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Exploring Effective Realization Forms of Villagers' Autonomy in China and Its Implications for Health Governance at the Grassroots Level

TAN Xinting

Doctor of Management

Supervisor:
PhD Nelson António, Professor,
ISCTE University Institute of Lisbon

May, 2021



BUSINESS
SCHOOL

Marketing, Operations and General Management Department

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**Exploring Effective Realization Forms of Villagers'
Autonomy in China and Its Implications for Health
Governance at the Grassroots Level**

TAN Xinting

Declaration

I declare that this thesis does not incorporate without acknowledgment any material previously submitted for a degree or diploma in any university and that to the best of my knowledge it does not contain any material previously published or written by another person except where due reference is made in the text.

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Abstract

Through practice and development since the 1990s, villagers' autonomy has been continuously improved nationwide through practice, and has achieved remarkable results. It has accumulated a lot of practical experience in the development of rural grassroots democracy. However, there are also problems such as small function of villagers' autonomy and low enthusiasm of villagers, which will hinder the in-depth and long-term development of villagers' autonomy.

This thesis mainly takes Qingyuan city as an example. It introduced the city's innovative practice of establishing an autonomous organization at the natural village level and shifting the focus of villagers' autonomy. During the research process, we first reviewed some related literatures on stakeholders and governance theory, then conducted interview research. Nvivo11.0 software was used to conducted qualitative analysis to find out the main stakeholders of villagers' autonomy, then, we proposed countermeasures to further improve the development of villagers' autonomy that shifted the center of gravity downward from the perspective of stakeholders, which will play a more active role in promoting the development of villagers' autonomy.

Keywords: Autonomy Focus Shifting Downwards, Villagers' Autonomy, Stakeholders, Governance Theory

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Resumo

Desde os anos de 1990 que o desenvolvimento e aprofundamento da autonomia das vilas chinesas tem sido um processo contínuo baseado na prática. O processo tem, ao longo dos anos, acumulado uma vasta experiência respeitante à implementação da democracia na base. Contudo, existem ainda alguns problemas, tais como a amplitude da autonomia das vilas e o pouco entusiasmo dos habitantes, o que no longo prazo pode prejudicar o aprofundamento da autonomia.

Esta tese selecionou a cidade de Qingyuan como objeto de estudo. Investiga as práticas utilizadas para estabelecer uma organização autónoma ao nível da vila, focando-se na autonomia dos habitantes. A pesquisa adoptou a metodologia qualitativa, entrevistas semiestruturadas aos intervenientes no processo de implementação da autonomia e utilizou o software Nvivo11.0 para analisar os dados. O estudo isolou os stakeholders principais e propõe algumas medidas que colocam os stakeholders no centro do processo de melhoria e da autonomia das vilas.

Palavras-chave: Autonomia das Vilas, Stakeholders, Governabilidade

JEL: P32, R10

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摘 要

自 1990 年代以来,通过实践和发展,村民自治在实践中得到了不断改善,取得了显著成效。它在发展农村基层民主方面积累了许多实践经验。但还存在村民自治功能薄弱,村民热情低下等问题,阻碍了村民自治的深入和长期发展。

本文主要以清远市为例,介绍了该市在自然村一级建立自治组织并转移村民自治重点的创新做法。在研究过程中,首先阅读有关利益相关者,治理理论等方面的文献,再进行访谈研究。利用 Nvivo11.0 软件对访谈结果进行定性分析,找出村民自治的主要利益相关者,并提出进一步改善村民自治发展的策略,从利益相关者的角度研究村民自治重心下移,这将在促进村民自治发展中发挥更加积极的作用。

关键词: 自治重心下移, 村民自治, 利益相关者, 治理理论

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Chapter1: Introduction

1.1 Research background

Villagers' autonomy sprouted under the background of the reform of the rural economic system and the promotion of the democratization of the country. It is a form of direct democracy at the grassroots level with Chinese characteristics under the leadership of the Communist Party of China and with the involvement of high-level national forces. It is the main framework and core content and effective methods of rural governance. It is the democratic practice and great initiative of grassroots mass autonomy in rural areas. At the beginning of reform and opening up, this kind of democratic reform practice created by villagers, which was developed in rural areas, was gradually promoted nationwide. The state has gradually institutionalized this form of democracy through legislative forms, forming a scientific and complete legal system of villagers' self-governance, which has been elevated to an institutionalized form of grassroots democracy and running on the track of legalization and institutionalization. At the same time, the legal rights of hundreds of millions of farmers have been protected from the legal level, and the villagers have truly become the masters of the country. As a way of governance, villagers' autonomy cannot be set in stone, and it needs to be adjusted with the times along with the development of society and changes in actual situation. Therefore, in different historical periods, certain forms of villagers' autonomy and even written expressions will occur. From the end of the 20th century to the beginning of this century, the transition from villagers' autonomy to the discourse system of rural governance was realized. After entering the 21st century, with the advancement of new rural construction and rural community construction, after the 18th National Congress of the Communist Party of China, it is required to explore the practical forms of grassroots consultation and democracy, especially a combined rural governance system: "autonomy, rule of virtue, and rule of law" proposed in the report of the 19th National Congress of the Communist Party of China.

The autonomy of rural villagers in China is a great creation of the Chinese Communist Party leading hundreds of millions of farmers to build socialist democratic politics with Chinese characteristics. Villagers' autonomy has had a huge impact on China's rural areas,

causing great changes in farmers' lives, behaviors, relationships, and ideologies. The academic circles have gradually paid attention to the research on the theory and practice of villagers' autonomy, and it has become an academic research hotspot. Scholars have made useful explorations of villagers' autonomy from different perspectives and used different analysis models. Both theoretical and empirical research have been achieved. A lot of achievements. However, as a new practice that is constantly developing, the basic theory of villagers' autonomy research is still very weak, and the research on the combination of theory and practice still needs to be further strengthened. Summarizing the experiences and lessons of villagers' autonomy and correctly evaluating the achievements and problems of villagers' autonomy play an important role in promoting the healthy development of villagers' autonomy.

The "Decision" of the Third Plenary Session of the Eighteenth Central Committee of the Communist Party of China proposed to "promote the modernization of the national governance system and governance capabilities", which is reflected in the promotion of innovation in social governance in terms of social construction. In 2014, the "No. 1 Document" of the central government proposed "exploring effective forms of villagers' autonomy in different situations. Where the pilot units of rural community construction and collective land ownership are in villagers' groups, pilot villagers' autonomy with communities and villagers' groups as the basic unit can be carried out. In 2015, the Central Government's "No. 1 Document" in the comprehensive deepening of rural reforms continued to propose: in places where there are actual needs, expand pilot villagers' autonomy with village groups as the basic unit, continue to do a good job of villagers' pilot experiments with communities as the basic unit, and explore effective forms of villagers' autonomy that suit the actual conditions of each region.

How to provide rural residents with medical services fairly is an important indicator for to test the country's grassroots governance capabilities. Due to the imbalance of economic development, there is a large gap in the allocation and supply of medical resources in China's urban and rural areas. Rural areas, especially rural areas in remote and backward areas, have very weak medical and health resources, and the quality of medical personnel is generally low, and there is a problem of difficulty in seeing a doctor. This is also an important reason for the brain drain in rural areas. In addition, young people in rural areas usually go to work in big cities with more resources, while the elderly, the weak and children are left to live in the countryside. These people happen to be the group that needs the most knowledge about disease prevention and health education, and this situation has exacerbated the current

problems in the development of rural medical care in my country. The report of the 19th National Congress of the Communist Party of China pointed out: People's health is an important symbol of national prosperity. How to solve the medical and health problems in rural areas is related to the ability to attract all kinds of talents needed for rural development to effectively realize rural governance and the modernization of national governance capabilities.

1.2 Research problem

Since the establishment of the village committee, it has played an active role in consolidating the state's management of the rural grassroots and fulfilling the tasks assigned by the government. However, the spirit of legal autonomy of villagers' autonomy has not been fully reflected in the actual operation. As an "administrative village", governance is often "one size fits all". Villagers' autonomy is only carried out at the level of village committees, and the realization form is relatively simple and lacks vitality and motivation. With the development and changes of rural society since the new century, especially since the new rural construction was proposed in 2006, the most significant change in villages is the merger of villages directly initiated and strongly promoted by the grassroots government. The common practice of implementing villagers' autonomy with administrative villages as a unit is in a difficult situation. The administrative village has a large number of people, some as many as several thousand; the scale is generally larger, and some administrative villages have long management diameters (some with more than 10 kilometers). Self-governance is difficult, and it is impossible to convene all villagers to hold meetings and other public activities. Administrative village committees have strong administrative colors and weak self-governance capabilities, villagers generally do not have a strong sense of autonomy at the administrative village level, and villagers' autonomy in many villages is in an "idle" state, and the effect of autonomy is not good. In this context, the No. 1 Central Document in 2014 and 2015 proposed to explore effective forms of villagers' autonomy.

In addition, affected by the increasing ageing of Chinese society and the outflow of young talents from rural areas, the governance of rural areas in China faces other problems, such as the lack of elites. The implementation of villagers' autonomy is inseparable from the participation of various elites in the countryside, especially the cultural elites such as doctors and teachers. Specifically speaking, it is the most basic medical and educational issues. There is a huge gap between urban and rural areas in these two areas. For example, in rural areas,

there are problems such as the lack of medical and health resources and the low quality of practitioners (formerly known as barefoot doctors). These problems affect the attractiveness of rural areas to other elites such as "economically capable people". How to improve the status and income of cultural elites such as doctors and teachers through various measures, and keep these talents in the countryside, are of great significance for improving rural medical and health and education conditions, increasing the attractiveness of rural areas to the various talents needed for rural governance, and realizing effective governance.

As a community with common geography, common blood, common culture and common interests, natural villages have natural social capital and are an ideal autonomous unit to realize villagers' autonomy. However, with the advancement of the merger of natural villages, the administrative villages formed on this basis have been given the role of a carrier of villagers' autonomy in the country's modernization construction. In the "acquaintance society" that is divorced from reality and the "stranger" society lacking natural social capital, villagers' autonomy has become a "suspension" slogan. It is an effective form of villagers' autonomy to realize villagers' autonomy by returning villagers' self-governance units from administrative villages to natural villages through the subsidence of autonomy (Wang, Qiao, & Deng, 2016).

As a grassroots social governance system pioneered by farmers in China, villagers' autonomy plays an important role in mobilizing farmers' enthusiasm, improving farmers' democratic awareness, and promoting social, political and economic development within a certain period of time. However, the village committee, which is the basis of the villagers' self-governance organization, has gradually reduced to a subordinate organization that fulfills the tasks of the township government. Its autonomy is vigorously suppressed. The growth space for villagers' autonomy is getting smaller and smaller, and it is difficult for the interests of villagers to be maintained and developed. This is the dilemma of my research.

1.3 Research questions

1. Who are the stakeholders of villagers' autonomy?
2. What are the demands of different stakeholders?
3. What contributions do stakeholders have to villagers' self-governance?
4. What is the relationship between stakeholders?
5. How to improve the medical and health conditions in rural areas and increase the attractiveness of rural areas to all kinds of talents?

1.4 Definitions of related concepts

1.4.1 Rural governance

There are different definitions among scholars about the meaning of rural governance. Nye (2003) believed that rural governance includes not only the participation of the government, but also the participation of private enterprises, business associations, NGOs and others, which jointly determine the allocation, operation, interaction and change of rural governance. Su (2010) believed that “village governance” is the application of governance theory in rural society. It has a wide range of contents, including the main body of governance, power structure, goals, methods and others, and is applied in different subjects and geographical regions with a rich connotation. Zhao (2006) believed that in the system of rural governance, multiple subjects are interdependent, and they coordinate and resolve conflicts through mutual cooperation such as “participation”, “negotiation” and “coordination”, thus achieving a sound and harmonious order.

