural economic development. In the process of formulating rural economic development plans, it is necessary to fully consider the compatibility of characteristic resource utilization and protection, as well as the coexistence of characteristic resource utilization and local sustainable development capabilities. The characteristic resources should not be blindly obtained and ignored

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the negative impacts on rural society, civilization, and the ecological environment. In the process of utilizing rural characteristic resources, it is hoped that other related industries will be promoted. Through industrial development, it will be able to provide more employment opportunities and continuously activate various elements of rural economic development. (Xue, 2021)

In addition to resource input, capital input, and institutional licensing, the development of the rural economy also requires markets and professional farmers. Zhang&Yang (2021) believes that the non-agriculturalization of the rural population can promote land circulation and the formation of scale effects, and land agglomeration promotes industrial adjustment and upgrading, and ultimately increases the demand for labor. Providing the villagers with the required vocational training is an important measure for them to participate in the social division of labor and promote the development of the rural economy. For this reason, this article investigates the vocational training needs of farmers in Henan based on their main occupations and some new occupations. The results of the survey are shown in Figure 3.4.

Main vocational skills that villagers hope to learn are planting technology, food processing technology, and breeding technology, and these three groups account for more than half of them. This is because Henan is a traditional agricultural province, and most farmers still live on agriculture and aquaculture. Under the trend of agricultural modernization and scale, they will transform from farmers to agricultural industry workers, and provide adequate skills training and technical support to those farmers who have the potential to become agricultural industry workers; and others should gradually transfer out of agriculture. In the production field, enter other industry fields.

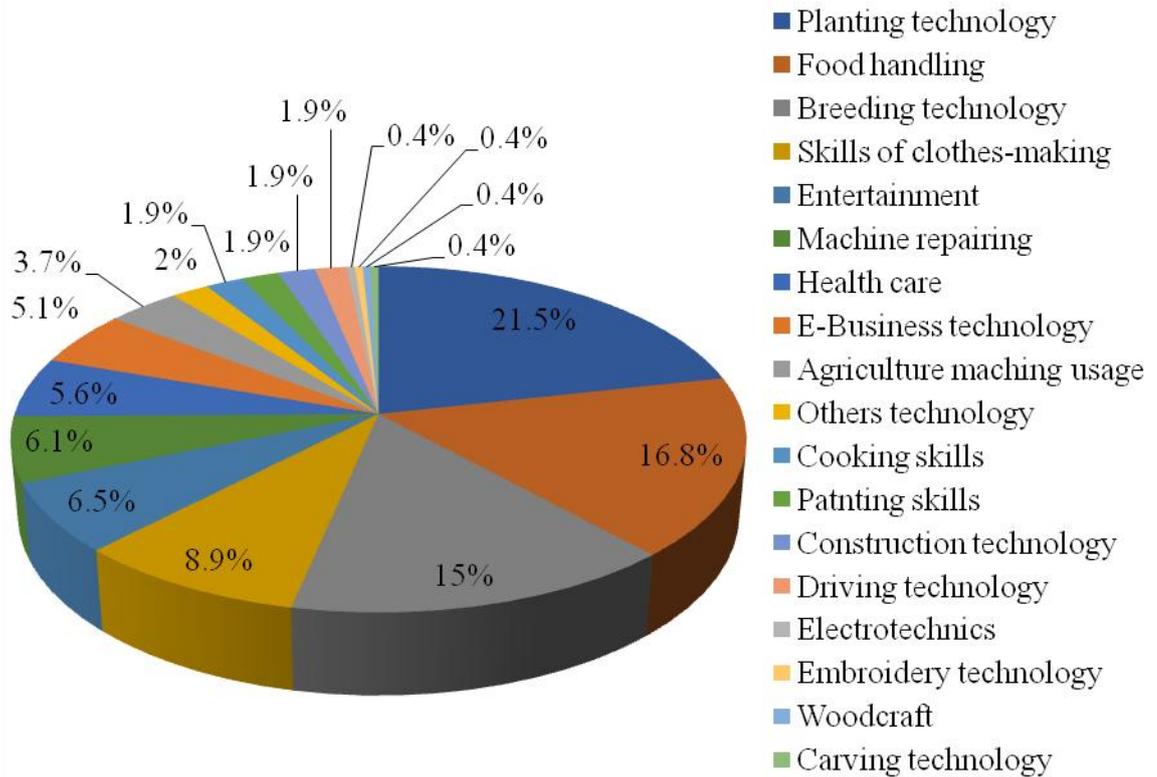


Figure 3.4 - Distribution of vocational training needs

*Source: prepared by the author*

As can be seen from the above figure, most farmers will still use land as the basis of their source of income for a long period of time. With the emergence of new technologies, villagers began to need new skills and knowledge. They are ready to participate extensively in the specific affairs of rural development, which is the source of the endogenous power of rural development. The implementation of land transfer has indeed solved the problem of land barrenness and the scale of land required for agricultural modernization in some areas, allowing farmers to earn a share of income. However, because most farmers have a low level of education and vocational skills, land transfer deprives them of their professional needs, and it is difficult for them to transfer to the manufacturing and service industries. Companies need to increase profits and improve efficiency. If these farmers' vocational skills cannot meet the requirements of the company, they will gradually be excluded from the company.

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Improving farmers' professional skills and the overall quality is conducive to change the behavioral motives of rural enterprises, economic organizations and farmers themselves. On the one hand, it will promote the transformation of the enterprises or economic organizations introduced by the villages from relying on policies and rural resources to rely on rural talents and resources. Enterprises is no longer just staring at rural resources, causing farmers to worry about enterprises and basic-level public officials, and eliminating hidden dangers that may cause instability. On the other hand, farmers are no longer just staring at rents or dividends. They can not only participate in the development of rural undertaking formally by relying on their rights, but also can directly participate in rural undertaking by relying on high-quality vocational skills. Thus, to a certain extent, the troubles caused by the short-sighted behavior of the villagers to the enterprises are eliminated. This is conducive to the sustainable development of the rural economy and strengthens the village's governance capabilities.

The reason why rural culture can play a governance role is that the villagers who grew up in a specific cultural environment have a deep sense of local cultural identity, consistent and stable values, and many of them have been internalized into people's behavioral consciousness. Implementing rural governance on the basis of following the characteristics of rural culture is the easiest to be recognized and accepted by the villagers. Therefore, the inheritance and support of fine traditional culture are of positive significance to the improvement of rural governance capabilities.

It is necessary to make good use of family characteristics in rural governance and guide family mobilize forces to develop positive energy. There are frequent contacts between family members in rural areas and diverse social relationships. This social relationship is based on the mutual connection of consanguinity, kinship, trust, and moral traditions, which are passed on to each other among family members, which enhance the emotional and human relationship. The interrelated social relations of the family subtly weave the foundation of the cultural network for the cooperation between the family groups. Reshape the rural family community to

absorb its excellent traditional elements, while incorporating the characteristics of the time and innovative ideas. This includes: First, the integration concept of "rule of law, rule of virtue, and autonomy". The rural family community is based on the modern rule of law concept to carry out the rule of law in the village, promote the core socialist values, carry forward the traditional rural virtues such as respecting the old and caring for the young, family harmony, neighboring mutual assistance, etc., leading the family's rule of law awareness and moral concepts. At the same time, it is necessary to learn from the traditional "ritual and custom autonomy" to maintain rural social order and realize morality autonomy from the family to the family community and the village. Rural families take the lead in abiding by the law, creating a balanced, harmonious and close unity within the family community under the principle of the rule of law, thereby stabilizing the rural order. The second is the concept of self-fulfilling responsibility in the "collective consciousness". French sociologist Durkheim (2016) believed that "the sum of the beliefs and emotions of social members " constitutes a clear life system of members themselves. We can call "collective consciousness or common consciousness ". The rural family members have the faith and feelings of "acquiescence and consistency", and each member agrees with this clear idea and standard consciousness of life system. This constitutes the "collective consciousness" of the family. The stronger the "collective consciousness" of rural families, the higher the sense of identity of their members, and the more willing they are to invest in the family community. they will also perform more duties and responsibilities for the family's "reputation" . Rural social governance must combine the characteristics of family "collective consciousness", combine rural social governance with family power, and bring into play the family community's concept of educating clansmen for self-responsibility, building and sharing the effects of rural social governance.

Give full play to the subjective role of farmers. The first is to establish a long-term guarantee mechanism for farmers as the agent of cultural construction, and to make farmers' subjective status run through the entire process of cultural governance. It is necessary to respect farmers' wishes, listen to farmers' opinions, give farmers

full rights to participate, express and speak, enrich farmers' cultural life, and meet farmers' spiritual and cultural needs. The second is to tap local cultural resources. The local culture maintains the life order of the rural society with a kind of Confucian wisdom, and also promotes people to form a conscious order with a non-institutional norm established by conventions. Protect the cultural heritage of the village and establish a village museum to promote the inheritance of the local culture. The third is to inherit the local culture. The wise villagers are an important subject of rural governance. On the one hand, they have the role of assisting the village committee in handling rural public affairs, mediating family conflicts and neighbourhood disputes. On the other hand, they have a correct value-oriented role.

Actively cultivate rural cultural and social organizations. Rural cultural and social organizations organize individual small farmers in a fixed form and participate in rural cultural governance in a collective form. It is a mass social group formed by farmers based on their common cultural interests and hobbies on the basis of voluntary equality. Rural cultural and social organizations have broadened the channels for the supply of rural cultural products and services. Compared with government supply methods, it can combine the cultural environment of rural society and the cultural preferences of villagers in a more flexible way to provide a richer and more diverse culture. Products and services enrich the spiritual and cultural life of villagers. In addition, rural cultural and social organizations are created by villagers on an equal and voluntary basis, and they have many advantages in organizing and carrying out activities. On the one hand, villagers can engage in equal dialogue and exchanges, freely express their inner aspirations and wishes, and participate in the process of rural cultural governance; on the other hand, they can strengthen the cultivation of social capital such as the spirit of public, participation, and mutual cooperation of villagers. Improve the cohesion of rural society and create a good social environment for effective rural governance. At present, the development of rural cultural and social organizations in the province is not sufficient. The government should strengthen the supporting and cultivation of rural cultural and social organizations, provide necessary platforms and financial support, and help

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solve the difficulties and problems in the operation of the organization. Cultivating cultural backbones, encouraging villagers to participate and giving full play to their affinity, professionalism, flexibility and other advantages have promoted the effective implementation of rural cultural governance.

#### Upgrade traditional rural relationship network.

Now, rural areas continue to open up, and the communication network between urban and rural areas has been continuously optimized, which has long broken the habitual state of communication between them. In this process, villages are affected by municipal ideas, culture, etc., and farmers' ideas are emancipated, preferential policies of the national government and the decentralization of power have enabled the development of villages to be continuously open and independent. Village governance methods that rely on traditional kinship, consanguinity, and geography are increasingly facing challenges. In this case, speed up village relations resources upgrading, establishing stable cooperative relations with various organizations and units in the "large community", and broadening the network of relational resources is of particular importance. To upgrade the traditional relationship network of the village, it is necessary to tap the potential relationship on the basis of the original relationship network of the village. The cooperative relationship between the village committee, government departments and commercial departments is mainly for the needs of village management and control. It is another type of village governance technology that replaces and supplements the traditional neighborhood network. As the original main body participating in the development of village resources, the commercial sector plays a pivotal role in village governance. Village committees should try to achieve village management goals under the new situation through cooperation and mutual benefit to emerge market forces.

In fact, not only the village's public relations resources will have an impact on governance performance. Private relations resources are also an important part of the village relations resource network. Putnam (2011) once discussed the connection between social capital and private informal relations. In a vivid explanation, he pointed out that "informal social connections are like drinking coffee, playing poker

and other small activities, inadvertently depositing a penny in a piggy bank, and social capital will gradually increase". If the personal relationship resources of the villagers are employed in the development of the village, then the relationship resources of the village will be greatly expanded (Figure 3.5).