In the academic world, the differences in the definition of rural governance are mainly reflected in the definition of governance subjects: some scholars believe that rural governance should focus on “authority” and that rural governance must be carried out by the government and other authoritative social public organizations; other scholars emphasize the diversity of the governance subject, and advocate the common governance by the government, social organizations and their members. The government or other organizations are only one of the main bodies of rural governance. Only through the coordination of all the governance subjects can we achieve the desired effect of rural governance.

Generally speaking, rural governance refers to a series of activities generated by some of the grassroots government's authoritative institutions or state institutions based on rural power to govern rural society, mainly referring to the behavior of providing public goods for rural society. In rural governance, the subject is the rural government or other authority in the village. In rural governance, the election of governance subjects, the organization, the integration of governance resources and its basic relationship with rural society consist of the rural governance mechanism.

1.4.2 Villagers' autonomy

Since the implementation of villagers' autonomy, some scholars and government departments have made relevant overviews about its connotation. The National People's Congress Legal

Work Committee, the State Council Legislative Affairs Office, and the Ministry of Civil Affairs define the villagers' autonomy as follows: "villagers' autonomy is a rural organization in the rural grassroots. The villagers' committee is organized in accordance with national laws and regulations. The villagers themselves govern their own affairs. It is a democratic policy for resolving grassroots affairs and also a grassroots democratic system that meets the requirements of our country." (Department of Grassroots Political Power Construction, 1998) The Political Department of the Legislative Affairs Office of the State Council believed that "the meaning of villagers' autonomy is self-management, self-education, and self-service (Department of Grass-roots Regime Construction, Ministry of Civil Affairs, 1998)." Xu and Shen (2015) believed that "China's rural villagers' autonomy is the self-governance of rural grassroots people, that is, through village self-governance organizations, villagers deal with village affairs related to their own interests, in accordance with the law, so as to achieve self-management, self-education and self-service of villagers". Zhan and Wang (1999) believed that "villagers' autonomy relies on villagers to implement a new social organization management system for self-management, self-education and self-service". In addition, there are many other scholars who have defined villagers' autonomy in their research fields. Their ideas are all from different subject areas with connotations constantly developing and enriching. However, seldom definitions have dug into the spiritual value of villagers' autonomy. Villagers' autonomy is a grassroots social and political system for villagers to directly exercise their democratic rights, handle the villagers' own affairs according to law, conduct self-management, self-education and self-service, and undertake responsibility for the development of the village. It was originated from the rural reforms that began after the founding of New China, developed in the 1980s and generally implemented after the reform and opening up, which has become an effective way for rural grassroots democracy in rural areas and rural governance. The subject of villagers' autonomy is the farmers. The object is the related affairs of the farmers' production and life in the rural areas. It includes both the public affairs of the village and some public welfare affairs. The basic unit of autonomy is the village, that is, the rural community that is closely related to the production and life of the farmers. The ultimate goal is to realize the democratic rights of the villagers.

1.4.3 Natural village

Natural villages (villagers' groups) are also called villages in the private sector. They are generally called villages in academics. Natural villages have always been a common and

special community of Chinese rural society, which took shape during the long process of development of traditional Chinese society. The interaction and life of people in natural villages is usually carried out in a relatively isolated state. Many villages consist of one or several families, which explains the phenomena of a family being a village or a clan being a village in traditional Chinese villages. Over time, a unique village family culture has taken shape. The sense of collective identity that the natural village brings to the villagers is much stronger than that brought about by the administrative villages.

Due to the vast territory of China, the natural villages in different regions are quite different in structure. In many places, a villagers' group makes up a natural village, while in some areas several villagers' groups consist of a natural village. There are also a few cases in which a villagers' group consists of several natural villages.

1.4.4 Villagers' group

The villagers' group used to be the production team under the people's commune system in the past, and this title is still widely used in rural areas nowadays. When the rural political and economic system was reformed in 1983, the former people's commune was changed to a township; the administrative village replaced the original production brigade; and the production team was converted into a villagers' group. In China, the villagers' group is the most basic unit in the rural area. Often, a group of people in a villagers' group is a large family, or belong to one or a few surnames. Due to the small number of villagers' groups and the small size of the region, it is often easier to achieve public consensus within the villagers' group.

1.4.5 Administrative village

Villages inhabited by families, households of clans, clans or other types of collective groups are called natural villages, compared with administrative villages. The administrative village is a geographical scope for villagers' committees to carry out the villagers' autonomy activities in accordance with the Organizational Law of Villagers' Committees. Usually, an administrative village includes several natural villages or villagers' groups. However, in some places, there is also a certain natural village divided into several administrative villages for the convenience of management. An administrative village is a natural village. The administrative village is the basic level of villagers' autonomy under the current system in China.

1.4.6 Villagers' council

The villagers' councils have different names in different places. The true meaning of the "council" in practice refers to a kind of negotiation mechanism or management organization established by villagers to discuss issues that are of concern to their own interests and to resolve and deal with important affairs in a timely manner. The villagers must exercise the democratic rights of participation in rural public affairs. The premise is that there are public affairs in the village where the villagers grow food and live in, that is, there are things to do and affairs to deal with. This is the basic premise for the villagers to exercise their right to participate democratically. The villagers' council refers to an organization that is self-organized by rural villagers to tackle its own affairs, which has the power of deliberation and decision-making. The essence of the villagers' council system is villagers' autonomy.

Villagers' council stems from the challenges to grassroots social governance brought about by the new public affairs such as rural property rights system reform, new rural construction and post-disaster reconstruction. In the face of these new public affairs, the original grassroots governance model was unable to adapt to the needs of new tasks, and had to try to explore new grassroots governance models. With collective wisdom and synergy, the new challenges can be jointly tackled and the deadlock in grassroots governance can be broken. Therefore, the emergence of the villagers' council is not a planned product, but a new thing occasionally tried and explored by people in dealing with new tasks without any preparation. According to the spirit of Organizational Law of Villagers' Committee (Trial) that "Villagers' committees are generally set up in natural villages. Several natural villages can jointly establish village committees, and large natural villages can set up several village committees", villagers' committee, as an organization for villagers' autonomy, is mainly set up in natural villages. At that time, the center of autonomy was equivalent to the top level of the natural village. In 1998, the implementation of the Organizational Law of the Villagers' Committee revised and clarified that "The villagers' committees should be set up based on the living conditions of the villagers and the population, in accordance with the principle of benefiting autonomy, economic development and social development" and "The villagers' committees can set up several villager groups according to the living conditions of the villagers and the ownership relationship of the collective land." In the actual implementation, the villagers' autonomy carried out later all established villagers' committee on the basis of villagers' committees and thus administrative villages took shape. In this way, the villagers' autonomy was implemented at the level of administrative villages (Figure 1.1).

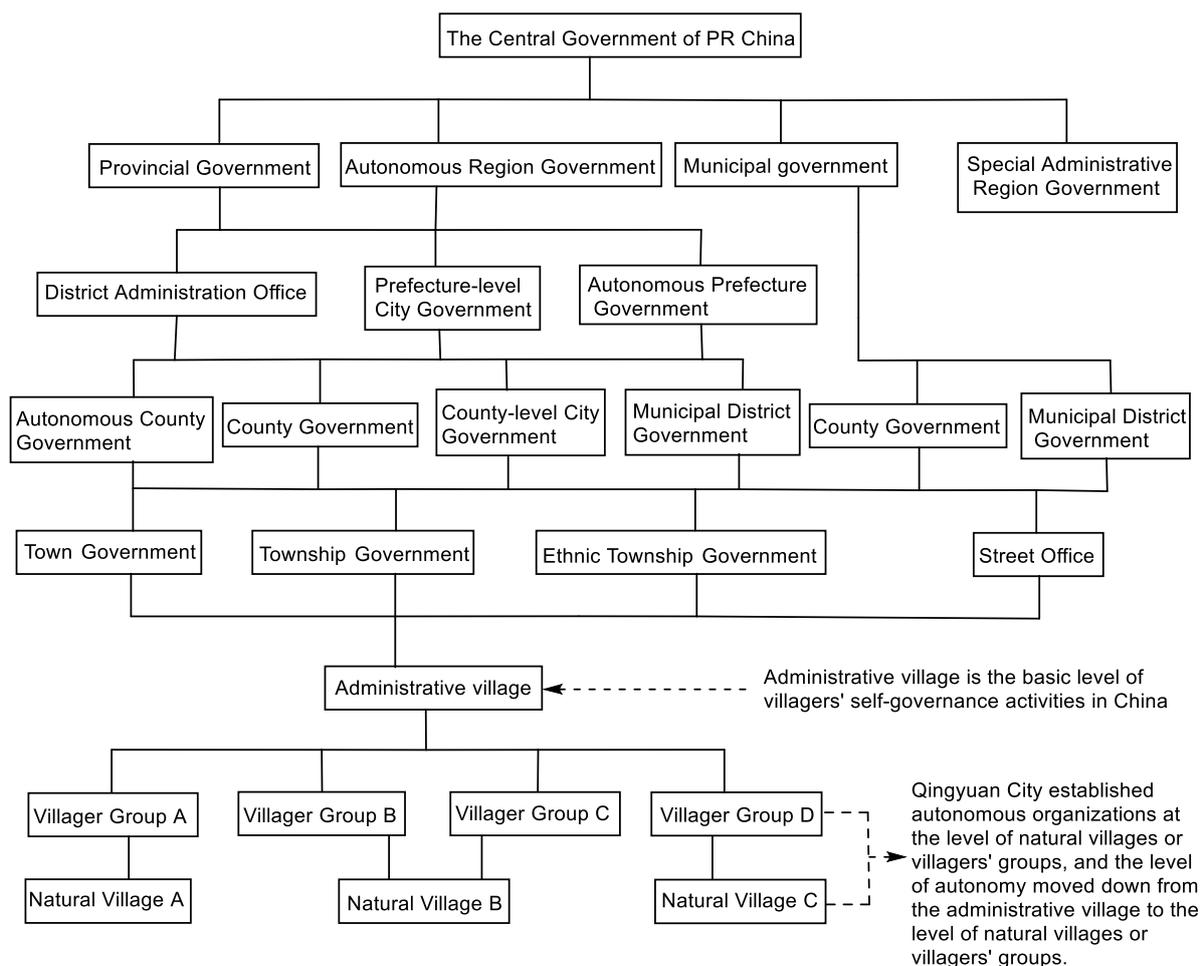


Figure 1.1 China administrative organization chart

1.5 The situation of China's rural health governance

1.5.1 Public health in rural China

Since the reform and opening up, with the rapid economic growth, the increase of national power and the significant increase of per capita income, China has begun to change from satisfying food and clothing to improving the quality of life as the main goal of economic and social development. People begin to think about the human value of development, pay more attention to the quality of life, and then emphasize the development of public health which is closely related to this. In terms of the relationship between medical investment and health investment, the past "emphasis on medical investment and neglect health investment" has changed to "equal emphasis on medical care and gradually increase health investment". For this reason, public health investment in China's urban and rural areas is included in the important agenda of the entire economic system reform as an important content related to

improving the quality of life and improving people's livelihood. China's public health investment presents an obvious urban-rural dual structure feature, that is, the level of urban medical and health care is much higher than that of rural areas. In terms of public health investment with public health and health education as the main content, the difference between urban and rural areas is even greater. In recent years, in order to solve the prominent problems in the public health field such as expensive and difficult medical treatment for residents, a new rural cooperative medical system with the prevention and treatment of serious diseases as the main content has been fully developed in rural China. Public health and health investment by the government, collectives and individuals has also increased accordingly. However, for a certain period of time, rural residents' medical expenditures have increased but their health status has not improved significantly, and they are facing the double burden of infectious diseases and chronic diseases. The severity of illness among rural residents is generally higher than that of urban residents, but the utilization capacity for medical and health needs is lower than that of urban residents.