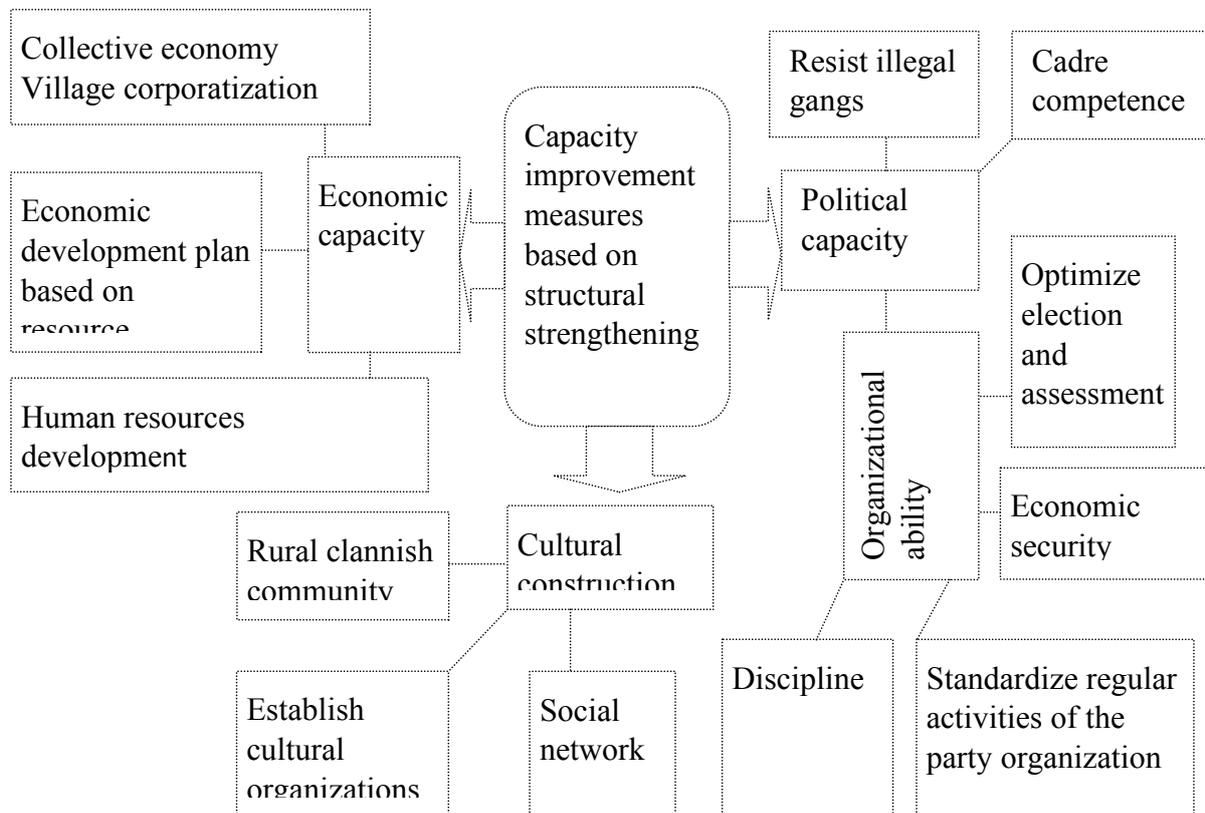


Figure 3.5 - Capacity improvement measures based on structural strengthening

*Source: prepared by the author*

Therefore, when cultivating village relationship resources, it is necessary to strengthen the exploration of villagers' personal relationship resources, and transform the villagers' intimate interpersonal relationship network into an inter-organizational relationship network, in order to optimize and enhance the traditional village relationship network. (Leng, 2015) To illustrate this part more visually, it is shown in the form of a diagram. Figure 3.5 shows proposals to enhance the political, economic and cultural capabilities of the village, which intertwine the political, economic and instrumental interests of various actors to form a network of village interests. Looking at the improvement of rural governance capacity from the inside of the

village, it means to enhance the endogenous governance capacity of the village, which mainly includes the promotion of political, economic and cultural abilities in the village. Its goal is to realize self-management, a self-education, a self-service, democratic election, democratic decision-making, democratic management, and democratic supervision under the leadership of the party, relying on the strength of the rural society and various organizations.

### **3.2 Innovative approaches to the management of socio-economic development**

The promotion of rural governance from the perspective of outside the village boundary is because the governance within the village has a spillover effect. For example, in Chapter 2, the supply and demand balance of resources, the development of rural economy, and the scale effect that exist in the investment in the village in the second section; the legal system and technology break through the border of the village and affect the village. Under this circumstance, the main body of governance is no longer in the village. It shows a kind of social governance capability, regional governance capability and even national governance capability. This article believes that it belongs to the category of political economy.

Since the government has the advantage of scale in system supply, it is more economical to provide institutional public goods by the government. Therefore, one of the important functions of the government is to "provide by production" a system that can stimulate the vitality and creativity of economic entities. (Xu & Ma, 2012) Enhance rural governance capabilities through institutional supply. The main rural development plans at the national level are the ' Rural Revitalization Strategy ' and the Poverty Alleviation Plan (Figure 3.6), which inject impetus into rural development and demonstrate the country's strong governance capacity. These funds are channelled into villages mainly in the form of projects along with development plans, and the implementation of the entire project is embedded in the rural governance system (Figure 3.7). The political elites, economic elites, social elites and

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villagers in the village to play a complex game around resource integration and benefit distribution. When some villagers' resources are forced to be integrated and their interests are infringed, and the contradictions cannot be mediated, they adopt an informal way of interest appeal-petition. Through the petition of contact higher-level government agencies, to put pressure on the grassroots government to achieve their own purposes.

The national resources to the countryside mainly serve the public infrastructure construction of the village and benefit all villagers. The top-down input of national resources through the administrative system is to achieve the goal of improving the public welfare level of villages and promoting the development of public infrastructure. There is another logic for the resources of industrial and commercial enterprises to go to the countryside. The industrial and commercial enterprises are also connected with the towns and county governments. Through the recommendation and guidance of the county and township governments, resources can enter the villages. The logic of industrial and commercial enterprise resources going to the countryside is to achieve profits, so the operation within the village is very easy to form an alliance with the village elites to achieve collusion. Whether national resources or industrial and commercial enterprise resources go to the countryside, after the resources enter the village, the realization of the public will and the profit of capital need to deal with the village elites.

However, the introduction of resources to the countryside has, to some extent, led to the chaos of village governance. Therefore, in order to standardize the operation of resources to the countryside, the rules and governance mechanisms associated with resources to the countryside will change. The restriction of villages and towns on village power is mainly reflected in the progress and quality of project implementation, which will supervise and manage village cadres. However, under the guidance of all-round development of the village, the assessment of the supervision and management of village cadres has a greater flexibility, which makes village cadres have greater autonomy. After the village cadres go to the countryside, they deal with the relevant affairs in the village through the independent operation of

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power, their own authority and relationship network in the village, so as to ensure the effectiveness of the resources to the countryside, so as to obtain the approval of the township government and other superior leaders. Therefore, the power given by villages and towns to village cadres becomes a kind of resource, which makes their involvement in the project legitimate, and village cadres can also timely understand and capture relevant information of the project. Under the existing system requirements, village cadres cannot directly participate in the operation of village projects, nor can they invest in the construction of villages themselves. When the resources of the state and commercial enterprises input the countryside, the village elites will control the project resources to achieve partial capture of the rural resources. It forms the profit sharing order within the village, and builds the internal power pattern of the village based on the benefit distribution. In the process of resource operation, village elites will take into account the dual elements of power and resources, determine their own behavioral motives from functional and expressive needs, and achieve orderly and effective distribution of interests through rational calculation.

The change of governance tasks after resources go to the countryside determines the basic pattern of rural relations. The relationship between township and village will form a new pattern due to the effective implementation of the project in the village.

The township government should give sufficient convenience to village cadres, so that they can promote and ensure the smooth implementation of the project. At the same time, it is necessary to prevent village cadres from having excessive autonomy, and prevent village cadres from being too self interested. Because it will lead to the capture of project resources by village cadres and village elites. The construction of social order within the village should not overemphasize the effectiveness of resources and rules, but should find a balance between the operation of resources and powers within the village and the power and resources injected into the village by the state, or directly contract projects by the county department to recover this power.

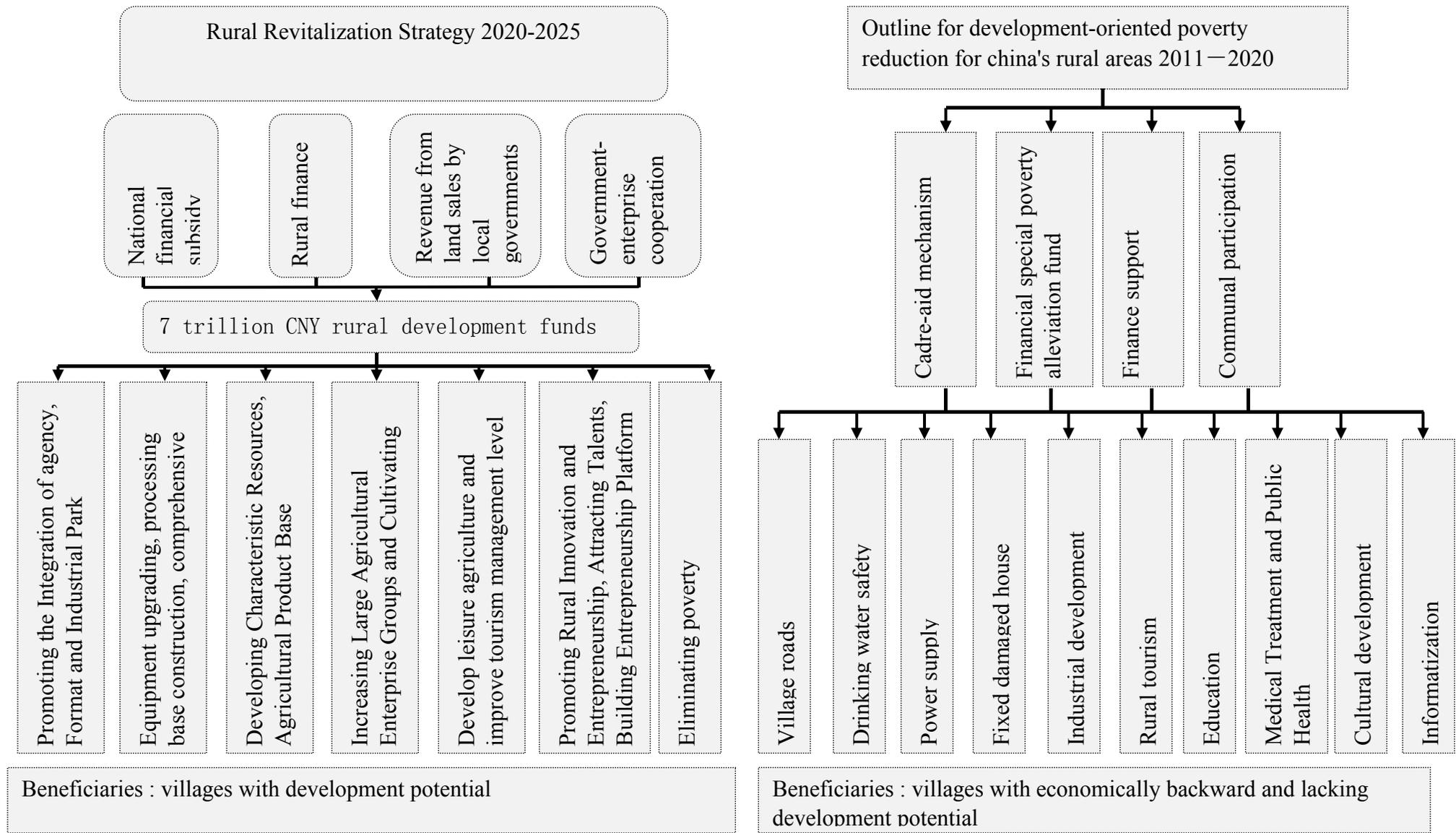


Figure 3.6 - National level rural development plan

Source: prepared by the author

It is one thing for the formulation and implementation of these grand plans and policies, and it is another thing whether it can achieve the docking with the village 's own development plan or willingness to promote the overall benefit of the village rather than a small number of regions or minorities. In China, the state invests development funds in rural areas in the form of projects. However, according to the regression analysis in Chapter 2, it is found that in Henan, rural access to national projects has a negative impact on the rural governance capacity index. This does not mean that rural areas should exclude these projects and financial support, but should link these development funds and projects with rural development plans. So that more people in rural areas can benefit from them, and let these development plans and information be known to villagers. Of course, it is the Two Committees and village cadres who can play an important role in this, which is also the reason for the requirement in Section 3.1 to focus on improving political ability.

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In order to ensure the safe and efficient use of these funds, managers inevitably tend to invest in rural areas with better water or development potential. Rural areas with a better level of development have the opportunity and foundation to receive more support from national projects, and the Matthew effect will be inevitable. Controlling this impact within the appropriate scope is a matter for managers to consider.

For rural areas that the lack development potential and where the management function of grassroots party organizations has been largely lost, another policy tool is at work. Resident assistance (cadre-aid mechanism) in villages is a complete set of system design aimed at eradicating poverty and improving rural governance capabilities.

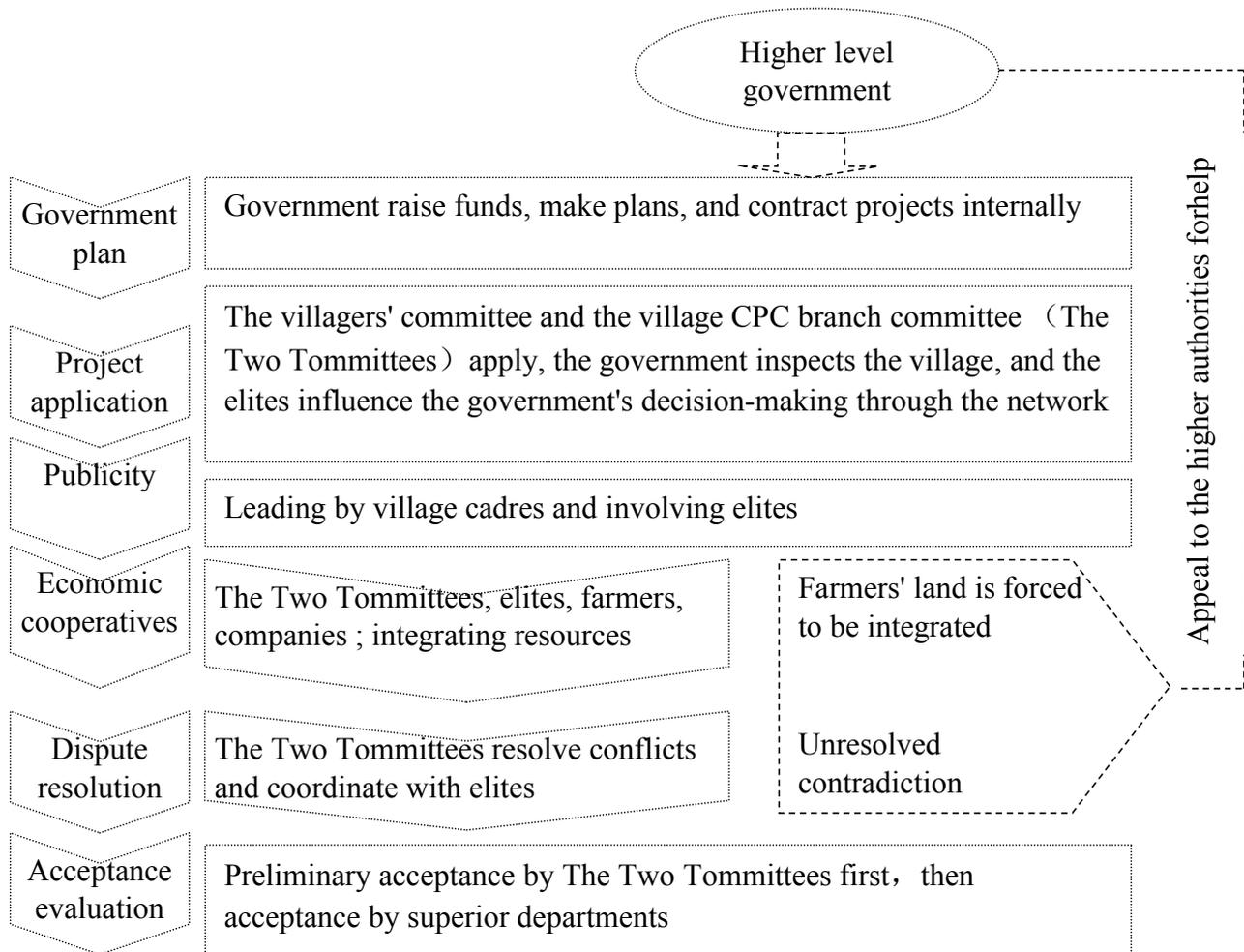


Figure 3.7 - Project Application Process Embedded in Rural Governance System

*Source: prepared by the author*

From 2013 to 2020, approximately 3 million high-level cadres in China will be stationed on the front line of targeted poverty alleviation. By the end of 2020, the average collective economic income of poor villages across the country will exceed 120,000 CNY. (Wang & Anil, 2021) The short-term effect of village assistance is reflected in the realization of the targeted poverty alleviation goal, and the long-term effect has promoted the modernization of rural governance. It brings about the improvement of government public service functions, the sinking of administrative resources at the grassroots level, the organic integration of top-level decision-making and mass participation, and the improvement of village-level governance capabilities are the direction of the modernization of rural governance. The work tasks and boundaries of the government and villagers' autonomous organizations should be

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defined to avoid overlapping of villagers' autonomy and state administrative power. The "first secretary" system is embedded in the power structure of the grassroots society. It build a new poverty governance system to provide a new institutional foundation for poverty governance. At the same time, with the help of the "first secretary" , the social network integrates governance resources inside and outside the village. It injects more human, material and social capital into the village. This allows new social capital will "run" in the poor villages, thereby activating the village's endogenous power and providing a brand-new social foundation for rural economic development. (Yu , Yang , &Hua, 2020)

First of all, by granting villages the right to integrate collective land, the state enables villages to integrate scattered land and push collective non-agricultural construction land to the market in accordance with laws and regulations to obtain huge value-added benefits, thereby strengthening village governance power. Secondly, through supporting policies such as land consolidation and "increase and decrease" of urban and rural construction land index, farmers can share part of the value-added income of homestead. At the same time, the homesteads can be rented, transferred and mortgaged according to law after it convert into operational construction land. This can activate the collective Power of construction land property rights. Finally, through the "three-rights separation" system of agricultural land, important issues such as small scale of agricultural land management, low comprehensive agricultural benefits, slow growth of farmers' income, and large urban-rural income gap are resolved. Collective ownership of land strengthens the identity relationship between farmers and collectives based on land, and guarantees the right of survival of members of the collective. On the one hand, the land management right solves the problem of the transfer and flow of land elements such as contracted land management rights, collectively-operated construction land and farmers' homesteads, and attracts urban capital to the countryside and modern financial elements to participate in rural construction and agricultural operations.(Zhou, 2010; Wang, 2016) On the other hand, enhancing the autonomy of

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collective economic organizations will lay the foundation for the governance of rural public affairs under multiple subjects.

Financial support for rural areas is mainly reflected in narrowing the gap between urban and rural areas and improving the industrial structure. A complete operational mechanism of agricultural financial value chain can promote the integration and development of rural industries and realize the close relationship between finance and rural industries. The CPC Central Committee and the State Council have always attached great importance to the important role of finance in poverty alleviation. Some scholars use the DFID sustainable livelihood framework to analyze the role of capital in promoting rural poverty reduction, and propose that the measures for capital to promote anti-poverty in the new situation are mainly to increase the input of material and financial capital and strengthen human capital. We should guide social capital to build an organizational structure and relationship network to help the poor, and explore a long-term mechanism to solve poverty. Finance also provides more convenient and efficient financing channels for poor areas. The special poverty relief supply loan project effectively connects industrial poverty alleviation and rural revitalization in poor areas. In terms of financial diversity and farmers' entrepreneurship, the availability of financial resources will affect rural entrepreneurs' entrepreneurship. The amount of credit balance is an important factor that restricts farmers' entrepreneurship and reduces their entrepreneurial performance, and the asymmetry of farmers' information is also one of the factors. Financial diversification can effectively reduce the degree of information asymmetry and relax the credit constraints of farmers, which are a huge advantage of financing. These inherent advantages not only meet the needs of new farmers' entrepreneurship financing, but also provide financial guarantee for the construction of new farmers' entrepreneurship system.

Serve the development of the rural economy through the new financial system. In 2019, the People's Bank of China and its Henan branch respectively formulated the Guiding Opinions on Financial Services to Rural Revitalization and the Guiding Opinions on Inclusive Finance to Promote Rural Revitalization. The document

proposes strengthening the in-depth integration of inclusive finance and rural revitalization and development policies, improve the efficiency of financial services for the production and operation of rural agricultural activities, and increase financial precision poverty alleviation. (Yi, 2021) The Henan Province Inclusive Finance Reform Pilot Zone has achieved initial results. To embed villagers' credit in the rural governance structure (Figure 3.8), if villagers want to obtain credit, they firstly need to contact the village assessment team (the group consists of 9-15 people, consisting of villager representatives, party members, village branch committees, village committees, members of county agricultural and commercial banks, and township governments, village cadres) submit the application, and then convene the villagers' congress to vote for credit granting households.

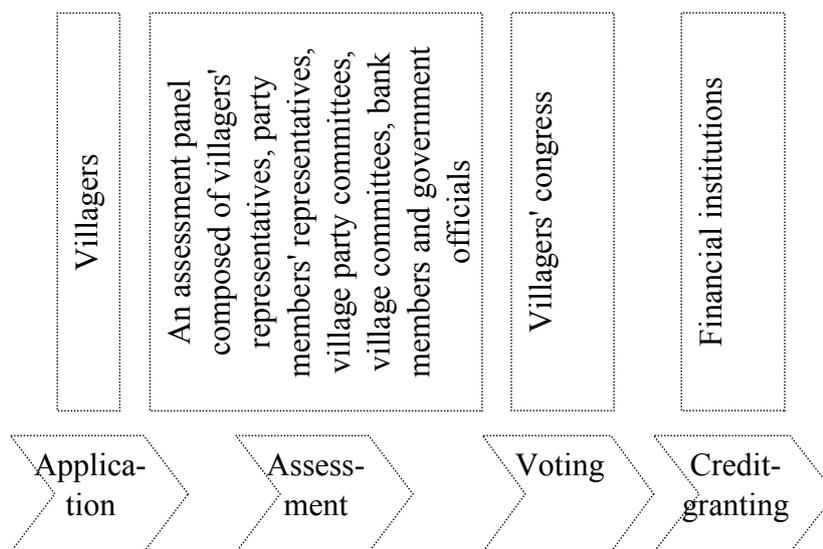


Figure 3.8 - Inclusive finance application process embedded in rural governance system

*Source: prepared by the author*

The rural commercial bank's account manager conducts credit inquiry, household survey, file establishment, publicity of the evaluation results, and rural commercial bank's credit approval. (Ma, 2020) This has effectively solved the problems that farmers do not have effective collateral. Financial institutions are difficult to obtain lender information, and loan procedures are complex.

Absorb social resources to improve rural governance capabilities. The supply of social resources is mainly reflected in social donations, technical support and information consultation. The survey shows (Figure 3.9) that the donations received by the villages mainly come from village enterprises, social charities and villagers who are out of home.