As a country with a large rural population, rural public health is a basic condition for improving the quality of Chinese citizens and accelerating economic growth. For most rural residents, a healthy body constitutes the core content of their survival strategy and is one of their most important assets. The current serious imbalance in the development of urban and rural public health has become an important factor hindering China's economic development and social progress. Citizens have a healthy body means a higher standard of living, which is one of the goals that China pursues in building a well-off society in an all-round way. China has entered a new stage of development with the main goal of improving the quality of life. During the economic and social transition period, the economic and social structure has changed drastically, the consumption of resources has increased, and the contradiction between man and nature has become more intense. Therefore, further understanding the role of public health in promoting social and economic development, improving the health of residents and improving their living environment and quality of life have become the main goals of the development of a harmonious society. In addition, the recent occurrence of large-scale disease epidemics at home and abroad shows that it is necessary to accelerate public health investment, especially the reform of the rural public health investment system. It is one of the important guarantees for improving the physical fitness of the people, promoting economic growth, solving the "three rural problems" and building a harmonious society. The improvement of economic level, the extension of life expectancy, and the development of medical science and technology promote the growth of residents' health needs, thereby

guiding the flow of resources to this field. China's public health investment is facing the challenge of how to use resources fairly and effectively to effectively meet people's growing health needs. Economics centered on improving economic efficiency is playing an increasingly important role in the field of public health investment. How to solve the problem of expensive and difficult medical treatment in rural areas, and what kind of public health system to establish to meet farmers' growing health investment needs more equitably and effectively is one of the core issues in promoting harmonious rural construction.

In recent years, China's economy has grown rapidly, and the growth of rural public health has not kept up. Insufficient investment in public health has become an important factor hindering economic development and social progress. China has entered a new stage of development with improving the quality of life as the main goal. Rural public health investment is the basic condition for improving the quality of the people and accelerating economic growth. It is also one of the main goals for promoting the construction of “agriculture, rural areas and farmers” and the development of a harmonious society. In order to solve the problem of expensive and difficult medical treatment in rural areas, and to meet the growing health investment needs of farmers, new rural cooperative medical care has been widely developed in recent years, and the national health financial investment has also continued to increase. While the total amount of health resources continues to increase, the rationality of resource allocation, that is, issues of equity and efficiency appear to be particularly important. In the process of investing in public health in rural areas, it is more necessary to control cost and prioritize the allocation of limited medical and health resources. Health is not only a means of development, but also one of the direct and important contents of the all-round development of human beings. Health has intrinsic value, is an important feasible ability, and is the main indicator of social development or welfare. Healthy development measures four aspects: a healthy and long-lived life, health education level, payable medical income level, and patient satisfaction. At present, the increase in the incidence of chronic diseases in rural areas has become a major health problem that plagues rural residents. The new rural cooperative medical system has played a role in alleviating the economic burden of diseases. But there are still many problems, for example, the quality of health services in rural primary medical institutions needs to be improved, service capacity is limited. Put forward ideas and suggestions for rural public health investment in China. The severity of the disease requires the ability to benefit, and the ability to use income requires the need to minimize the amount of resources.

1.5.2 Public health issues in rural China

Regarding China's rural health issues. Liu, Ma, and Zhang (1999) pointed out that after the founding of the People's Republic of China, under the guidance of the implementation of the urban-rural dual structure industrialization strategy of "emphasis on industry, neglect agriculture", the dual structure arrangement of China's urban and rural medical and health security system has been formed. Since the reform and opening up, with the expansion of income distribution gap, urban-rural gap, and regional gap, the dual structure of urban and rural medical security has been strengthened, and the problem of urban and rural residents' health inequity has become more obvious. Starting from the dual economic structure of China, Xia (2004) believed that strengthening the construction of the rural public health system is an important means to improve the fairness, accessibility and utilization efficiency of health resource allocation. Sun and Meng (2008) comparatively studied the health and health service utilization status in rural areas of Gansu, and founded that low-income groups have higher disease severity, poorer health self-assessment, and poorer access to health services, especially the low level of utilization of public health services. China's medical expenditures are clearly regressive. The public health and basic medical and health services of the rural population are basically placed outside the current institutional arrangements, and the distribution of health resources between urban and rural areas is uneven (Wei & Gustafson, 2005). Qi (2006) founded that there are significant urban-rural differences in the relationship between the health status of Chinese residents and their income. Yang (2007) analyzed the health equity of urban and rural residents in China from three aspects: equity in financing, equity in service provision and health equity, and believed that the development of the new rural cooperative medical system has significantly improved the equity in urban and rural health services. Mou (2007) founded that the utilization of medical resources in China tends to benefit the rich. Low-income residents are at a disadvantage in obtaining quality medical services. The most urgent need for rural residents is to provide basic medical insurance and medical services. Feng and Yu (2007) studied the income gap and health in rural China, and believed that a higher income gap had a negative impact on health, and it was even more unfavorable to the health of low-income people.

Huo (2008) compared the difference between urban and rural health care investment over a one-year period and founded that the gap between urban and rural areas as a whole has been increasing, and the increase in health care investment gap was significantly greater than that of cultural and educational investment. Zhang and Wang (2009) analyzed the health status of

rural residents in China and its determinants, and founded that the health status of residents generally showed a downward trend, with obvious regional differences. Improvements in education, income and family environmental sanitation can help improve health. He studied the difference and decomposition of health consumption between urban and rural residents, and founded that the gap between urban and rural areas constitutes the main body of the overall health consumption gap among residents. The use of inequality in medical services among different income groups has increased the inequality in medical insurance and other factors. Rural health inequality is generally higher than that in cities, and the degree of urban and rural health inequality is deepening the gap in public health investment between urban and rural areas. The widening of the income gap between urban and rural areas has played a strengthening role (Jie, 2009). Studies have also pointed out that although there are indeed differences in the utilization of medical services between urban and rural residents in China, there is no obvious inequality in this difference. The existing research commonly used to measure the degree of inequality in China's medical consumption between urban and rural areas may overestimate the actual inequality. degree. Under the current medical system, there is inequality in the utilization of medical services between different income levels, and the lower ability to pay limits some people to obtain necessary medical services (Lin & Ai, 2009).

1.5.3 New rural cooperative medical system

In recent years, the increase in population flow, changes in lifestyle and diet structure, and environmental degradation have caused common and frequently-occurring diseases in rural areas to expand from infectious diseases to chronic diseases, and farmers' medical expenditures have increased year by year. Since the pilot and implementation of China's new rural cooperative medical system in 1999, scholars at home and abroad have conducted a lot of research. In the 1980s, the government's laissez-faire treatment of cooperative medical care and the absence of the state affected the smooth transition of the system. The high cost prevented a large number of low-income people from obtaining timely health care services, and medical expenditures caused the economic collapse of many rural households. Under the existing arrangements of the new rural cooperative medical system, poor areas or low-income farmers have benefited less, which has led to the design of the social inequity problem system, the deduction line, and the reimbursement ratio are too strict, which affected the level of protection and reduced the enthusiasm of farmers to participate (Fang & Gu, 2006). Because the patient do not overlap with the low-income people, in general, the rich will use health

resources more than the poor, and paying tax by number of people may cause the poor to subsidize the rich. The introduction of cooperative medical care has caused medical expenses to rise to varying degrees. The medical expenses borne by farmers will eventually be the same as without medical insurance, and all government subsidies will flow to the supply side. Liu, Song, and Hu (2007) believed that the new rural cooperative medical system has disadvantages such as narrow benefits and low levels of protection. It is necessary to expand the coverage, increase the amount of personal payment, and increase investment in rural public health. The main problems faced by the new rural cooperative medical system in the pilot and implementation process include adverse selection under the principle of "voluntary participation" and farmers' participation rate, fund raising issues, farmers' perception issues, system design and model selection issues (including compensation models, compensation level, payment method), the prevention of moral hazard, the sustainable development of the system (Zhang & Wu, 2008).

In the research of funding channels and costs, rural medical security is a highly "capacity-intensive" system, and the stronger political will of county and city governments is the key to the financing of the new rural cooperative medical system. Generally speaking, the richer the grassroots government, the stronger the financial strength, and the less pressure to provide supporting funds for cooperative medical care. On the contrary, the poorer the place, the weaker the fiscal revenue and expenditure capacity, and the greater the pressure on fiscal supporting funds (Gu & Fang, 2006). Wu (2003) conducted a comparative analysis of the implementation of this system in some counties and districts in Shanghai, and the results showed that areas with similar economic development levels did not necessarily have the same performance in developing cooperative medical care. The effectiveness of the cooperative medical system depends on the ability government of counties, districts and towns. Gu and Tang (2006) analyzed the new rural cooperative medical system from the perspective of institutional changes, and believed that the implementation of the system was oscillating between mandatory changes and induced changes. The introduction of the system, specific arrangements, and expected goals reflect the changes and improvements of the mandatory system, which is conducive to people's performance in the labor market, such as effective participation in labor supply, increased personal labor productivity, more employment opportunities, working time extension. In terms of the impact of healthy human capital on income, the negative impact of poor health on income is analyzed, and it is believed that in every factor that determines income, there are differences between patients and non-patients. The impact of disease on income. There is a significant positive correlation

between health and income. Better health has a clear advantage in the labor market, especially in childhood health investment has obvious labor market returns. In terms of the impact of health on the income of Chinese farmers, Wang (2007) founded that personal health is an important factor in determining the per capita income of the family, and the income effect of health is very significant for the rural population. The income of healthy rural labor force is higher than other labor force. Better physical strength and physical condition are the fundamentals of obtaining income from going out. Physical condition even has a greater impact on income than education level.

1.5.4 The relationship between health level, economic income and villagers' autonomy

A high level of health can increase personal income and promote national or regional economic growth, thereby helping people out of poverty. On the contrary, poor health will make people lose the ability to invest in human capital and the opportunity to improve their own conditions, resulting in reduced income and poverty, and even a vicious circle between poor health and poverty. In addition, the poor health of the main family labor not only affects their own human capital investment ability, but also weakens the human capital investment for the next generation, resulting in the intergenerational transmission of poverty, and ultimately forming and exacerbating the vicious circle between poor health and poverty. Low health level is not only the cause of poverty, but also the consequence of poverty. This kind of poverty caused by insufficient human capital investment due to low health level is called "health poverty". Health poverty is a loss of opportunity and deprivation of ability, that is, the loss of opportunities to participate in medical security, health care, and basic public health services due to low economic development and insufficient ability to pay, as well as the resulting decline in health deprived their ability to participate in economic activities, which results in a decrease in income and the occurrence or aggravation of poverty (Meng & Hu, 2000). Health poverty can also be understood as high frequency exposure to risks caused by negative health events and lack of appropriate response methods (Ma, 2007). Whether it is based on a comparative study between countries or a differential analysis of different income groups within a certain country, it suggests that poverty is an important factor leading to poor health. Poverty and ill health are a vicious circle of two-way connections. Therefore, about half of the United Nations Millennium Development Goals for development and poverty reduction are directly or indirectly related to health.

The purpose of economic development is to make human beings develop in an all-round

way, and its ultimate goal can be attributed to the improvement of social welfare, which not only refers to the improvement of people's poverty, but also the improvement of health. A healthy life is one of the main goals of the development of human society. For a long time, people have mostly cared about economic growth, while neglecting the purpose of economic growth. In recent years, people have realized that economic growth has only instrumental value and is a means of development. Human welfare is the true goal of development, and a healthy and long-lived life is one of the primary goals of human social development. Health is a direct component of personal happiness, a purpose that people generally think has reason to cherish, and the true purpose of development (Anand, Peter, & Sen, 2002). "Investment to improve population quality can significantly improve the economic future and welfare of the poor." Health is not only the foundation of everyone's life, but also the primary content of welfare or happiness. One of the main signs of social development is the general improvement in the health of social members (Qi & Yu, 2008). To realize the increase of villagers' income, it is very important to explore an effective self-governance model. Exploring effective forms of villager self-governance, increasing villagers' economic income, and enabling more rural areas to receive better medical security is also vital to grassroots health governance.

1.5.5 Thinking of China's rural public health investment

First, the determination of the healthy concept of human-oriented development. Health is a basic right of citizens and a means of development. At the same time, in a people-oriented country, health is the ultimate goal of social development. It is one of the basic potentials for human life to reflect value. Health is essentially an important feasible ability. Healthy citizens are the enjoyers of social economic, political and cultural achievements and the feelers of happiness. Social politics, economy, culture, ecology, environment and medical care are all closely related to public health. Therefore, the development of public health should be integrated into the development of politics, economy, culture and the ecological environment. At present, in some rural areas of China, in the process of developing the local economy, the protection of the ecological environment on which public health depends is neglected, causing serious harm to the health of residents. In the deteriorating ecological environment, it is meaningless to emphasize the intensive use of medical and health technology and the large investment of health resources for improving public health. The development model of first pollution and then treatment is also very inefficient, and from the perspective of the

irreversibility of the occurrence and development of diseases, most medical treatments are expensive but have limited effects, and cannot fundamentally eliminate the various adverse consequences brought about by diseases. At the same time, the development level of public health is also an important measure of development. In the development of the national medical and health undertakings, the goal of the government's medical and health policies is to have more advanced medical and health technologies, larger-scale medical and health resources, and lower medical and health costs. But the fundamental goal of medical and health development should be people-oriented, and ultimately serve the development of public health. In the current construction of China's new-type rural cooperative medical care, we should further transform the "disease-centered" to "people-centered". The use of rural medical and health resources is not only to treat diseases, but to serve the medical needs of the patient group. More importantly, it is to pay attention to the health needs of all rural community residents, strengthen health education and health promotion, and improve the efficiency of the use of existing health resources. In the current process of the use of rural medical and health services, limited public health conditions have led to increased health risks for residents, unhealthy lifestyles have led to the increase in the incidence of chronic diseases, and the occurrence of drug hazards caused by irrational use of drugs.

Second, the determination of the correct public health investment philosophy. Public health is the collective behavior of community members to ensure that people have the conditions to obtain health. From the perspective of determinants of public health, there are not only medical factors (such as genetics or genes, public health, nutrition and medical services), but also economic factors (such as absolute income, relative income inequality), and social factors (such as socioeconomic status, lifestyle), social support systems (such as medical insurance, social capital, and education). Therefore, investment in public health should be comprehensive, involving medical, economic and social aspects, requiring close cooperation among various departments. In public health investment, people often overemphasize the impact of medical services on health, while ignoring other more important aspects. For rural residents at this stage, increasing their income levels, improving local public health and environmental conditions, promoting social harmony, guiding residents to form a good lifestyle, advocating the rational use of medical and health resources, are of significance to improving public health. Both are far better than medical services. In areas where the economy is underdeveloped and the social development is lagging, the deaths of rural residents due to accidental injuries during work and the poor social atmosphere in some areas, home breakage caused by gambling, frequent suicides, are rooted in economic and social

problems cannot be effectively solved by medical treatment. In addition, the current public health in rural areas is facing the dual threat of frequent acute infectious diseases and increasing incidence of chronic diseases. In the investment in rural public health, it is even more necessary to strengthen the close cooperation between the medical sector and other economic and social sectors in formulating medical and health policies. In the process of solving the current problems of difficult and expensive medical care for rural residents in China, we should first establish a correct concept of public health investment. Public health investment in rural China is not only a problem of insufficient investment, but also a problem of inefficient use of input resources. The realization of public health is inseparable from the joint efforts of individuals and society. Public health not only depends on the state to provide necessary public products and basic medical insurance, but also cannot do without the necessary responsibility of personal health. In modern society, residents' personal health is closely related to public health. In the process of building a new socialist countryside and extensively implementing the new agricultural cooperation system, health education for citizens should be increased, and health promotion should be actively promoted. The villager council trusted by the villagers actively guides the residents to establish correct health values and rational health investment concepts.

Third, the development of rural economy. The development of public health is inseparable from economic development and social progress. They are the material basis and objective conditions for improving residents' living conditions and sanitation environment, raising nutrition level and health awareness, promoting medical technology progress, and enhancing the quality of medical and health services. At present, China's rural areas are relatively backward, and economic development is the material basis for improving rural public health. In order to achieve the goal of public health, the government should cultivate an economic environment that enables residents to improve their health, and strive to improve residents' income. Increasing the income of the poor is the most effective economic policy for improving health. Because the poor are most likely to spend extra income to improve their diets, obtain safe drinking water, upgrade sewage systems and housing in ways that improve their health. Therefore, under the guidance of the healthy values of human-oriented development, the economic policy dedicated to sustained growth is one of the most important measures taken by the government to improve people's health. In the current allocation of health resources in China, the gap between urban and rural areas is relatively obvious. In addition to the lack of government intervention in the medical and health field, it is also inseparable from the backward economic conditions in rural areas and the inability to attract

superior health resources to gather in rural areas. The low level of purchasing power in the rural areas makes the number of producers who provide services in the medical market insufficient, and the quality is not high. It shows that the number of hospitals and medical staff is limited, and the quality of health services is generally not high. Therefore, the rural economy should be vigorously developed through various channels, and the purchasing power of residents should be improved. Under the moderate intervention of the government, the market should also become an effective means of allocating rural medical and health resources. As a developing country, our country has limited financial resources. It is unrealistic to rely on the government to provide medical and health services in the vast rural areas. Under the premise of limited resources, emphasizing fair distribution will only lead to a limited number of beneficiaries or a low level of benefit. Therefore, we should vigorously develop the rural economy and encourage all kinds of capital to open medical institutions in rural areas to provide medical and health services. As long as the income level of rural residents increases, the restricted potential medical and health needs will be greatly released, which will attract various resources to gather in the rural medical and health field, and promote the competition and prosperity of the rural medical market. It ultimately serves the improvement of rural public health. How to increase the income level of villagers? It is a good idea to increase farmers' income through the exploration of effective villagers' self-governance forms.

Fourth, to improve health education for villagers. In the vast rural areas, the health education and health promotion work of the villagers is also relatively backward, which is reflected in the low acquisition rate of health knowledge among rural residents, and the poor awareness and ability of medical staff to conduct health interventions and guide the rational use of drugs. These will directly affect the effective use of medical and health resources. At the same time, in addition to acute infectious diseases, the public health threat in rural areas is more prominently manifested in the high incidence of chronic diseases. Chronic diseases can usually only be controlled but not cured, and their causes are mainly affected by the social environment and lifestyle. Therefore, health education such as guiding a healthy lifestyle, enhancing farmers' awareness of medical care, and reducing the level of health risk factors of the population is very meaningful. Among the common health risk factors, there are biological factors, such as family genetic history of high blood pressure, high blood sugar, high blood lipids, psychological factors, such as high pressure, low life and work satisfaction, and lifestyle factors, such as insomnia, unreasonable diets, drug abuse, smoking, lack of exercise and other medical system factors, such as medical accidents, nosocomial infections

and environmental factors, such as natural environment, social environment income, education and so on. In order to effectively improve the level of rural public health, these disease prevention and control knowledge need to be conveyed to rural residents through active health education, starting from changing the health risk factors in the residents' own behavior, and actively cooperating with the prevention and treatment of chronic diseases. Improving the level of health education in rural areas is inseparable from the active participation and active work of the majority of medical workers. The current poor public health and natural environmental conditions in the rural areas of China, the general lack of common sense of medical care and lack of awareness of health care among the residents, have put forward an urgent need for medical workers to play the social function of health education. In addition to investing resources in areas such as health and epidemic prevention, maternal and child health care, medical and health service departments at all levels should also increase investment in improving the professional quality of grassroots medical workers, especially in health promotion. As one of the important members of society to promote public health, medical workers should not only pay attention to diseases, but also pay attention to potential patients. In the process of diagnosis and treatment, doctors should strengthen communication with patients and their families, and have more humane care and patient and meticulous health guidance. There is also a villager-trusted village council that is closely related to interests of villagers, and more cultural and economic elites join the village council, which can lead the villagers to take various forms to vigorously promote health care knowledge and strengthen the health promotion work in rural areas. The development of health knowledge lectures can further promote the healthy development of rural health.

1.6 Research structure

Based on stakeholder theory and governance theory, this thesis studied the governance mechanism of villagers' autonomy. Starting from the problems of villagers' autonomy, combined with the reform of villagers' autonomy in Qingyuan, we conducted interviews and analysis with relevant personnel such as villagers and town cadres to find effective countermeasures to solve the problems of villagers' autonomy (Figure 1.2).

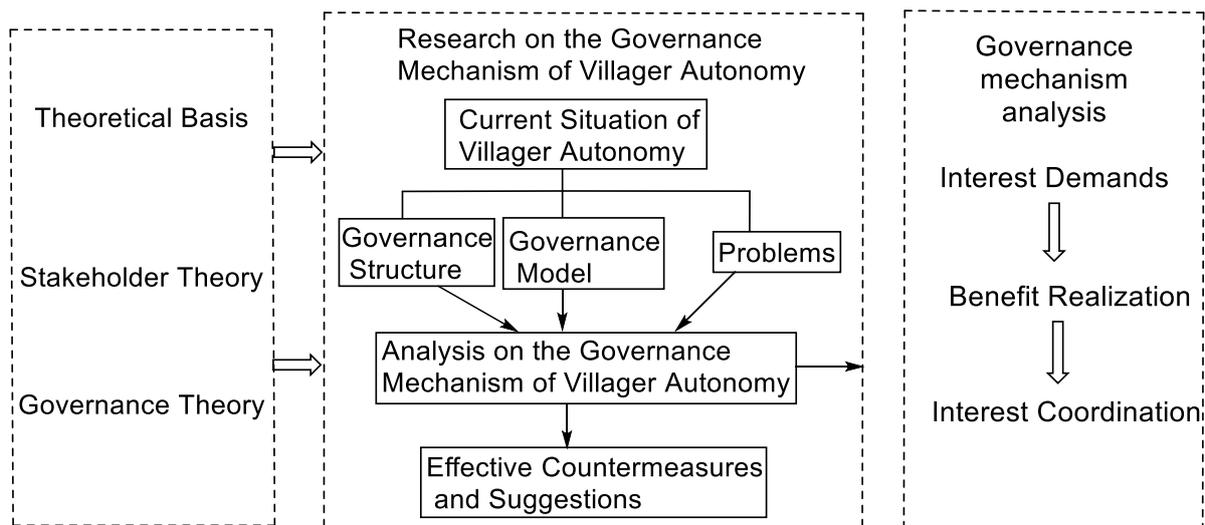


Figure 1.1 Research structure

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Chapter 2: Literature Review

2.1 Review on the stakeholder theory

2.1.1 The basic theoretical framework of Freeman's stakeholder theory

In 1984 Freeman published the classic book "Strategic Management: A Stakeholder Approach". This book is regarded as the cornerstone of stakeholder theory (Freeman, 1984).

The early 1980s was a period of turmoil: Reagan's government policy relaxed corporate governance and set off a wave of mergers and acquisitions; the globalization of the company's production factors and product markets were under way; companies faced fierce competition from both domestic and foreign competitors, and companies are in a new uncertain business environment. This is the basis of the actual environment of Freeman's writings. Freeman believed that these external changes originate from a dark area called the "environment" and affect people's ability to deal with internal changes. He believed that this new situation can no longer be explained by existing models or theoretical frameworks, and a new theory and model is urgently needed. Therefore, the stakeholder method of strategic management has been proposed as a new theory and model.