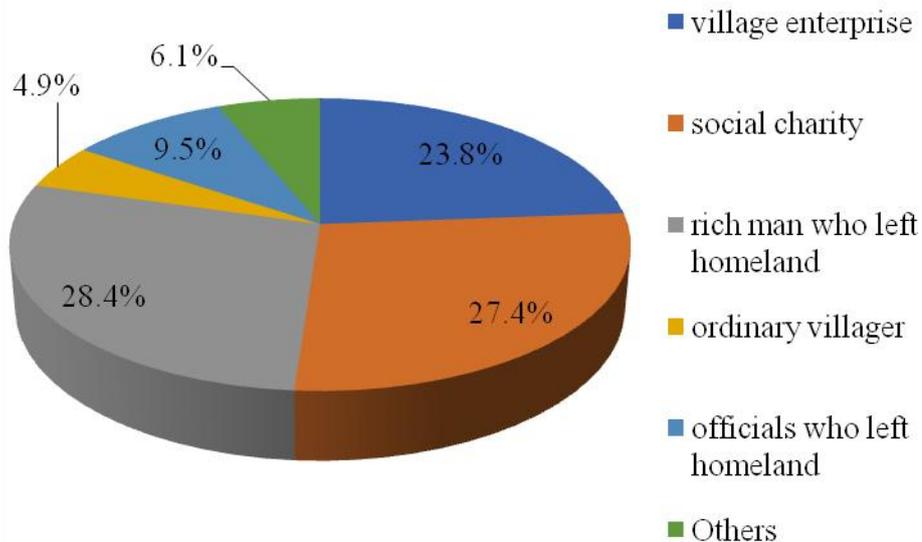


Figure 3.9 - Donor Composition

*Source: prepared by the author*

These donations have brought village cadres the ability to respond to public emergencies and the supply of public goods. For example, in the prevention and control of the new crown epidemic in early 2020, the township government of G County, Henan Province received a donation of 500,000 CNY, the county-level government received 11.5091 million CNY of funds and materials from 457 private enterprises and a donation of 1,749,100 CNY from the chamber of commerce. In terms of the supply of public goods, County G has obtained social capital investment through the fundraising activities of "I treat ponds for my hometown" and "I plant trees for my hometown" for many years, improving local water resources storage facilities and increasing forest area. This shows that social donations have a wide range of practical possibilities. For villages, on the one hand, they can seek help from

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charities and enterprises. On the other hand, we strive for the support of rural sages. The village should strengthen and maintain the weak ties with rural sages. Through the endogenous motives of rural sages' consanguinity, kinship, ethnic ties, etc., stimulate the Xinxiang Sage's local concept, and give this group an opportunity to repay their hometown and realize their self-worth. Rural sages were rewarded as a moral model.

Government departments actively cultivate village elites. Governments at all levels should adopt preferential policies for rural social development and create a sound environment for cultivating the growth of rural elites. Increase investment in village public services, strengthen the financial investment, and formulate strategic plans and plans for village development. The government should create favorable conditions for the cultivation and development of rural elites.

First of all, we must pay heed to the political and social status of village elites. For a long time, the term "farmer" has traditionally been associated with "poverty", "backward", and "conservative". This is due to the unbalanced development of urban and rural areas for a long time. This kind of cultural discrimination actually affects the development of rural areas. The spiritual imprisonment of the villagers has restrained the development of village elites to a certain extent (Li, 2019), in real life, many outstanding talents from rural areas are unwilling to return to rural areas for development, because they do not have sufficient voice and career development in rural areas. Good platform. Therefore, it is necessary to take various measures to correct the current societal discrimination and contempt attitudes towards rural areas, farmers and agriculture, and to ideologically correct the importance of agriculture, rural areas and farmers. The state, government and society should all provide excellent opportunities for the growth and cultivation of village elites. The environment stimulates the enthusiasm of village elites to participate in village politics, so that the village elites find their own value in the development of the village and actively participate in the dedication. When necessary, it is appropriate to provide more development opportunities for the village elites, so that the village elites can feel the recognition from the state and society. The growth and quality

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improvement of village elite groups will provide basic conditions for rural development.

In addition, the establishment of urban-rural integration is an important goal of my country's social progress at this stage. The realization of urban-rural integration does not completely abandon the countryside, agriculture, and farmers. At this stage, a large number of village elites in rural society hope to seek progress and realize value in the city, which leads to the loss of talents in the village, and the development of the village is facing a major threat. Government departments must increase efforts to cultivate the village elites and, if necessary, broaden the path to cultivate village elites, and can import externally through other channels. Establish a "two-way flow" mechanism for urban and rural populations. Such as the adoption of selected outstanding university graduates to participate in social practice in villages, seconded experts with advanced agricultural development knowledge to provide technical guidance, and adopted supportive policies such as intellectual poverty alleviation and technology poverty alleviation in backward and remote villages. On the one hand, these measures will promote the formation and growth of village elites, and on the other hand, they will also supplement and import village elites to a certain extent by the state.

Finally, the government's supervision and guidance are essential to give play to the role of village elites. Village elites have many positive aspects in the process of promoting the progress of the village, but the village elite authority is a kind of personal charm authority, and its improper role can also have negative effects. Therefore, the government needs to play a supervisory and guiding role, and actively cultivate villagers' sense of participation in the village, promote grassroots democracy, make villagers have a sense of supervision, improve the overall quality and ability of village residents, and prevent excessive dependence on village elites.

Make use of the advantages of village elites to enhance internal participation capabilities Village elites represent groups with higher living standards, more advanced ideological awareness or awareness in the village. Village elites play an important role in the civic, economic and social development of the village. It can be

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stated that the village elites are the source of village development and stability. Village elites are the promoters of rural economic development, holders and disseminators of rural culture, advocates and suppliers of rural social welfare, and the main force of the country's rural governance.

Village cadres, as institutional elites, control the reserved power resources of the village. Non-institutional elites such as clan elites, religious elites, economic elites, intellectual elites (rural teachers, folk culture people), and rural ruffians also have a certain political and social influence in the village. In the process of rural development and institutional capacity building, it is necessary to recognize the importance of village elites, and make good use of village elites to quickly increase the internal cohesion and external attractiveness of the village, which has become an important link in promoting village institutional capacity building.

There are numerous ways and methods for village elites to build resource integration platforms. The platforms built by different types of village elites and the resource integration methods used are naturally different, and the paths they rely on are of course distinct from each other. At this stage, in the construction of my country's village system capacity, the integration of internal resources in villages is achieved through administrative mechanisms, some through market mechanisms, and through social mechanisms. For the construction of China's village system capacity during the transition period, three Both are needed. However, the village belongs to the narrow social life field that distinguishes the government from the enterprise, and the collective mechanism should be the dominant mechanism for the integration of village resources. In recent years, in the process of building resource platforms for village elites, one is to weave a new social network through the existing social network. Village elites can continuously weave new social network networks, develop and surpass themselves by virtue of their superior resources, outstanding personal abilities, strong village public awareness, and innovative spirit. The second is to expand the relationship network between organizations by relying on the shared network of individual elites. Village elites are often leaders of village organizations, and the way to build inter-organizational relationships can be built on personal

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relationships. For this reason, individual village elites should strengthen their ability to manage interpersonal relationships or social capital, and transform intimate interpersonal relationship networks into Network of relationships between organizations.

Strengthen the leadership of village cadres through social advisory bodies. Village cadres are the key nodes in rural governance, and their governance capabilities include not only the power and resource support they have, but also various professional knowledge. Through case analysis in the previous chapter, we can see that the mastery and use of relevant legal systems play an important role in rural development. Whether the village cadres have the knowledge to control and coordinate large-scale distributed systems, the answer is no. Therefore, providing professional consulting services for village officials is one of the feasible service directions for social consulting agencies, universities and related research institutions. The villages employ expert service groups or professional consulting agencies to provide decision-making suggestions to make up for knowledge deficiencies.

Through the system, the country has provided the villages with available resources, such as land and funds. All subjects of society participate in the governance of rural areas and provide funds, information or technology or transfer industries for the rural areas. It is certain that the economic and social development level of some villages will be gradually improved, but there will certainly be some villages whose economic and social development level cannot be improved. The geographical location and the level of regional economic development are still important external factors affecting the improvement of rural governance capabilities.

### **3.3 Strategic planning management of socio-economic development**

Why guess we need to look at rural governance and rural governance capabilities from the perspective of time? That's because the acquisition of governance capabilities is a historical process. Affected by multiple factors, the evolution of rural governance capacity is a complex non-linear process. Rural

governance capacity of a certain area may fluctuate in a certain period of time, showing certain dynamic variability and temporal evolution. Therefore, it is against the law of social development to expect villages to significantly improve their governance capabilities in a short period of time.(Ren, Chu,& Lu, 2017) As can be seen from the three-stage timetable(Figure 3.10) for the implementation of the national Rural Revitalization Strategy, the time span is as long as 30 years. Therefore, the government, as well as the society and the people, requires sufficient patience.

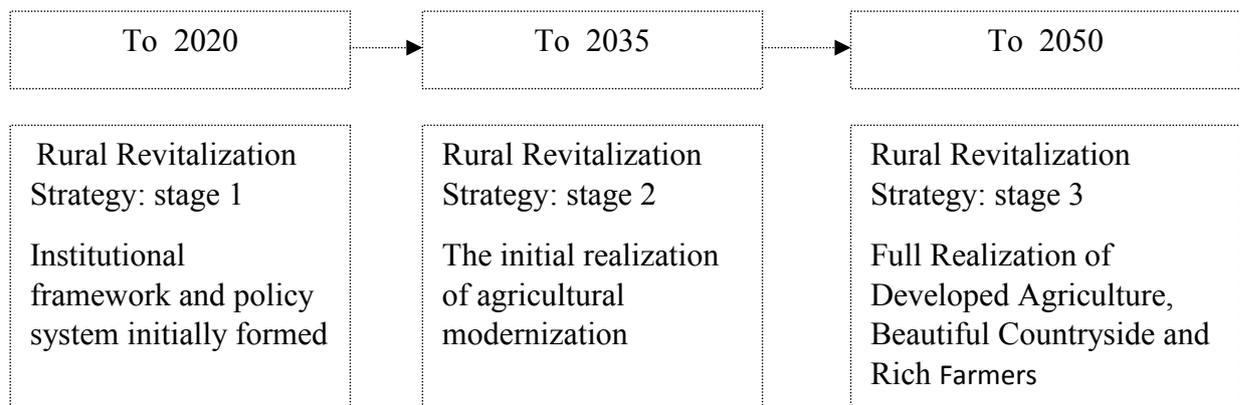


Figure 3.10 - Time Plan of Rural Revitalization Strategy

*Source: prepared by the author*

System and policy are implemented in a specific period of time, whether to seize the opportunity of system dividend is a test of the ability of the main body of rural development, especially the village cadres. There are two typical examples, the first is environmental protection law, when the strict environmental protection system began to carry out, the villages with the same resources endowment like TangZhuang want to copy TangZhuang's development experience will receive the new environmental constraints, this low cost or no cost of damaged environmental and pollution development path with threshold low technology has been blocked. Second, the cultivated land protection system and the construction land "increase and decrease balance" system. The use of agricultural land for building factories and industrial parks will be banned after the system is implemented. Without the construction land permit index, the rural areas can not build the necessary facilities to develop economy,

or only buy the land permit index at a high price. This will gradually produce the lock-in effect of the development of the developed areas to the backward areas. This is why Tangzhuang town is keen on the construction of terraced fields.

Fang Ming (2022) noted that the equilibrium point of China's urbanization rate is 85%, and 90% of the villages will face disintegration and extinction in the future. Whether it will really be as he said is not important. What is important is that the disintegration and demise of the village are indeed happening. Raymond Williams (2013) noted in his book on English Rural Sociology that the society's excessive confidence in the industrialization of metropolises led to the marginalization of agriculture. Working agriculture is one of the most vital, urgent, and necessary activities of mankind. If mankind wants to survive, it must develop and expand working in agriculture. In the future, work on the land will only become more critical and more centralized. The two are not contradictory. And point out that agriculture is moving towards large-scale. Whether it is the gathering of the population or the gathering of land, whether it is the minimum cost or the improvement of efficiency, it ultimately points to the law of scale. In the mainstream academic circles in China, there is no critical thinking about this tendency of large-scale development. However, scale is closely related to governance costs. The larger the scale, the higher the governance cost. Figure 3.11 below shows that there is a suitable scale for existing social structures. (Lv, 2020) Many scholars believe that this modest scale is county-wide. Moreover, the boundaries of most counties have not changed significantly, showing an ultra-stable form of existence. (Guo, 1988) County economic growth and the integration of urban and rural public services will help narrow the urban-rural gap caused by the urban-rural dual system. County industrialization and informatization can drive agricultural scale and modernization. To achieve a balanced and sustainable development of the rural economy and society within the county. The population in the county gathers in places with relatively good economic level, which is conducive to them jumping out of the dilemma of being locked in development in relatively backward areas. Second, whether such support can be sustained and effective depends on China's overall economic development in the future. Henan Province is

considering issuing local bonds to support the development of rural economy and society.