In order to effectively manage stakeholders, the first issue is to identify the stakeholders of the company. Freeman's classic definition of stakeholders is "all individuals and groups that can affect the realization of an organization's goals, or are affected by an organization's process of achieving its goals" (Freeman, 1984). Freeman's definition of stakeholders is very broad, and according to this definition, a company-centric stakeholder graph can be depicted. Freeman believed that the task of the company's top management is to adjust the relationship between the company and its stakeholders based on the interests and characteristics of the stakeholders. Obviously, due to the diversification of the roles of stakeholders and the differences in the relationship between different stakeholders and the enterprise, the requirements put forward by the stakeholders to the enterprise are also necessarily diversified, which requires that the effective management of the stakeholders of the enterprise needs to be followed by certain procedures and principles.

Freeman divided the entire strategic management process into rational level, process level, and transaction level. The rational level involves the identification of corporate stakeholders,

that is, to answer who is the corporate stakeholder and what the "interests" are. In order to accurately identify stakeholders, managers need to be familiar with stakeholders, and should strive to comprehensively evaluate the identities and rights of stakeholders. The process level involves the formulation of stakeholder strategies, and analyzes how corporate goals and corporate strategies reflect the interests of stakeholders, and how stakeholder's behavior affects the realization of corporate goals. The transaction level involves the establishment of business transactions with stakeholders. To this end, it is necessary to clarify what is the optimal contact between the company and stakeholders, and questions like what resources and how much resources are required to establish contact with specific stakeholders. To effectively complete the work at this level requires the enterprise needs to actively, interactively, sincerely and frequently communicate with stakeholders, and requires the enterprise managers to truly invest resources in the relationship building with stakeholders.

Freeman proposed the formation of a stakeholder strategic management framework. The first step is to conduct stakeholder behavior analysis, which includes a careful examination of the past and future stakeholder behavior that may promote or hinder corporate goals. Freeman believed that the managers of enterprises should find out the actual behaviors of stakeholders, cooperation potential behaviors and competition threat behaviors as much as possible. Only in this way will the strategic uncertainty be reduced. At the same time, he pointed out that managers should rationally explain the reasons for stakeholders to take every action. The actions of stakeholders may be related to the goals of a stakeholder, his own stakeholders, and stakeholders' views on the company. In addition, Freeman emphasized the importance of stakeholder alliances for analysis. Because alliances form a synergy among stakeholders, managers should analysis the common behaviors, interests, beliefs, or goals among stakeholders, and then investigate the interests of stakeholder groups and their impact on stakeholder alliances based on economic, technical, political, and management influences.

As to Freeman's stakeholder strategic management framework, strategy formulation is its foothold and end. Freeman learns from the analysis model of Porter's five forces, and adds a new dimension-the relative power of other stakeholders as the sixth force influencing the competitive strategy. A two-dimensional classification matrix is established with the behaviors of the potential cooperation between stakeholders and enterprises and competitive threats as classification coordinates, and proposes swing strategy, offensive strategy, defensive strategy and retention strategy as four general stakeholder management strategies. At the same time, according to specific situations, Freeman Different plans that can be adopted under a specific strategy also make specific recommendations. At the same time, Freeman also made specific

suggestions for the different plans that can be taken under each specific strategy for certain situations. Freeman also pointed out that the management subject of the stakeholders is the senior management, and clearly gave this special stakeholder the function of stakeholder management.

From the perspective of the enterprise, Freeman systematically considered the stakeholder issues of enterprises in formulating strategies, and established a theoretical framework for formulating the management strategy of enterprise stakeholders focusing on stakeholder identification, stakeholder behavior analysis and interpretation, the formation of general management strategies, specific management plans and overall management planning. Similar to traditional strategic management research methods, he is also putting the enterprise at the center of research. It is a normal research idea for people who build the theory to take the central enterprise as the starting point, and it really contributes to the formation of strategic plans (Frooman, 1999). In the specific analysis process, Freeman regarded the enterprise and its stakeholders as independent individuals, and analyzed them based on their individual attributes. Therefore, Freeman's stakeholder management theory has formed a basic paradigm with an individual as a research perspective. The theoretical framework he put forward has also become the basic framework for scholars to analyze stakeholder issues. Many studies are based on his research.

Freeman's contribution to stakeholder management theory is self-evident. He established the theoretical framework of stakeholder analysis, pioneered the systematic study of stakeholder issues from an individual perspective, and opened a broad research space for stakeholder theory research.

1. Freeman systematized stakeholder theory for the first time. Although the concept of stakeholder is not Freeman's invention, Freeman's previous research on stakeholders only reflected the ideas or views of stakeholders in other theories, and did not take the ideas of stakeholders into consideration, and did not systematically structure stakeholder ideas or opinions into a theory. For example, the research of the enterprise strategic planning school only roughly considered the stakeholders as a whole environmental factor; the system theory school only takes stakeholders as an element of system analysis; Organizational theory school only tries to describe the cross-organizational relationships in objective reality with the help of stakeholders; the corporate social responsibility school only uses the views of stakeholders to express the views that companies should pay enough attention to social issues. All in all, in these studies, the stakeholder research has not been put in a central position, and the relevant stakeholder research is only one aspect considered in these studies. Freeman's contribution to

stakeholder theory is that he expressed the concept of stakeholder in a powerful way, and thought that people should use this concept to revise their understanding of enterprises (Friedman & Miles, 2006). In response to the fact that the dramatic changes in the real environment have posed challenges to business management, Freeman proposed that business management must pay attention to stakeholders and maintain stakeholder analysis as a habit (Freeman, 1984). But how to systematically investigate who is the company's stakeholders, the interests of stakeholders, and the two-way influence of stakeholders and enterprises in management, so as to form strategic assumptions and formulate management strategies? Existing theories did not provide managers such an operational theoretical framework or model. Therefore, Freeman's strategic management model centered on the enterprise can be said to be the first time that managers can provide a theoretical framework for them to deal with the issues of stakeholders in the real environment. For the first time, Freeman systematized stakeholder theory, and raised it to the theoretical level from the perspective of strategic management, which has both the theoretical and management practice significance (Phillips, 2003).

2. The stakeholder map contains rich content and has great enlightenment. Before Freeman, scholars seldom specifically studied who the stakeholders in the enterprise were. They considered stakeholders as a general environmental factor, or only consider individual stakeholders in the environment that are meaningful to their research. Many stakeholder groups that are important and valuable for business management have not received attention, such as consumer rights protection groups, media and communities. This may be because the social environment background of these institutes is relatively stable, and under the market-oriented view of production, it is sufficient for researchers to consider only the basic elements such as customers and suppliers that are directly related to the input and output of the enterprise (Freeman, 1984). Freeman identified specific stakeholders in the corporate environment, and clearly and vividly depicted the corporate stakeholder map that is now regarded as a classic (Key, 1999). In this map, the enterprise is located at the center, and surrounded radially by the related stakeholders, and the enterprise is directly connected to each stakeholder. From this map, one can see that Freeman embodies stakeholders, and learned from the Corporate Social Responsibility Theory to consider the special and hostile stakeholders that are not involved in most studies. Freeman considered the relationship between companies and stakeholders, and this is in line with Freeman's definition of stakeholders. "Stakeholders are any groups or individuals that can influence or be affected by the realization of organizational goals". Freeman classified stakeholders from three

dimensions of ownership, economic dependence and social interests, and recognized that the influence of these stakeholders on enterprises is divided into economic, technical, social, political and management. This makes people realize that stakeholders are not homogeneous, and managers can manage different characteristics of different stakeholders. At the same time, Freeman's stakeholder map is extremely extensible. The connection of the two-way arrow between the enterprise and stakeholders itself implies a relationship perspective, and the idea of stakeholder alliance implies the ideas of the network, which have reserved a broad theoretical space for the enrichment and deepening development of the following stakeholder theories.

3. Freeman provided a systematic and complete stakeholder strategic management framework model, and believed that the transition from "strategic plan" to "strategic management" means an important action-oriented transformation. It is not enough just to plan for the matters that stakeholders are concerned about. To formulate plans and policies that can be implemented and controlled should be the final outcome of the plan (Freeman, 1984). Traditional strategic management theory, such as Porter's five power analysis models, ignores the influence of stakeholders on the formation of strategy, and believed that the industrial structure itself determines the correct strategy (Friedman & Miles, 2006). Therefore, Freeman applied the stakeholder analysis method to enterprise strategic management, and made a programmatic exposition of its realization mechanism (Wang, 2005). Freeman's book title is "Strategic Management", and he uses "a stakeholder approach" as a subtitle of this iconic work, which shows that Freeman's research looks at stakeholders from the perspective of the enterprise, and puts its research on the strategic management of the enterprise. Effective stakeholder management, like other forms of management, requires a theory that can be applied to practice. The significance of Freeman's theory is to give a specific framework for the analysis and formulation of stakeholder management strategies to guide management practice. Similar to traditional strategic management procedures, Freeman's theory holds that strategic management procedures should include three consecutive procedures: setting strategic direction, formulating stakeholder strategies, and implementing and supervising stakeholder strategies. But unlike the traditional strategic management process, the influence of stakeholders is fully considered in Freeman's analytical framework. Freeman gives a theoretical framework for corporate stakeholder management strategy development centered on stakeholder identification, stakeholder behavior analysis and interpretation, general management strategy formation, specific management plan and comprehensive management plan formulation. According to the two dimensions of stakeholder's cooperation potential and

competition threat, Freeman defined a four-quadrant classification matrix and gave corresponding management strategies. This also allows managers to choose different management plans for execution according to the theoretical framework for different situations. In addition to the significance in management practice, Freeman's theoretical framework has also become the basic theoretical framework for many scholars to analyze problems.

4. Freeman paid attention to the application of stakeholder methods at the micro level of business management. According to Freeman's point of view, companies must deal with a variety of stakeholders. In order to achieve this management task, a special stakeholder in the company: the senior management, has been given stakeholder management functions. In addition, within an organization with specialized division of functions, each functional department is specifically responsible for handling the relationship with specific stakeholders, such as the marketing department dealing with customers, the personnel department dealing with employees and unions, and the public relations department dealing with relations with the public domain such as the media. These views of Freeman have opened a new perspective of stakeholder management for people, that is, opening the internal "black box" of enterprise stakeholder management, allowing people to see the micro-stakeholder management process within the enterprise.

2.1.2 Definition of stakeholders

The term "stakeholder" first appeared in 1780. "Oxford Dictionary" is the earliest reference book that records the term "stakeholder". In the 1970s, stakeholder theory began to be gradually accepted by Western academia and business circles. It subverted the traditional theory of the supremacy of shareholders' interests. Scholars who advocated stakeholder theory pointed out that companies should not be corporate organization systems dominated by shareholders but the enterprise entities affected by the market. Considering that many creditors, managers, employees and other participants who contribute special resources to the company, shareholders are not the only owners of the company.

Stakeholder theory has been developed by Stanford Research Institute, and through the pioneering research of Ansoff (1965) and other scholars, Freeman (1984), Blair (1995), Mitchell (1997) and other scholars have jointly developed. After that, a relatively complete theoretical framework has been formed, and good results have been achieved in practical applications.

Subsequently, many scholars proposed definitions of stakeholders based on their own research. The most representative is Clarkson (1995) who believed that stakeholders refer to those who have invested physical capital, human capital, financial capital and have undertaken certain risks in the company's business activities.

Chinese scholars such as Jia and Chen (2002) have also put forward some representative definitions of stakeholders' theory. They believed that stakeholders refer to those individuals and groups that have made certain investments in enterprises and have undertaken certain risks. Their activities can affect the realization of the enterprises goals or affected by the process to achieving the enterprise goals. In general, different scholars have proposed different stakeholders based on different studies. There is no a generally agreed definition on stakeholder theory. Stakeholders need to be determined by specific situation of the enterprise.

With the deepening of research, economists are generally aware of the importance of stakeholders and the differences of their impact on business activities. Companies cannot include all stakeholders in the scope of management that could increase the company's complexity and management difficulty. The classification of stakeholders according to different standards or analysis dimension can help managers to implement different management strategies for different types of stakeholders.

Freeman has a basic classification of stakeholders from three dimensions: ownership, economic dependence and social benefits (Freeman, 1994); Frederick divides them directly into two types of stakeholders: direct stakeholders and indirect stakeholders, according to the degree to which stakeholders can influence on the corporate decision-making process (Frederick, 1991). Savage et al. (1990) divided stakeholders into four types based on threat potential and cooperation potential: supportive, marginal, mixed, and oppositional. Based on the studies of other scholars, Michell classified the stakeholders into three categories according to three attributes of legality, entitlement, and urgency. Namely, deterministic stakeholders (they have the legality, power and urgency for corporate issues), anticipatory stakeholders (who maintain close ties with the enterprise, have two of the above attributes), and potential stakeholders (refer to groups that have only one of the three attributes) (Mitchell, Agle, & Wood, 1997). Su (2010) classified them into internal stakeholders and external stakeholders based on the relationship between stakeholders and the enterprise. Internal stakeholders are core stakeholders, and external stakeholders can be further divided into main and marginal categories. In terms of stakeholder classification and identification research, domestic scholars still use theoretical results by foreign researchers.

Stakeholder management strategy research is an important issue for stakeholder

management research. From the perspective of the enterprise, Freeman established a two-dimensional classification matrix according to the relative threat level of stakeholders and the relative willingness to cooperate. Based on this, Freeman proposed a general stakeholder management strategy for four situations and pointed out that in each specific stakeholder management plans that may be adopted under this management strategy. Savage et al. used four management strategies to match the four types of stakeholders. The management strategy adopted for supporting stakeholders is participation; the management strategy for marginal stakeholders is monitoring; the management strategy for mixed stakeholders is collaboration; and the management strategy for opposing stakeholders is defense. Clarkson uses Carroll's model for stakeholder management, and believed that companies with different stakeholder groups can adopt foreseeable, adaptive, defensive, and confrontational management strategies. Rowley (1997) cuts into the research of stakeholder management strategy from the perspective of the network, and establishes a two-dimensional classification matrix according to the level of stakeholder network density and the centrality of the enterprise in the network, and proposed four strategies: compromise, compliance, domination and independence. Based on resource dependence theory and expectation theory, Jawahar and MacLaughlin (2001) introduced the organization life cycle theory into the research of stakeholder management strategy. They believed that enterprises should face different importance stakeholder groups at different stages of the organization life cycle. They also proposed a stakeholder management strategy model based on the enterprise life cycle.

The study of foreign stakeholder management theory has only gone through more than 20 years, but has achieved fruitful results. Britain, the United States, Europe and other countries have applications of stakeholder theory in many fields such as business (management, marketing, finance, and accounting), economics, law, health care, public policy, administrative management, environment, business ethics, corporate social responsibility. It mainly used in strategic management, corporate social responsibility, organizational performance and other fields. Many western companies have obtained a series of performance data by using stakeholder theory to study the companies that have achieved great commercial success, which can fully reflect the application of stakeholder theory to practice to improve organizational performance and promote sustainable health of enterprises. To sort out the domestic research on the application of stakeholder theory in enterprise management, those studies mainly focused on corporate governance, enterprise financial management, enterprise performance evaluation, enterprise ethics management, enterprise value chain management strategy and other aspects. Chen studied the practical form of stakeholder theory in modern

corporate governance, and compared the corporate governance models of Europe, America and Japan. He believed that the German and Japanese corporate governance models are considered to be typical stakeholder corporate governance models (Chen, 2002). Han established a basic framework for financial monitoring based on stakeholders, and believed that an enterprise is essentially a complex network composed of various formal and informal contracts. Different stakeholders in the network have different interest goals and conflicts, but they can reach a dynamic balance of the interests of all parties through the contract. Based on stakeholder theory, financial monitoring means that shareholders, creditors and other stakeholders use financial means and methods to supervise and control the financial organization and financial behavior of the enterprise to maximize the value of stakeholders. On the basis of constructing the overall framework of stakeholder financial monitoring, Han Dongping also designed a stakeholder monitoring indicator analysis system. He believed that the purpose of establishing a stakeholder financial monitoring indicator system is to find out the problems of the enterprise obtained from the analysis of the indicators during the operation of the enterprise, and to optimize the operation process of the enterprise to maximize the value of stakeholders (Han, Wang, & Wang, 2005). Lv (2006) analyzed the influence of stakeholder theory on enterprise performance evaluation elements, and their research results are representative. They believed that the performance evaluation under the stakeholder joint governance model is a more dynamic and innovative performance evaluation. Stakeholder co-governance is helpful for long-term cooperation among stakeholders, and the establishment of a personalized stakeholder profile and performance evaluation system based on the actual situation of the enterprise. This will actively explore the strategies and management methods of stakeholder's participation in corporate governance, which is helpful for the reform of modern enterprise system (Lv, 2006).

In general, in recent years, domestic scholars have accepted the stakeholder theory, and consciously used it as a management theory to discuss its application in corporate governance and management, and made some exploratory achievements. But most of the studies are in the planning and design stage, and the actual empirical analysis and research results are still lacking, and we should apply those theories according to the actual situations of companies.

The development of stakeholder theory is a constantly evolving and intermittent process. Generally, a stakeholder theory scholar does not directly establish his own theory on the basis of the research of other scholars. The development of stakeholder theory is the result of the joint efforts of many scholars who hold similar but not identical views. The development process of stakeholder theory contains three stages: the stage of enterprise dependence, the

stage of strategic management, and the stage of dynamic evolution (Wang, 2003). See Table 2.1.

Table 2.1 The main characteristics of the three perspective stages of stakeholder research

Stage of view	Period	Content	Main content involved	Representatives
Enterprise Dependence	1963-1984	The necessary condition for stakeholder companies is interdependence	Who are the stakeholders? Why take the interests of stakeholders into account?	SRI, Pfeffer et al.
Strategic Management	1984-1995	Emphasize the role of stakeholders in corporate strategic analysis, planning and implementation	Why consider the interests of stakeholders and how to achieve this goal?	Freeman, Bowie, Goodpaster, Alkhafji.
Dynamic Evolution	1995-	The interests of the company and stakeholders are constantly changing, and stakeholders should be viewed dynamically	Why consider the interests of stakeholders, how to realize and how to affect the performance of the company?	Mitchell, Agle, Wood; Donaldson, Preston; Jones, Wicks, Clarkson.

Source: Wang (2003)

The emergence of stakeholder theory provides a new model for corporate governance and a method for companies to emerge from the negative impact of the "shareholder supremacy theory". This was confirmed by the rapid economic development of Germany, Japan, and many southeast Asian countries while the United Kingdom and other countries have experienced economic depression. However, the role of stakeholder theory is not limited to this. Stakeholder theory is not only used for corporate governance but a new perspective on issues and a way of solving the problems with system theory and universal connection view. If the stakeholders of an enterprise refer to individuals, groups and institutions that have a certain interest requirement for the enterprise, and will be influenced by the business activities of the enterprise, and at the same time they will also affect the achievement of the goals of the enterprise to varying degrees" (Wu, 2006). Then we abstract out the core content of stakeholders, that is stakeholders are individuals and groups that have certain interest requirements for an agent and will be affected by the activities of the agent, and can also affect the realization of the objectives of the agent to varying degrees.

Common interests are the foundation of cooperation. The common interest makes the cooperation of various stakeholders inevitable. The common interest of all stakeholders lies in the development of the subject. Any action that harms the subject will inevitably cause damage to itself because any stakeholder will be subject to the subject. If the company is not

well developed and goes bankrupt, then it is not a good thing for shareholders, managers, employees and suppliers. Poor rural development it is not a good thing for village cadres, self-employed people, large clans, doctors, and teachers. Therefore, the starting point of each stakeholder activity must be the interests of the subject. Only "harmless" to the subject is harmless to itself.

At the same time, common interests are also possible to achieve the cooperation of various stakeholders. The interests of corporate stakeholders such as shareholders, managers, employees come from the profit of the enterprise, and the rural stakeholders are no exception. The interests of various rural stakeholders come from the progress and development of the countryside. However, the research of the rural stakeholders is more important. The influence of rural stakeholders on the development of the countryside is more long-term and hidden. Once the influence is formed, it will be difficult to eliminate in a short time. At present, many problems in rural governance are not formed in one day. Rural governance must pay attention to the interests of various stakeholders. Rural stakeholders benefit from the development of the village while they also contribute their own strength to the village all the time for the realization of their own interests. Stakeholder theory should ultimately achieve joint governance, that is the broad participation of various stakeholders. An enterprise is not only owned by shareholders. Of course, it is not only shareholders who can conduct corporate governance. Whether an enterprise can make a profit is not only the responsibility of shareholders, the responsibility of managers, but also the responsibility of employees. According to the principle of cost sharing, employee participation in management is both their right and their obligation. However, under actual circumstances, it is also unrealistic for every employee to have the right and status of a "shareholder". Employees may not necessarily have the qualities and vision as a major shareholder. If so, the interests of shareholders will be harmed, and it is also an unfair phenomenon. The so-called co-governance in this thesis is dominated by core stakeholder governance and takes the interests of marginal stakeholders into account at the same time, and ultimately achieves joint participation governance. Co-governance is the most concentrated manifestation of stakeholder thinking, and it is also a proof that the theory can be applied.

In the past two decades, stakeholder theory has made progress in many aspects. Remarkable achievements were made from the theoretical basis, analytical framework to research methods. Generally speaking, Chinese scholars still do not know much about the whole picture of stakeholder theory, and the application of stakeholder theory to analyze things outside the scope of enterprises such as the research on rural governance issues is

particularly lacking.

2.1.3 The dimensions of stakeholder theory

In 1984, Freeman's book "Strategic Management: A Stakeholder Approach" was considered a milestone in stakeholder theory. He believed that if the requirements of different stakeholders can be considered, the strategic management of the enterprise will be more efficient and the effect will be better. He proposed that "giving the stakeholders the most sufficient consideration is the overriding requirement" and advocated the establishment of a "moral strategic management" system to form and apply relevant policies in order to make sensitive response to the benefits of all stakeholders (Freeman, 1984). Freeman's research takes the external environment into account in a systematic way, which provides a solid theoretical basis for understanding the concepts of stakeholders and paves the way for research in this field. After the publication of the book, the research developed around two different areas:

1) The social sciences school. This school includes two research areas: One is the descriptive point of view: that is, enterprise managers actually act in some way. Donaldson and Preston (Donaldson & Preston, 1995) supported the descriptive nature of stakeholder theory and viewed the organization as a "group of cooperative and competitive interests governed by internal values." Berman et al. (1999) also believed that the reason why managers pay attention to stakeholders lies in the "intrinsic justice" that they require. The second is the instrumental (Instrumental) view, that is if the enterprise or the manager acts in a certain way, it may bring some results. Donaldson (1999) found that under the circumstances that the inherent values of various stakeholders are established, organizations that effectively "manage" the interests of stakeholders are much better than those failing to do so according to the traditional measurement indicators (such as investment income). Companies that treat stakeholders in a trustworthy manner will gain a competitive advantage because they can reduce costs. Similarly, Clarkson (1995) believed that companies can survive if they maintain and create wealth and value for their major stakeholder groups in the long run. Cloninger (1995) believed that if the stakeholders cannot be managed properly, the reputation capital of the enterprise will be at risk.