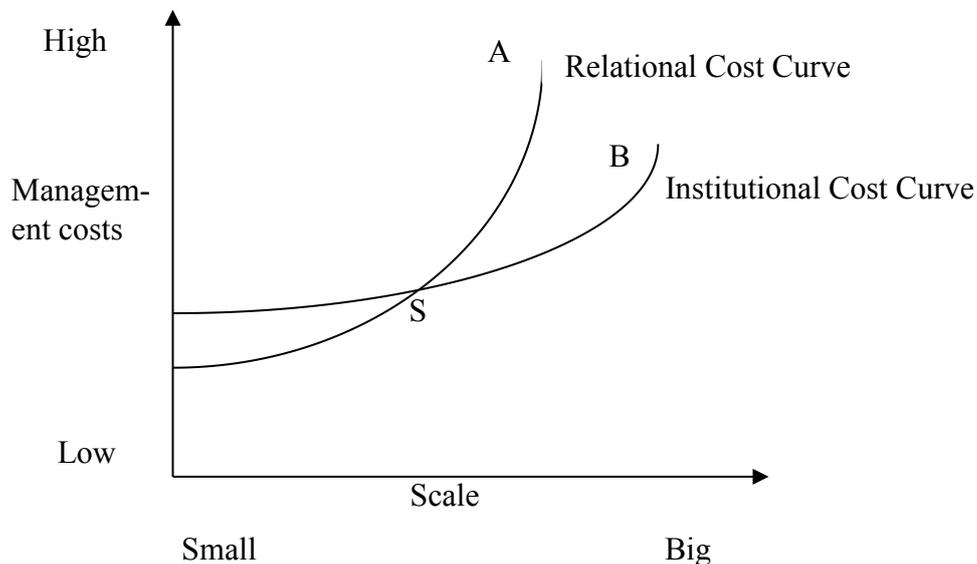


Figure 3.11 - Institutional Costs and Relational Costs and Scale Curves

*Source: prepared by the author*

So, how can the county become a moderate development unit? There is a good coupling relationship between county economic development and rural economic and social development. The current rural revitalization strategy covers a wide range of areas, including farmers, agriculture, rural construction, rural governance, ecological environment, industrial development, rural talents, rural culture, rural organizations, etc. These are not only the main direction of the future development of rural economy, but also an important part of the future development of county economy, which can provide effective theoretical and institutional support for the development of county economy. We should take the county as an important entry point for the integrated development of urban and rural areas, accelerate the integrated development of urban and rural areas within the county, and explore a broader development model for rural revitalization. Integrating urban and rural advantageous resources with county economic development, promoting county economic development and driving rural development can effectively solve the relative disadvantage of decentralized rural

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resources, and achieve scale effect and common promotion in the cluster development.

County is the spatial carrier connecting city and countryside. County is the connection hub of urban and rural areas, is the practice field of urban and rural elements flow and resource allocation. From the spatial dimension, the county is a specific space on the county as the center, the township as the link, and the countryside as the hinterland. It is the implementation area and 'bearing container' of the rural revitalization strategy. County is a relatively complete political system, economic system, social system, cultural system and the ecological system of a space system. County space can be divided into urban space, agricultural space, ecological space, and rural space usually includes production space, living space, ecological space. Agricultural production is mainly concentrated in the county. The rural economy is mainly distributed in the county, and the scope of farmers' activities is mainly in the county. Different types of space are superimposed in the county, forming a unique spatial structure and development pattern. The basic implementation unit of rural revitalization is a county unit including counties, towns and villages. Taking the county as a basic unit can better construct the county governance system, develop the county economy, and promote the development of endogenous urban-rural integration. Driven and radiated by the urban agglomeration, rural revitalization has become an important starting point for improving spatial governance and reconstructing regional economic layout. Therefore, it is necessary to understand rural revitalization under the framework of regional economic development. It is not a simple upgrading of the construction of a new socialist countryside, but not only the revitalization of villages, but also a comprehensive revitalization centered on counties and a process of driving the development of surrounding areas.

As a grass-roots unit of political power, the county in the administrative management is a complete operating system. It is the end of the government administration. For the superior, it should implement the Party's line, principles and policies, and implement the work deployment of the central government, provinces

and cities. For subordinates, it should lead towns and communities to promote development and serve the people's livelihood. The special position of the county government in the national administrative system determines that it is not only the direct executor of the central, provincial and municipal "agriculture-rural areas-farmers" policies, but also the decision-maker of county governance and county economic and social development. Functionally, the county is a complete 'country' in the sense of the grass-roots level, a comprehensive representative of the state power in the rural society, and a political organization that maintains the stability of the rural society and guides the rural social life. County is an independent administrative institution and economic and social unit. The independent operation mechanism of the country is the main reason for its optimal choice as a rural revitalization unit. The change of policy discourse of rural revitalization indicates that the practice of rural revitalization will develop along multiple goals such as politics, economy and culture. In this process, county level governments will play a leading role in the three aspects of functional operation, sustainable effect and recognition construction in rural revitalization. As the county level government closest to rural areas and agriculture, it should play a leading role in 'establishing and improving the institutional mechanism and policy system of urban-rural integration development', and do well in resources to the countryside.

From the perspective of the county economy, the process of rural revitalization is to focus on the development of the county economy, thereby radiating and driving the integration of urban and rural development, and realizing the process of new urbanization. The county economy is a "regional economy with the county town as the center, towns as the link, and the vast countryside as the hinterland". It is an urban-rural economic complex including urban industrial system and regional agricultural system, with county and urban area and an industrial park economy as the core, township economy and village collective economy as the auxiliary. The county can form a "sub-core area" in the core area and the fringe area of national economy. Through the "sub core area", it serves the city, supports the countryside, bridges the urban-rural dual gap, improves the quality of life of residents and drives

the development of the county industry. (1) County economy can effectively support public infrastructure construction and public service supply. From the perspective of fiscal and tax distribution, the county is at the end of the central and local fiscal decentralization, and has the ability and power to independently control local fiscal and tax. Through the steady increase of tax revenue and the leverage adjustment of fiscal and tax economy, we can effectively promote the development of the county economy and mobilize more resources to allocate rural areas. The county economy is a bridge to strengthen the urban-rural integration and development of "industry for agriculture and city for township". Through the resource allocation and radiation drive in the established region, the county economy has the advantages of convenience and agglomeration in terms of county industrial layout, employment and entrepreneurship, living consumption, etc., to boost the modernization of agricultural villages. (2) County economy is the combination of county economy, township economy and village collective economy. It includes industrial economy, service economy and an agricultural economy. Different economic entities, economic forms and industrial forms coexist in a regional space, which can create a large number of jobs and development opportunities, attract rural surplus labor to return home for employment and entrepreneurship, or extend the industrial chain to increase agricultural added value, thus increasing farmers' income. (3) County economy is the basic support and internal power of county urbanization. The development of county economy will inevitably bring about the reconfiguration of various elements and supporting services. The concentration of industries can attract people to live in important central areas such as county towns and townships. In the new development stage, the county economy, as the refined subject of the smooth implementation of the rural revitalization strategy, is no longer limited to a single agricultural economy, but a comprehensive economic form combined with national development strategies such as agricultural and rural modernization, rural revitalization, urban-rural integration and development, which is the focus and foothold of the implementation of the rural revitalization strategy.

Because of this , by the end of 2021, Henan Province has completed the preparation of land space planning above the county level, completed the classification and layout planning of county villages, and orderly controlled the construction of villagers ' housing. The goal is to realize the county transportation integration, integration of clean energy construction, information network integration, radio and television integration, logistics integration and implementation of rural water supply security plan, rural housing quality improvement plan. Promote the equalization of basic public services in urban and rural areas within the county, including education, public culture, health care and social security. It can be seen that the scale of rural governance units in Henan is expanding the county level, and the equalization of basic public services in population-gathered areas and scattered areas is realized in the county. However, it can be seen from the results of index weight calculation in Chapter 2 that such integration and equalization of basic services have limited impact on the rural governance capacity index of villages in remote areas. Rural governance capacity of villages in the process of urbanization will be greatly improved. Or this spatial planning and integration are causing more villages in the first category to become depressed and weak, while enhancing the village governance capacity of villages in the second category. For the residents of the first type of villages, better and more convenient social security and land property rights protection is a more practical significance. It may be of positive significance to examine this governance capacity at the county level. On the one hand, it integrates decentralized farmers into the modern industrial system; on the other hand, scale can enlarge the role of government funding and reduce government investment. However, from the perspective of individual farmers, such county integration will increase the cost of farmers in using energy, drinking water, radio and television. Because of the use of natural biofuels, there is no charge for shallow groundwater and radio and television signals.

From the perspective of time, there will still be some villages in the future, so the research on village governance and governance capabilities will be ongoing. Before the negative effects of the law of scale outweigh the positive effects, (West,

2017) villages need to be governed by classification, and measures to improve rural governance capacity needs to adapt to local conditions. For villages that will inevitably disappear in the future, it is a natural result that their governance capacity is difficult to improve. This does not imply that the governance capabilities of such villages do not need to be upgraded or abandoned, but that the focus of governance capabilities is different. This article believes that this focus does not provide villagers with rights protection and better social security.

To summarize the previous analytical results, it is how to deal with the sustainable, balanced and orderly issues of rural development. Although some scholars recognize that maintaining the balance, coordination and sustainability of economic development is not only an economic issue, but also a major political and social issue. Systems thinking maintaining a balanced, coordinated and sustainable approach to economic development requires solutions from a broader perspective. Some scholars have put forward corresponding countermeasures and suggestions from the perspectives of policy and law, population agglomeration (Den, Zhang, & Li, 2010), scientific and technological development (Liu, 2008) and land use.

The current government hopes to balance development and reduce the differences between regions and between urban and rural areas. This means that what is relied on is not the spontaneous adjustment of the market mechanism, but the administrative adjustment and policy adjustment of the government. For the sustainable development social action system, it is driven by the needs of the actors themselves, and makes them enter various practical fields through the transmission and distribution intermediaries composed of certain interest relationships, so that all links of production and consumption can be realized. All of them are linked with the correct environmental interests, from the direct motivation of people's sustainable development actions, and promote the practical activities of the sustainable development of the whole society. "And people's interest relationship is determined by a certain social structural system." (Jia, 1995) Therefore, if the social structural system can be adjusted, the sustainable development of rural society and economy can be possible.

However, on the overall level of society, in order to truly form a driving force in the process of sustainable development and maintain the sustainable development model for a long time, it is necessary to establish a correct interest-driven mechanism and a harmonious Benefit relationship. Does this possibility currently exist? The answer is yes. In the short term, China plans to invest 7 trillion yuan in rural revitalization in the next five years. The long-term goal is to use China's commitment to carbon neutrality and carbon peaking to build this harmonious interest relationship. Through carbon emission trading and the construction of ecological compensation mechanism, the sustainable and balanced and orderly development of the region can be realized, and finally the beneficial development of the rural economy and society can be realized.