2) Normative or corporate ethical school. The normative view holds that business managers should respond appropriately to the requirements of stakeholders in some way, and assumes that each stakeholder has its own value regardless of actual rights or legal status. It derived some axiom norms and guidelines from the philosophy of interest. Kant's absolute

imperative theory is the cornerstone of the construction of corporate stakeholder theory. Philips (1997) believed that the normative stakeholder theory stems from the principle of equality. Quinn and Jones (1995) proposed four core principles of law or contract hypothesis: avoid harming others, respecting others' autonomy, honesty and respecting agreements. It is a moral obligation for people to follow these principles as a guide for action, regardless of the person's position or position. Reed (1997) believed that all citizens have a general interest, that is, "guarantee political equality". Even if an enterprise operates within the framework of the law, it may still threaten this political equality. On this basis, he advocated that any economic system must be able to benefit everyone, and everyone must have equal economic opportunities. Since enterprises can destroy this equal opportunity, the activities of enterprises should be able to guarantee legitimate interests. He put forward a very basic and conclusive reason for stakeholder theory on a normative basis: Since an enterprise may threaten individuals and groups in at least two ways ("injury" and "autonomy"), Then, the activities of any enterprise are of interest to others. Although the normative point of view is mainly related to the ethical nature of enterprises and management activities, it does not completely ignore the economic necessity. As emphasized by Jones and Wicks (1999), it does not shift the focus of the enterprise from market success to the legitimate behavior of people, but is parallel to the understanding of the enterprise, and these goals are related and interacted. These theories, especially instrumental and normative views, answered the fundamental question of why an enterprise should worry about the management of its stakeholders.

2.1.4 Stakeholder division

Stakeholders of an enterprise include shareholders, employees, creditors, suppliers, retailers, consumers, competitors, central government, local governments, social groups, and media. It is almost impossible to draw convincing conclusions if simply treat all stakeholders as a whole for empirical research and application promotion (Chen, 2003). So, how to classify these stakeholders? At present, the multi-cone subdivision method and the Mitchell bisection method are more commonly used internationally.

1) Cone subdivision method. The survival and prosperity of an enterprise cannot be separated from the support of stakeholders, but stakeholders can be subdivided from multiple angles. Different types of stakeholders have different influences on corporate management decisions and are affected by corporate activities (Jia & Chen, 2002). In the mid-1990s, many experts and scholars used the multi-cone subdivision method to divide stakeholders from

different perspectives. Freeman (1984) believed that stakeholders have different impacts on companies due to the different resources they have. He subdivided stakeholders from three aspects: (1) People who hold company stocks, such as board members, managers are called ownership stakeholders; (2) Related groups that have economic contacts with the company, such as employees, creditors, internal service agencies, employees, consumers, suppliers, competitors, local communities, and management structures are called economically dependent stakeholders; (3) Stakeholders related to the company's social interests, such as government agencies, media and special groups, are called social stakeholders. Charkham (1992) divided stakeholders into contractual and public stakeholders according to whether the relevant group has a contractual relationship with the enterprise. Wheeler divided the stakeholders into four categories from the perspective of whether the relevant groups are social and whether the relationship with the enterprise is directly established by real people: (1) The main social stakeholders who have two characteristics of social and direct participation; (2) Secondary social stakeholders, they form an indirect relationship with enterprises through social activities, such as government, social groups and competitors; (3) Main Non-social stakeholders, they have a direct impact on the enterprise, but they do not affect specific people, such as the natural environment; (4) Minor non-social stakeholders, they do not have direct contact with the enterprise, nor does it affect specific people, such as environmental pressure groups and animal interest groups.

2) Mitchell scoring method. It proposed by American scholars Mitchell and Wood in 1997, and combined the definition and classification of stakeholders. First of all, it is believed that all stakeholders of an enterprise must possess at least one of the following three attributes: legitimacy, rights and urgency. According to the scores of stakeholders from these three aspects, the company's stakeholders are divided into three types: (1) Definite stakeholders. They also have legitimacy, power and urgency, and are the primary concerns and close contacts of companies, including: shareholders, employees and customers. (2) Expected stakeholders. Because they have any two of the three attributes, they also have legality and rights, such as investors, employees, and government departments; groups that have legitimacy and urgency, such as media, social organizations; groups that have both urgency and power but have no legitimacy, such as some political and religious extremists and radical socialists, who often achieve their goals through more violent means. (3) Potential stakeholders. They only have one of three attributes. The Mitchell scoring method can be used to judge and define the stakeholders of the enterprise. The operation is relatively simple, which is a major progress in the theory of stakeholders. Some Chinese scholars have also

defined and divided them from other attributes of stakeholders. Wan, Dai, and Chen (1998) and Li (2001) started from two aspects of stakeholder's cooperation and threat, and divided the stakeholders into supportive stakeholders, mixed stakeholders, unsupportive stakeholders and marginal stakeholders. Chen (2003) divided the stakeholders into three types: core stakeholders, dormant stakeholders, and marginal stakeholders from three aspects: stakeholder initiative, importance, and urgency (Figure 2.1).

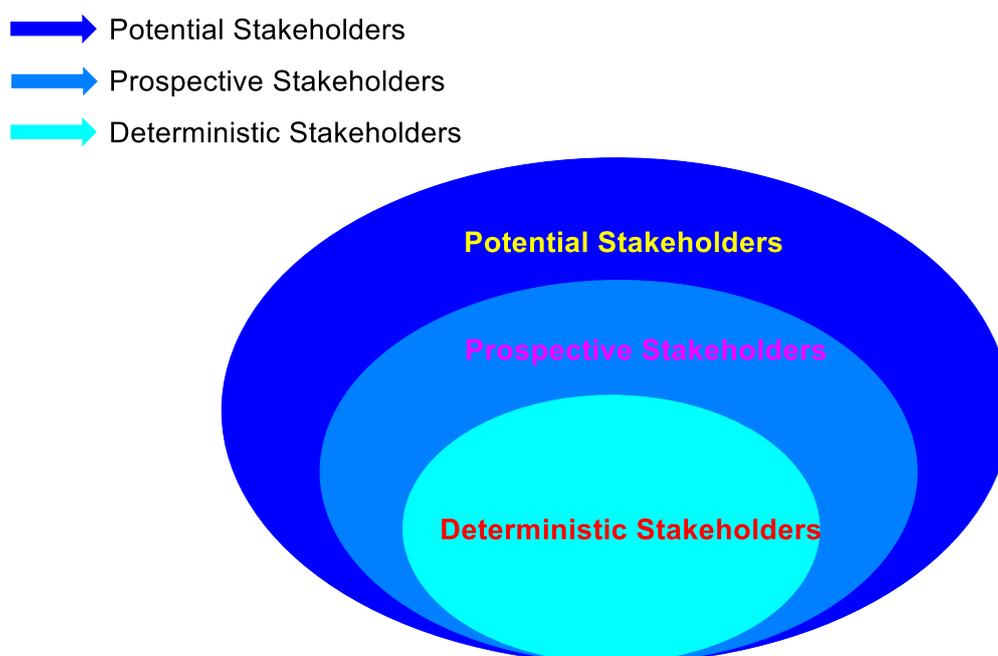


Figure 2.1 Division of stakeholders using Mitchell model

2.1.5 Stakeholder management

Stakeholder management was originally a management theory for enterprises, which refers to management activities carried out by managers to comprehensively balance the interests of various stakeholders. To effectively manage relative stakeholders, the primary problem is to identify the stakeholders of the enterprise. The classic definition of stakeholder given by Freeman (1984) in his book is all individuals and groups that can influence the realization of an organization's goals or are affected by the process of an organization's realization of its goals. According to this definition, a Freeman's stakeholder map is constructed. With the enterprise as the center, the enterprise is directly connected with many stakeholders listed in the map, and the stakeholders in the map can be further subdivided into categories. Due to the diversification of the roles of stakeholders and the differences in the relationship between the company and different stakeholders, only by paying attention to the interests of different stakeholders and strengthening the management of different stakeholders can the enterprise

gain their support and continuous participation to achieve overall satisfaction (Figure 2.2).

Freeman believed that the establishment of a stakeholder framework must effectively answer the following questions: (1) Who are our current and potential stakeholders? (2) What are their interests/rights? (3) How does each stakeholder affect us? (4) How do we influence stakeholders? (5) Under what assumptions did we make the strategy for each important stakeholder? (6) How is the current environment changing and affecting us and our stakeholders? (7) How do we evaluate these changes, and how do we evaluate the impact of these changes on us and our stakeholders? (8) How do we maintain relationships with stakeholders?

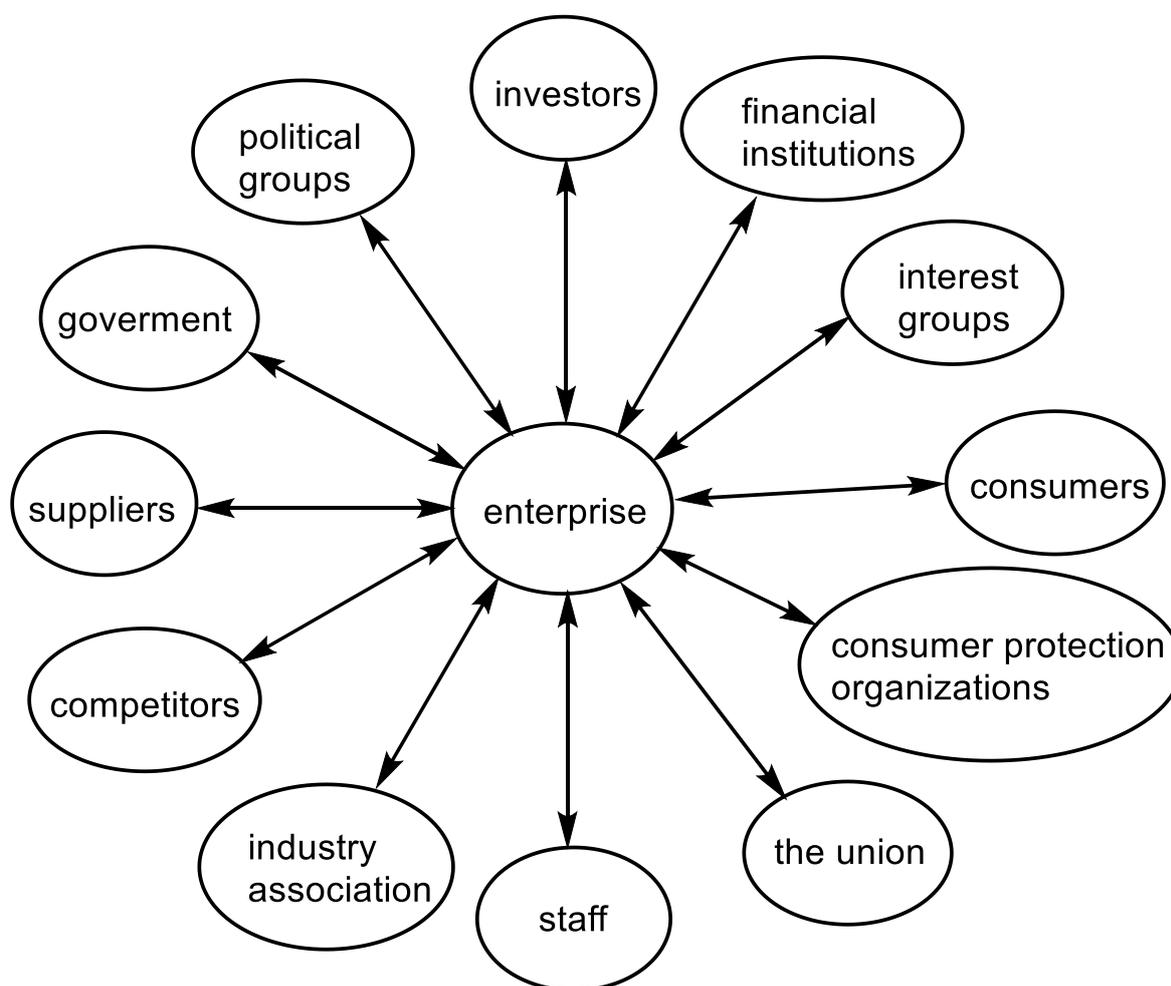


Figure 2.2 Freeman's map of stakeholders

The function of stakeholder management is to describe, understand, analyze, and manage stakeholders in detail. Many scholars have put forward their own views on how to manage stakeholders. Freeman (1984) put forward the stakeholder management procedures; MacMillan and Jones (1986) put forward five key issues in stakeholder management; Altman and Petkus (1994) Proposed procedures for stakeholder policy formulation. Among them,

there is no complicated mathematical model in the four-step stakeholder management procedure proposed by Freeman, so that the influence ability of all stakeholders can be considered, and it has wide applicability.