The main planning contents include: reorganization of rural spatial distribution, economic reconstruction, reconstruction of public facilities and ecological reconstruction. The reorganization of rural spatial layout mainly refers to the new combination and arrangement of the basic units of rural communities in terms of quantity, location and scale based on the rationality of spatial benefits and spatial links. For the whole rural community, there are 3 modes for the formation of community spatial reorganization. One is to start from the goal of establishing a new small town and rural metropolis with a certain driving force and a certain scale, and to carry out the spatial reorganization of towns and villages in different areas on the basis of the spatial division of the whole county according to the natural geographical characteristics, industrial basis and development conditions. Reorganize cities and towns with similar locations into "urban clusters" to enhance strength, give play to agglomeration benefits and scale advantages, and form an organic whole. The second needs to establish a central town with a certain population size through merger and withdrawal adjustment. Take the central town as the main rural community in a certain area, concentrate industry and service industry, configure and build various facilities of a considerable scale, and form a living and production base in a certain area. Third, through village consolidation and adjustment, a concentrated residential area of rural communities will be formed as a grass-roots rural community.

Suggestions on Economic and Social Development of Rural Areas in Henan

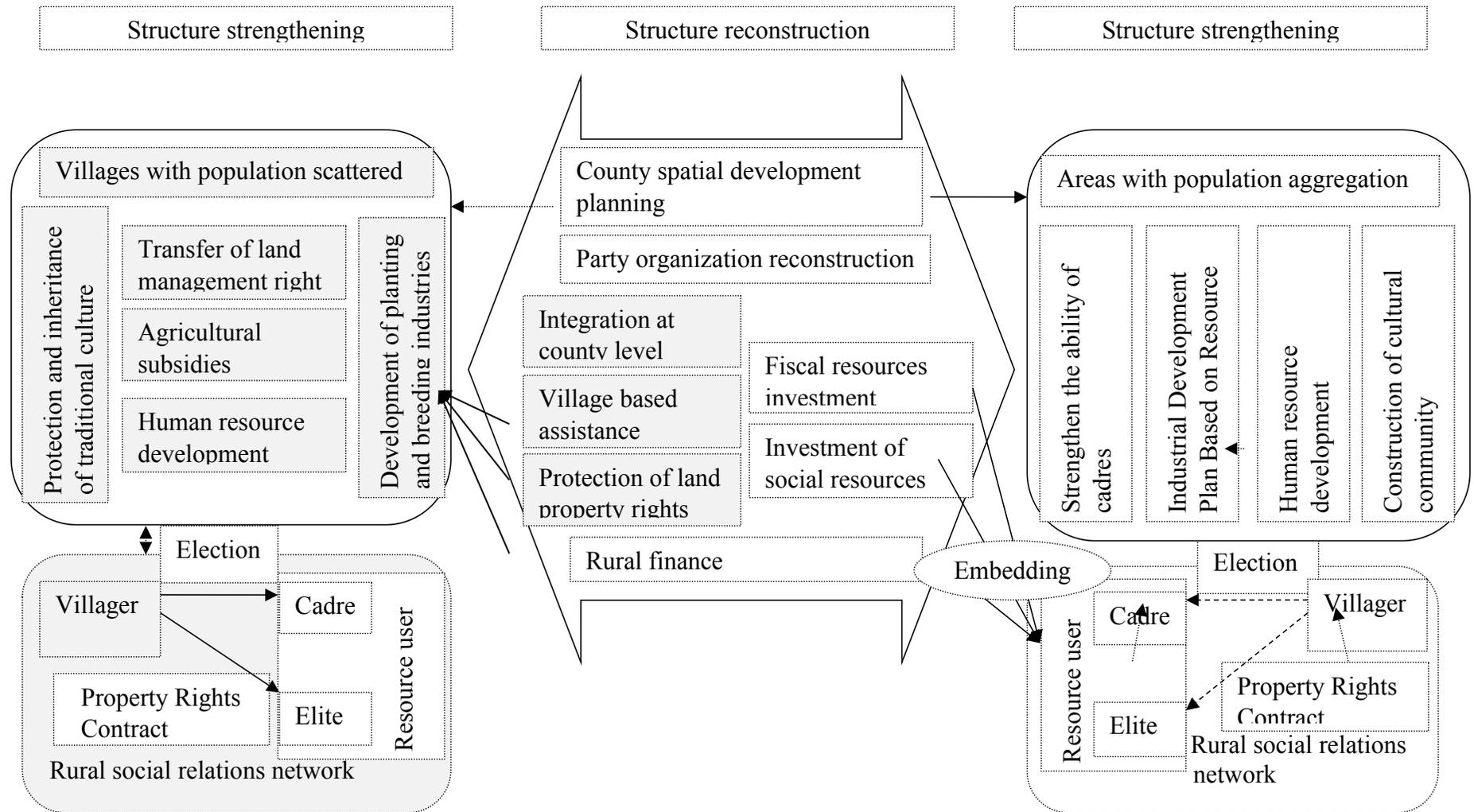


Figure 3.12 - Suggestions on Economic and Social Development of Rural Areas in Henan

Source: prepared by the author

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Build relatively complete modern infrastructure services, such as roads, water, electricity, communications, etc. communities with industrial production functions should be relatively concentrated and moved to township industrial concentration areas when conditions are ripe. The spatial reorganization of rural communities involves the economic development of rural communities, the optimal utilization of resources, the construction of rural community infrastructure, the life of rural community residents, the improvement of the living environment and the zoning system. Therefore, it must be gradually implemented on the basis of in-depth investigation, comprehensive planning and the willingness of rural community residents.

The reconstruction of rural community economy mainly refers to the reconstruction and promotion of community industrial structure. Modern agriculture is a comprehensive economic system, including planting, forestry, animal husbandry and other economic agriculture, including productive industries, planting, processing, transportation, sales and other service industries. According to their respective characteristics and basic conditions, and in accordance with the requirements of modern agricultural production and organization, we should make overall plans to adjust the agricultural industrial structure and restructure its functions, so as to change the current situation of industrial isomorphism and undifferentiated functions. From the perspective of optimizing resource allocation, forming scale benefits and being conducive to environmental pollution control, rural community industry, including most village run industries, should be concentrated in the township level of industrial concentration area. At the same time, rural communities should also be the service center of agricultural industrialization and the concentration of public facilities serving a certain range of rural communities. Therefore, on the one hand, the industry of rural communities at all levels should be reconstructed according to the principle of concentration to form two systems of production and life. On the other hand, we should adjust the existing rural communities, especially the villages and towns, and divide the functional types. For example, urban communities should, in accordance with the requirements of urban-rural integration, promote agricultural

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and rural modernization, guide rural community residents to gather in cities and towns, accelerate industrial transfer, and form a new urban and rural industrial structure and urban system through the occupational and spatial transfer of rural community residents. For suburban communities, regional advantages, resource advantages and industrial advantages can be used to rely on cities, serve cities, and develop leisure, ecological, sightseeing, and tourism agriculture, For the village, residents of the village community should make full use of the advantages of farmers' courtyard space and surrounding forests, land and ponds to develop sightseeing agriculture and farmhouse entertainment while highlighting the residential function.

The reconstruction of rural facilities mainly refers to the construction of the physical form of rural communities, including the construction of various types of residential buildings, public buildings, infrastructure, public service facilities, rural community culture and community organizations. The reconstruction of rural communities should adhere to the principle of classification guidance. According to the degree of reconstruction, it can be divided into new construction, including demolition and reconstruction, renovation and expansion, and upgrading and reconstruction. Construction should be carried out according to different needs. At the same time, attention should be paid to save land, saving funds, unified planning and step-by-step implementation in construction.

The improvement of rural ecological environment is the basic guarantee for the development of community planning. Comprehensive improvement of the village environment, including the unified sewage discharge and garbage centralized treatment system, as well as the improvement of rivers and roads. The improvement of the rural community environment should also include the improvement of the building environment. The construction of roads and residential buildings should be combined with the village planning to form a clean and orderly pattern of villages and towns and the appearance of villages.

Now lets me simply induct and analyses the whole development strategy (shown Figure 3.12). The starting of this development strategy is the unified planning of village development based on the spatial distribution characteristics of resources

and population of the county. It divides the villages into two categories. One is the depopulation village V1 and the other is the population agglomeration area V2 (referred to as the area because such villages will be gradually complete urbanization). Such planning will accelerate the decline of V1, and more people will flock to V2. The population in V1 villages will eventually be divided into two categories. One is the farmers who can only rely on local agricultural production to obtain rich income, and the other is the farmers who cannot gather in V2 areas due to poverty. For the latter, although they also own small plots of land, they can only survive. In the future, there may be some employment relationship between them. It will lead to an important transformation from an equal relationship to an unequal employment relationship. Maybe the speed of agricultural informatization is so fast that the employment opportunities are taken away by intelligent agricultural machinery. To solve this problem, first of all, property rights system and political rights are needed to provide protection for vulnerable farmers. Secondly, inherit and carry forward the good cultural traditions and ethics to build a friendly rural social environment for them. Finally, they are required to provide appropriate social security, integrated development planning within the county will improve public facilities and public service supply. These measures ultimately is aimed at the stability of rural society.

Because such villages do not have good resource endowments, the use of biological resources and the realization of large-scale production seems to be a feasible path. First of all, land transfer and financial support will be indispensable. Since the ' separation of ownership, contracting rights and management rights ' of the land system has matured, the land transfer information platform has gradually improved, and land transfer is not the main problem. But financial support for rural and agricultural development is urgently needed, and Henan is already exploring this. Secondly, it is also necessary to provide professional skills training for these farmers. Henan plans to complete the training and support of more than 1 million high-quality agricultural production operators by 2025. Again, the state provides a lot of subsidies for agricultural production. Large-scale production will help producers get more than small farmers special subsidies. Finally, the village-based assistance system, in which

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the government dispatches senior cadres to stay in poor villages, brings funds and technology to the villages and addresses product sales. This measure aims to develop the rural economy and protect national food security.

The path of V2 village development is to realize urbanization. The industrial development plan based on resource endowment can attract resource users to implant national resources, social resources and financial funds into their own industrial development plans. Due to the population gathered from V1. They left the original social network, and their land property rights and political rights of relations remained in V1 villages. Therefore, they lack some constraints on village cadres and social elites in V2 villages, and a new social network needs to be established. First of all, grassroots party organizations need to be rebuilt, standardize the political life of grassroots party organizations, and enhance their willingness to represent the interests of residents. Grant grassroots cadres appropriate administrative punishment and accept the supervision of residents, and disclose the process and results of decision-making on major issues. Secondly, through human resource development, residents enter the socialized division of labor in local industrial development, and labor relations based on labor law protection will become the main social relations. Finally, it is necessary to establish a cultural community and a new order of moral governance.

Although the V2 is the focus of planning and development in the county, the village will also face many development problems. First of all, according to the characteristics of the V2 village in the second chapter, it has higher requirements for public implementation and public services, which means that the local government needs to invest more funds in this area, otherwise such a population gathering area will be transformed into a problem gathering area. Secondly, the region based on the development of resource endowment will eventually face the limitation of resources and the disappearance of policy dividends. How to realize the sustainable use of resources or realize the transformation of development will be a test of the ability of local officials (cadres) and entrepreneurs. Development experience of Tangzhuang town has a good reference value.

It can be seen from various existing development plans and support policies that they are almost embedded in the governance structure of the village, which undoubtedly gives more power to village cadres, but this embedding brings more work pressure to village cadres. However, county integration and new digital technology may bring some changes to this situation. Promote the construction of standardized party organizations and rural governance from top to bottom in the county. We will promote the sinking mechanism of county level cadres' work, establish a contact point system for rural revitalization, and from a rural revitalization work pattern under the direct leadership of county level Party committees and governments. Under the leadership of the county party committee, actively promote the construction of standardized party branches at the grass-roots level, and fully combine the existing working mechanism to ensure the openness and transparency of the work of the party organization. We will carry out performance appraisal for rural revitalization under the leadership of municipal and county Party and government, and promote the effective connection between rural talent work and rural revitalization appraisal. Highlight the service function of rural cadres and reduce the management function. With networked management and digital construction, optimizing government services is to accelerate the transformation of government functions. On the basis of deepening the "one network, one door, one time" reform of government services and "Internet+government services", we will integrate "single events" related to multiple departments into "one thing" from the perspective of enterprises and the masses, promote integrated handling, achieve "one thing at a time", and significantly reduce the handling links, application materials Handling time and running times. The next step is to improve the depth of the system connection, the scope of data sharing, and standardization, standardization and facilitation of government services. The new technology will further reduce the cost of management, thus further magnifying the scale effect, which may stimulate the government to further pursue the scale effect and promote population concentration and land concentration .

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It is difficult to look forward to the future capacity of rural governance in Henan. This article does its best to look forward to the future in this field. Without considering the various changes that may occur in the future society, this article only makes a point of outlook from the perspective of whether the distribution curve of rural governance capacity in the future will be still shifted to the right. The first thing that needs to be explained is that as time progresses, some villages will continue to move forward in terms of economic conditions, social development, politics and democracy, or some villages will gradually realize urbanization in the future. If this type of village is regarded as one group, then the distribution curve of their governance capabilities will most likely move to the right. Whether the governance capacity curve of another part of the village can also continue to move to the right, this article thinks that it is uncertain. In other words, in the future, villages will diverge in the field of governance capabilities. On the whole, they may no longer conform to the normal distribution. If they are divided into villages that can achieve urbanization and villages that cannot be urbanized, this article believes that their governance capabilities are distributed. The curves may respectively conform to a normal distribution.

As noted above, from the perspective of time, some villages will be urbanized in the future, and some villages will also die out. Rationality of classifying governance will exist. At present, through the government 's regional planning, to shorten the process of population aggregation, and to make this aggregation more uniform in the provincial scope, there is no doubt that it is of positive significance to improve the rural governance ability and development ability in the province. There is no question that the urbanized villages will be the beneficiaries, and population and resources will continue to gather in them. Due to the protection of the property rights system, their members will not only share in the dividends of land development, but also the dividends of future commercial rents and opportunities. New residents who migrated will act more as consumers. The resulting social stratification will inevitably appear. This requires a higher-level of rural governance capabilities to solve the problems arising in the process of scaling.

The shortcomings of this paper: First, limited by insufficient funds and lack of information on the overall sample distribution of Henan Province, the sampling method in this paper adopts non-probabilistic convenience sampling instead of more systematic probability stratified sampling. As a result, the research of this article cannot determine the sampling error, nor can it infer the overall situation from the quantity. Secondly, the cross-sectional information of the index system and data reflected in this paper does not take into consideration the continuity of time. Therefore, it reflects the static status of governance capabilities, and cannot show the root cause of high or low governance capabilities. I just will hope in the future, we can draw on the results of rural research in economics and geography, design a more complete indicator system of rural governance capabilities, conduct probability stratified sampling of villages in the province, and obtain sufficient sample data. Use multiple perspectives, multiple analysis methods and multiple spatial scales to study pastoral governance capabilities. Improve the village's ability to solve problems in advance, transformation, differentiation and reconstruction.

### **Conclusions to section 3**

Based on the analysis results of Chapter 2, the realistic conditions and macro policy background of the countryside, this chapter proposes suggestions to improve the rural governance ability from the aspects of structural strengthening, structural reconstruction and spatio-temporal structure. Suggestions for improving governance capacity from structural strengthening include strengthening the organizational capacity of rural party organizations and the personal capacity of village cadres, developing the economy and meeting the need of vocational training, and strengthening the construction of rural culture. Suggestions for improving rural governance capability from structural reconstruction includes the government provides institutional supply for the countryside through institutional innovation, and provides funds, information, technology and industrial support for the countryside by attracting social subjects to participate in rural governance, so as to enhance rural

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governance capability. The time-space nature of the structure shows that the old policies or systems are increasingly difficult to promote the economic and social development of villages. The new systems are playing a role, and they will change the appearance of the rural economy and society in the future.

1. From the perspective of structural strengthening, it suggests improving the management ability of rural economic and social development. First of all, political capacity building is mainly about organizational capacity building, including discipline constraints, standardizing the life of grassroots party organizations, optimizing elections and assessments. It aims to ensure that village cadres obey the Party's arrangements and prevent other forces from infiltrating into grassroots party organizations. The second is the competency of the cadres. Give play to the role of local knowledge and weak ties to village cadres to enhance their governance transformation ability, and accept and learn systems and policies.

2. The ability of economic development, according to the resource endowment conditions in the village to choose the appropriate economic development industry and organizational form; provide vocational and technical training opportunities for rural population, develops human resources, and promotes regional social division of labor. Finally, through cultural construction, we should rebuild rural moral and ethical identity, and use the rural social network to attract local elites to participate in rural economic and social development. The input of national resources can play an effective role only if there are conditions and impetus for development in the countryside.

3. Improving governance capacity through social structure reconstruction mainly means that the country should provide institutional and policy support for rural economic and social development. At present, the government helps rural development by implementing rural revitalization strategy, poverty alleviation system, inclusive financial system and other measures. These measures are almost implemented through embedding into the rural governance structure to solve the dilemma of lack of financial support for rural economic and social development.

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However, it is easy to cause the rural elite alliance to cheat the state funds or subsidies, resulting in waste of resources.

4. The third part draws two conclusions from the spatiotemporal nature of structure. First, rural areas need to classify governance. Due to the existence of two types of villages and the exodus and aggregation of rural population, classified governance will be an inevitable choice. First of all, through the county level of rural development planning, let the population gather in places with good resource endowments and development conditions. At the same time, implement the integrated development planning in the county level to promote the integration of public infrastructure and the equalization of public services in the county level. Unified planning and priority investment of resources to densely populated areas. It is hoped to accelerate the process of population aggregation through planning, avoid waste of resources, and achieve a balanced development between clustered areas and scattered villages. Secondly, digital information technology and the new "Internet+government service" plan that the government plans to implement will significantly reduce the management cost, which can further give play to the economies of scale and generate a larger scale of aggregation. And rural areas can achieve more large-scale land resource integration, making large-scale agriculture possible.

5. The process of improving governance capacity takes a long time, and each subject needs enough patience, long-term support and investment.

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## CONCLUSION

This paper confirms the theoretical-methodological and scientific-practical regulations on the management of rural socio-economic development. The main conclusions and results obtained are summarized as following:

1. Governance ability is an important indicator of the economic and social development level of rural areas in Henan. Relying on a single subject is difficult to solve the current problem of rural development and stability. Multi-subject participation has become the current development trend. Applying social structure theory and capability theory to analyze the generation of governance capability. It finds a feasible way to improve governance capability and reduce governance cost. In this way, governance goals of rural revitalization and modernization of national governance capacity proposed by the central government will be realized. The sustainable and balanced development of the economy and society in rural areas will be promoted.

2. The evaluation index system of rural governance capacity based on the social structure theory and capability theory links the rural governance capacity evaluation at the micro level with the rural governance capability evaluation at the regional macro level. For the evaluation of micro-governance capability, we can analyze the governance capability score of each subject at the village level, identify subjects with weak governance capabilities, and formulate targeted capability improvement strategies. For macro-regions, statistical analysis tools are used to evaluate the rural governance capacity in the region, so as to formulate a rural governance capacity improvement plan suitable for the regional level.

3. The entropy weight TOPSIS model was established to evaluate the governance capacity of the surveyed villages. By calculating the weight, it was found that the economic factors are the great weight. The agent of the dominant economic factors is the grassroots government. The mean value of governance capacity in remote rural areas is around 0.1. The mean value of governance capacity in rural areas around cities is around 0.2. It indicates that the urbanization process has had a

fundamental impact on rural governance capacity. The results of TOBIT model regression analysis show that the network structure vulnerability, network size and interest control factors have a significant impact on the governance capability index. Factors such as network density, weak link strength, family control, village culture and control variables have partly significant effects on governance. This shows that the traditional social order in rural areas is disintegrating, and new governance capabilities need to be guided and established. The case analysis shows that the leadership. Resource conditions and time series of institutional and grassroots cadres have important influences on rural governance capacity. All these show that comprehensive factors such as rural resource endowment, economic development, political power and social environment determine the state of governance capacity.

4. The TOPSIS model with entropy weight was set up to evaluate the governance capacity of the surveyed villages. The calculation results showed that the weight of the secondary indicators as following. Resource support capacity weight is 0.4143(w2). Weight of villager participation capacity is 0.2917 (w3). Weight of economic organization participation capacity is 0.2069 (w4=0.2069). Weight of public service capacity is 0.0871 (w1=0.0871). Economic factors are the main components of resource support capacity indicators. The agent of the leading monetary factors is the grass-roots government. The average value of the three indicators shows two problems that can not be ignored by the grassroots government. One is that the villagers have low trust in the grassroots government, and the other is that the villagers think that the transparency of village affairs information is relatively low.

5. It puts forward a concept (structural strengthening, structural reconstruction and structural space-time) to improve the rural governance capacity and ensures the sustainable and balanced development of rural economy and society. Structural strengthening aims to strengthen the existing social structure and improve the governance capacity. It mainly takes measures from the aspects of political power, economic resources, social resources and cultural resources in the village to drive the internal sustainable development. The purpose of structural reconstruction is to

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reconstruct the social structure and improve governance capacity, including institutional supply and social network resources, to achieve balanced regional development. The spatiotemporal nature of the structure aims to achieve the classified governance of villages. First of all, through the county level of rural development planning, let the population gather in places with good resource endowments and development conditions. At the same time, implement the integrated development planning in the county level to promote the integration of public infrastructure and the equalization of public services in the county level. Unified planning and priority investment of resources to densely populated areas. It hopes to accelerate the process of population aggregation through planning. It is a way to avoid waste of resources, and to achieve a balanced development between clustered areas and scattered villages. Secondly, the government plans to implement digital information technology and the plan of new "Internet+government service" . It will significantly reduce the management cost, and it can further give play to the economies of scale and generate a larger scale of aggregation. Rural areas can achieve more large-scale land resource integration, making large-scale agriculture possible.

6. The process of improving governance capacity takes time. So, each subject needs enough patience, long-term support and investment. The suggestion will promote all governance subjects to improve their capacities, solve the problems faced by villages, and achieve the governance goals set by the state.

7. This paper summarizes the main factors of rural socio-economic development management capabilities and the actual conditions of rural areas. It puts forward targeted suggestions for improving rural governance capabilities that are suitable for different local characteristics. Under the current trend of urbanization, the population concentration in some areas and the demise of some rural villages will be inevitable. The controlling of population concentration scale and the planning of agglomeration areas are part of reflecting the government's governance capacity. These proposals will ultimately improve the level of socio-economic development in rural areas and achieve national governance goals.

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## APPENDIX A

Questionnaire A is applicable to the survey of *village cadres*

**Basic Information**

address: \_\_\_\_County\_\_\_\_Township\_\_\_\_village

The total population of the village\_\_\_\_\_.

date of filling\_\_\_\_\_.

1.Gender\_\_\_\_\_.

A male B female

2.Age\_\_\_\_\_.

A. under 30 B. 31—40 C.41 —50 D.51—60 E.Over 61 years

3.Education level\_\_\_\_\_.

A. Junior high school and below B.high school C.college D.University

4 How many people are there in your home?\_\_\_\_\_.

5. Informationization situation of village office\_\_\_\_\_.

A. completely paper-based office B. mainly paper-based officeC. mainly electronic office D. completely electronic office

6 .What is the average income of the village collective in recent three years\_\_\_\_\_.(unit:10000CNY)

7. In recent three years, the amount of social donations received by the village is about \_\_\_\_\_.(unit:10000CNY)

8 The average annual expenditure on infrastructure construction of village collective in recent three years is \_\_\_\_\_.(unit:10000CNY)

9. How many organizations or groups are there in the village\_\_\_\_\_.

10 How many village cadres are there in the village now\_\_\_\_\_.

- 
11. How many times have village enterprises or cooperatives defaulted in the past three years \_\_\_\_\_.
12. How many years do enterprises or cooperatives generally exist in the village \_\_\_\_\_.
13. How satisfied are you with the cooperatives or enterprises in your village
- A .Very satisfied B. Relatively satisfied C. Fair D. Not very satisfied E .Very dissatisfied
14. Your family's total annual income is about \_\_\_\_ (unit: 10000 CNY).
- A. less than 4 B. [4,6) C. [6,8) D. [8,10) E. [10,12) F. [12,14) G. [14,16) H. [16,18) I. more than 18
15. What are the collective economic resources in your village (Multiple choice) \_\_\_\_\_.
- A. Collective land B. Collective forest land C. Mineral resources D. Reservoir E. Enterprise F. Property and equipment G. Tourism H. Others I. None
16. How difficult in applying for project funds from superior government departments \_\_\_\_\_.
- A. Very easy B. Easy C. Common D. Difficulty E. Very difficulty
17. What organizations are there in the village \_\_\_\_\_.
- A. Agricultural cooperative B. Agricultural association C. Rural enterprise D. Village committee E. Religion F. Cultural and entertainment group G. Villager group H. The council for dealing with marriages or funerals I. Women's federation J. Disabled people's association K. Elderly people's association L. Volunteer association
18. How many organizations have you joined \_\_\_\_\_.
19. Attendance rate of villagers at village affairs meetings \_\_\_\_\_.
- A. 100% B. 75% C. 50% D. 25% E. 0
20. Environmental protection task pressure you are facing \_\_\_\_\_.

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A. Greatest B. a lot of C. some D. little E .No

21.The social security pressure you are facing\_\_\_\_\_.

A.Greatest B. a lot of C. some D. little E .No

## APPENDIX B

Questionnaire B is applicable to the survey of **villagers**

### Basic Information

address: \_\_\_\_ County \_\_\_\_ Township \_\_\_\_ village

The total population of the village \_\_\_\_\_.

date of filling \_\_\_\_\_.

1. Gender \_\_\_\_\_.

A male B female

2. Age \_\_\_\_\_.

B. under 30 B. 31—40 C.41 —50 D.51—60 E.Over 61 years

3. Education level \_\_\_\_\_.

B. Junior high school and below B.high school C.college D.University

4. How many people are there in your home? \_\_\_\_\_.

5.How satisfied are you with the road conditions in the village \_\_\_\_\_.

A. very satisfied B. satisfied C. average D. dissatisfied E. very dissatisfied

6.How satisfied are you with the hygiene in the village? \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

7.How satisfied are you with the medical conditions in the village \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

8.How satisfied are you with the electricity situation in the village \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

9.How satisfied are you with the water conservancy and irrigation facilities in the village? \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

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10. How satisfied are you with the communication in the village? \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

11. How satisfied are you with the security situation in the village \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

12. How satisfied are you with the primary education and preschool education in the village \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

13. How satisfied are you with the culture and entertainment in the village? \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

14. How satisfied you are with your retirement status \_\_\_\_\_.

A .very satisfied B. satisfied C. average D. dissatisfied E .very dissatisfied

15. How satisfied are you with the service attitude of the cadres in the village or town \_\_\_\_\_.

A very satisfied B satisfied C average D dissatisfied E very dissatisfied

16. Your general feeling about the efficiency of the staff in the village or township is \_\_\_\_\_.

A very fast B relatively fast C generally D relatively procrastinating E work efficiency is too low

17. How quickly the village cadres responded to the problems you reported \_\_\_\_\_.

A very fast B relatively fast C average D relatively slow E very slow

18. How easy do you think it is to participate in village affairs \_\_\_\_\_.

A very difficult B relatively difficult C moderate D relatively easy E very easy

19. How public do you think village affairs are \_\_\_\_\_.

A is very public B is relatively public C is generally D is not very public E is not public at all

20. How many of your suggestions to the village were adopted \_\_\_\_\_.

A[0,10%) B[10,20%) C[20,30%) D[30,40%) E[40,50%) F[50,60%)  
G[60,70%) H[70,80%) I 80% or more

21. The speed of announcement of village affairs \_\_\_\_\_.

A very fast B relatively fast C generally D relatively slow E very slow

22. Have you participated in the election of village cadres? \_\_\_\_\_.

A Yes B No

23. How much you care about public affairs in the village \_\_\_\_\_.

A is very concerned B is concerned C is generally D is not very concerned E is hardly concerned

24. How satisfied are you with the cooperatives or enterprises in your village \_\_\_\_\_.

A Very satisfied B Relatively satisfied C Fair D Not very satisfied E Very dissatisfied

25. Your family's total annual income is about \_\_\_\_ (10000 CNY).

A less than 4 B[4,6) C[6,8) D[8,10) E [10,12) F [12,14) G [14,16) H  
[16,18) I more than 18

26. Ratio of land transfer of household \_\_\_\_\_.

A 100% B 80% C 60% D 40% E 20% F 0

27. What are the collective economic resources in your village (Multiple choice) \_\_\_\_\_.

A Collective land B Collective forest land C Mineral resources D Reservoir E  
Enterprise F Property and equipment G Tourism H Others I None

28. Who contracts these resources(Multiple choice)\_\_\_\_\_.

A Idle B Rural cadres or their relatives C Rich people in the village D Hoodlum in the village E Ordinary people F People outside the village

29. Does your clan reunion every year\_\_\_\_\_.

A Yes B No

30. Does your clan have an ancestral temple\_\_\_\_\_.

A Yes B No

31. How influential your clan is in the village\_\_\_\_\_.

A Most influential B very influential C generally D less influence E no influence

32. How much do you identify your clan \_\_\_\_\_.

A Most B very C generally D less E no

33. How much do you identify traditional filial piety\_\_\_\_\_.

A Most B very C generally D less E no

34. Do you think it is necessary to continue the traditional funeral customs in the countryside\_\_\_\_\_.

A Yes B No

35. How many people are there in your organization\_\_\_\_\_.

36. Publicity methods of village committee information\_\_\_\_\_.

A Posted notices, B Village cadres' on-site publicity, C Centralized meetings, D Telephone, E APP information platform

37. Participation of villagers in the decision-making process of major events in the village\_\_\_\_\_.

A Most B very C generally D less E no

38. The overall clean degree of cadres in your village\_\_\_\_\_.

A Most B very C generally D less E no

39. What vocational training do you want to receive\_\_\_\_\_.

A Planting technology B Breeding technology C Food processing technology D Garment processing technology E Mechanical repair technology F Building

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technology G Agricultural machinery use technology H Arts and entertainment I  
Health care technology J Carving technology K Home production I Driving  
technology M E-commerce and WeChat business and other information technology  
N Drawing skills O Embroidery skills P Chef Q Electrical technology R Others

39.How many safety accidents have occurred in the village in recent three  
years\_\_\_\_\_.

40.How much do you trust the village committee and township  
government \_\_\_\_\_.

A Most B very C generally D less E no

APPENDIX C

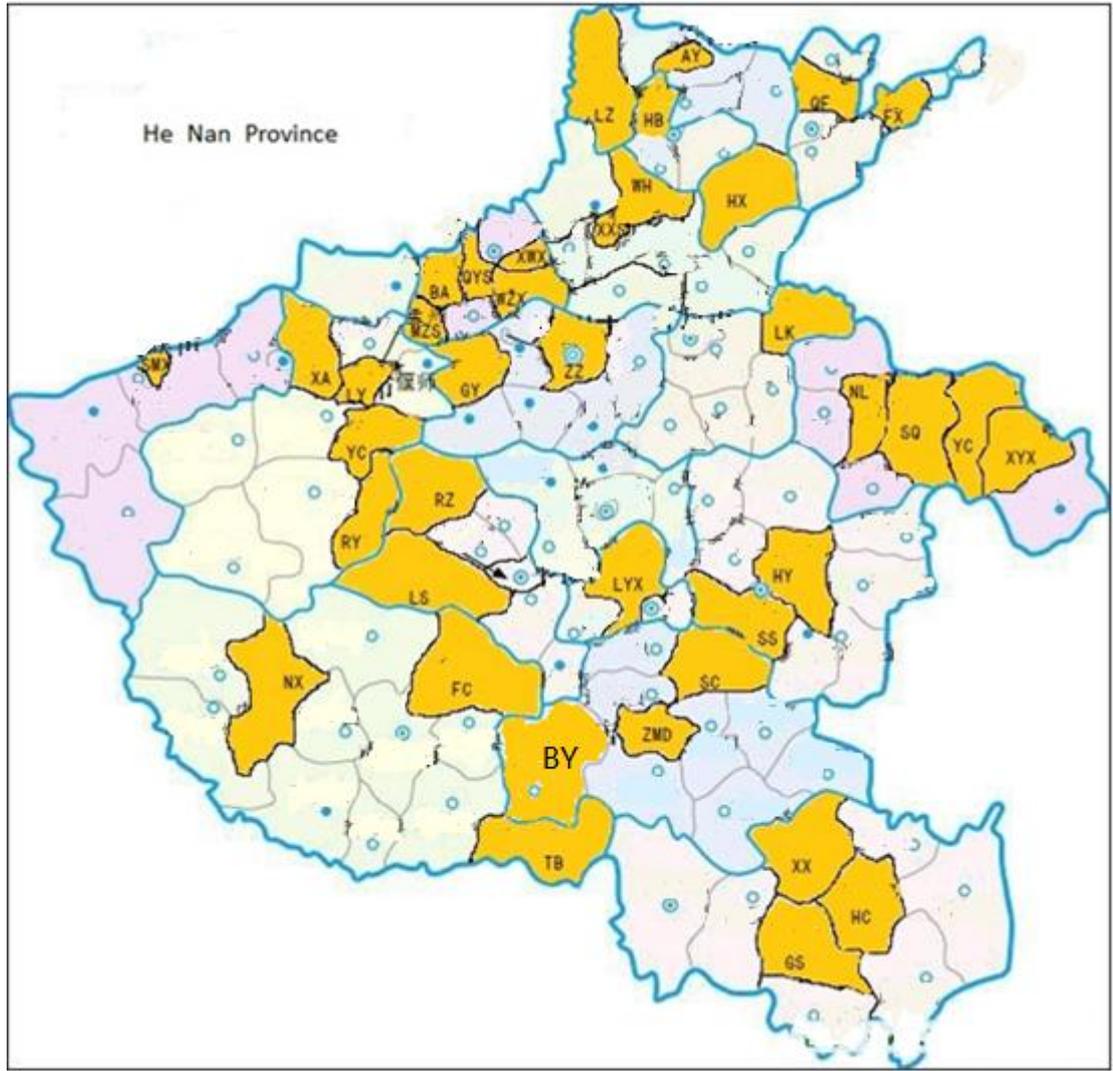


Figure 2.2 Schematic diagram of the regional distribution of the questionnaire survey

The calculation procedure of EW-TOPSIS is as follows:

```

R=load('data.txt');
[n m]=size(R) ;
minR=repmat(min(R,[],1)',[n,1]);
maxR=repmat(max(R,[],1)',[n,1]);
RR=(R-minR)./(maxR-minR);
A=RR./repmat(sum(RR,1),[n,1]);
eps=1e-10;
A=(A==0).*eps+(A~=0).*A;
H=-1/log(n)*sum(A.*log(A),1);
W=(1-H)./(m-sum(H,2));
B=R./repmat(sqrt(sum(R.*R)),[],[n 1]);
Z=B.*repmat(W,[],[n 1]);
BXp=max(Z,[],1);
BXm=min(Z,[],1);
Bsp=sqrt(sum((Z-repmat(BXp,[n,1])).^2,2));
Bsm=sqrt(sum((Z-repmat(BXm,[n,1])).^2,2));
BD=Bsm./(Bsp+Bsm)
Tobit regression analysis
Clear
est clear
reg cs zz gbs jk xm cqs cqsm rk zzgm xd sz jr jtsr cwhz gbjtsr zy9 jh ct nl xb wh
est store ols
estat vif
estat hettest, iid
estat imtest, white
tobit cs zz gbs jk xm cqs cqsm rk zzgm xd sz jr jtsr cwhz gbjtsr zy9 jh ct nl xb wh,
ll(0)

```

---

est store tobit1

sw tobit cs zz gbs jk xm cqs cqsm rk zzgm xd sz jr jtsr cwhz gbjsr zy9 jh ct nl xb

wh, ll(0) pr(0.1)

est store tobit2

est table tobit1 tobit2, star(0.01,0.05,0.1)

esttab tobit1 tobit2 using test.rtf

APPENDIX E



Figure 2.9 artificial land



Figure 2.10 Greenery of bare hills