Step one: To identify the stakeholders in each event.

Step two: To judge the interests and importance of each stakeholder.

Step three: To judge the expectations and needs of each stakeholder.

Step four: To develop a strategy based on the expectations and needs of stakeholders.

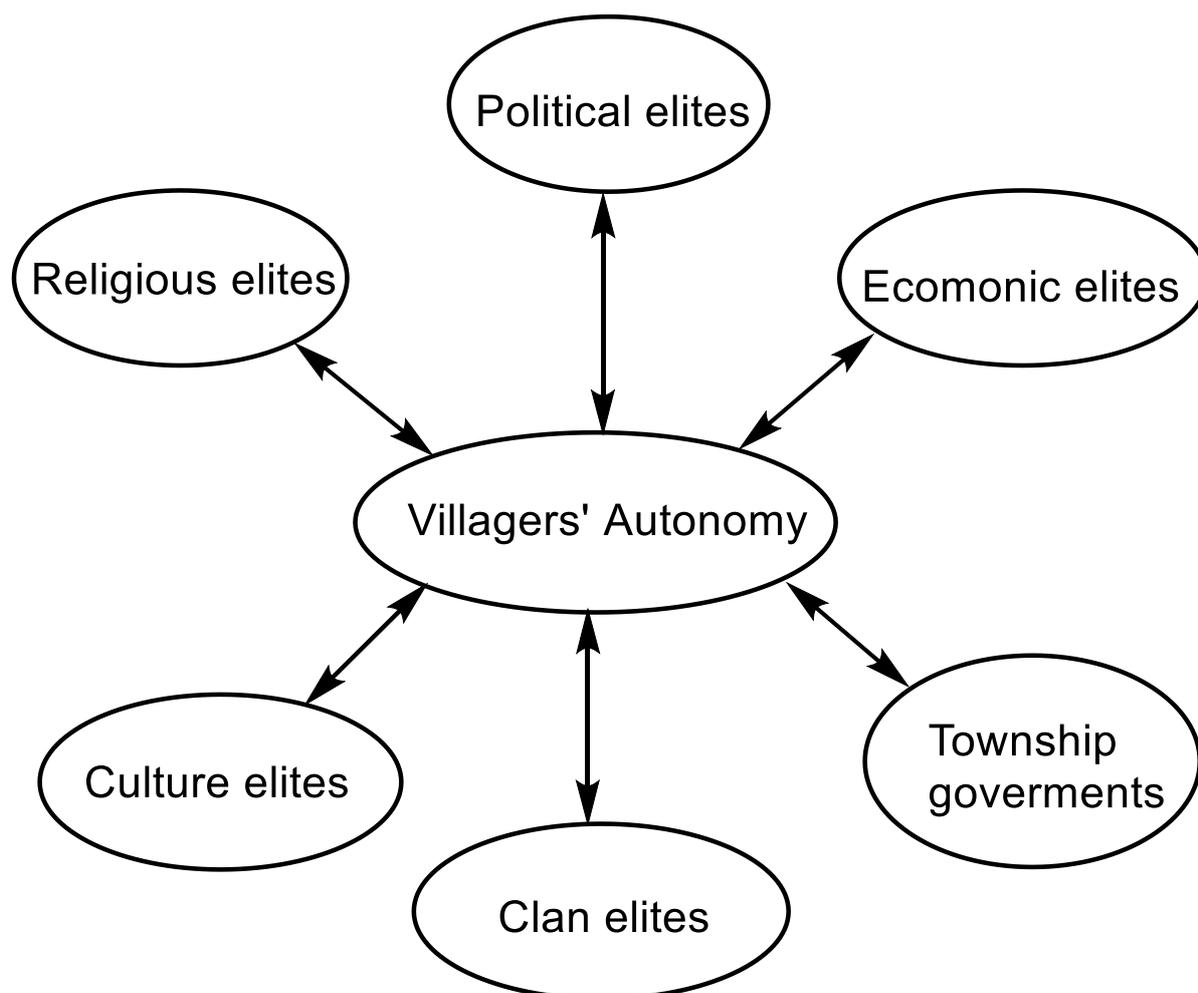


Figure 2.3 The stakeholder map of villagers' autonomy

All kinds of elites influence the development of villagers' autonomy. Economic elites can lead villagers to develop their economy, increase villagers' income, and make farmers wealthy. Political elites can communicate with their superiors in a timely manner, can transmit policies in time, can propagate useful policies, and help the development of the village. The clan elites were familiar with the situation in the village, and if there are conflicts or difficulties, they will find these prestigious people to solve the difficulties, and timely alleviate the conflicts between the villagers. Cultural elites combine the mode and direction of innovation and

development in the Internet age, have an innovative mind, and are able to develop the village with fresh ideas. Religious elites can improve the moral cultivation of villagers. The township government can better pass the spirit of the national policy documents to the villages and better complete the tasks. At the same time, these elites can also obtain higher social status in this process, and their economic income can also be improved (Figure 2.3).

2.2 A summary of governance methods

2.2.1 Definition of "governance"

Governance originally meant control, guidance and manipulation. However, as a "responsive theory" of governance theory, due to the uncertainty and variability of its research objects (that is, political phenomena and administrative behavior), Chinese and foreign scholars have not yet formed a unified and standardized research on governance theory. In a study entitled "Governance as an Interdisciplinary Bridge", Dutch scholar Kesbergen summarized the concept of governance to nine different uses from the perspective of political science research, such as government of "good governance". In China, Yu's definition of "governance" from the perspective of political science is that governance refers to the management activities and management processes carried out by public authorities to realize public interests, which has been generally recognized in the sense of political science (Huang, 2005). "In essence, it is a process in which forces outside the state (government) share power with the state (Ding, 2008). "It mainly cooperates through pluralism, cooperation, negotiation, partnership and identity. The management mechanism it relies on is not just the authority of the government, but also the authority of the cooperative network (Chen & Xue, 2007).

Due to the differences in traditions and cultural diversity between Western society and China, domestic and foreign scholars have respectively defined and interpreted the concept of governance from different angles, and at the same time made their own definitions of the concept of public governance theory.

1) Research and understanding of public governance theory by foreign scholars. One of the main founders of governance theory: Rosenau believed that governance is a management mechanism in a series of activities and a management activity supported by a common goal. These management activities are not necessarily authorized, and the main body is not necessarily the government. It does not need to rely on the force of the state to effectively play its role (Rosenau, 1992). Professor Roots of the University of Newcastle (research) in the

United Kingdom believed that governance has six different definitions: (1) Governance of the smallest government. Redefine the scope and form of government public intervention, and emphasize the function and role of markets and quasi-markets in the provision of public services. (2) Corporate governance. Due to different definitions, corporate governance is not part of public governance, and the concept of corporate governance theory is clear; it refers to the design of a system that allows managers to internalize the welfare of stakeholders. (3) New public management. This includes two definitions of managementism and new institutional economics; managementists advocated the introduction of private sector management methods into the public sector, which emphasizes professional management, results-oriented management, and maintaining close contact with consumers; The new institutional economists believed that incentive mechanisms (such as market competition) should be introduced into the provision of public services, while emphasizing the decomposition of the bureaucracy, increasing the degree of competition through contract outsourcing and introducing quasi-market mechanisms, and respecting consumer choices. (4) Good governance. A public service system that emphasizes efficiency, the rule of law, and responsibility. (5) Society-control system. Mutual cooperation between the government and the private sector, the public and the private sector to manage public affairs. (6) Self-organizing network. Government, private sector, voluntary organizations and other cooperative cooperation provide public services. It is characterized by the formation of a social coordination network. It is based on trust and mutual benefit. The organizations are independent of each other and exchange resources between organizations (Such as funds, information and experts) to maximize output. Among these six definitions, Rhodes paid more attention to the application of self-organizing network in the definition of governance. He believed that governance should be the autonomous management of the network (Rhodes, 1996). Jessop (1999) believed that the process of negotiation is a process of interest game and value disputes, so the process of reaching consensus and common goals is long and sometimes impossible. He pointed out that the main point of governance is: "The goal is set in the process of negotiation and reflection, and it must be adjusted through negotiation and reflection." Governance theory is not omnipotent, and there is also the possibility of failure. The core of governance theory is to adjust management ideas through equal communication and continuous feedbacks. It is not a direct command under the traditional ruling logic of governance, nor is it allowed to develop under the new public management thinking. Rather, it focuses on resource integration under dynamic coordination and coordination mechanisms, with a view to eventually reaching a relatively optimal governance consensus. Stoker (2000)

integrated the governance theory and the various governance views mentioned above, and pointed out: (1) The main body of governance is not only limited to the government, but also comes from the actors of social institutions and group organizations. (2) The more obvious defect of governance in the social and economic fields is that there is always an ambiguity between boundaries and responsibilities in the process of seeking solutions in this field. (3) Governance clarifies power dependence, especially in the collective behavior among various social institutions. (4) Governance means that participants will eventually form an autonomous network. (5) The main body of governance is not only limited to the government, but also means that the ability to do a good job is not limited to the power of the government and the authority of the government to issue orders. From the above definitions of governance, we can see that the basic meaning of the term governance refers to the use of authority to maintain order within a given range to meet the needs of the public. The purpose of governance is to refer to various systems to use power to guide, control and regulate various activities of citizens to maximize the public interest (Yu, 2006). Foreign scholars' understanding of the meaning of public governance is mostly based on the nature of their own country's political system, its common ground stems from the practical background of experiencing market failures and government failures, and followed by governance as a framework to expand the field of public affairs from the government to the market, and also introduce certain influential enterprises into the public domain. Then gradually expand the field of public affairs to a wider range of civil society, and at the same time further incorporate non-profit organizations, groups, communities and families into the public domain, and a public governance structure has been formed in which multiple subjects, including governments, markets, enterprises, organizations, groups, and the public, participate in the negotiation (Table 2.2).

Table 2.2 Theoretical tendency of some western scholars

Representative Scholar	Viewpoints
Rosenau (1992)	Governance refers to an activity supported by a common goal. The main body of these management activities is not necessarily the government, nor does it need to rely on the force of the state to achieve. Governance includes both government mechanisms and informal, non-governmental mechanisms.
Stoker (2000)	Governance means a series of social public institutions and actors that come from the government but are not limited to the government. The modern state is transferring the responsibilities that it originally assumed alone to various private sectors and voluntary groups of citizens. Governance means that the participants will eventually form an autonomous network and have the authority to issue orders

Rhodes (1996)	<p>in a specific field. It cooperates with the government and shares the administrative responsibility of the government. Governance marks a change in the meaning of government management, referring to a new management process, or a changed orderly state of governance, or a new way of managing society. Governance means introducing market incentives and private sector management methods into the government's public services, and a social coordination network established between the government and the private sector, the public sector and the private sector on the basis of trust and mutual benefit.</p>
Ostrom (1990)	<p>The governance of public resources has a third path outside the government and the market, that is, interdependent individuals may organize themselves for self-governance, so that everyone can face free riders, evade responsibility or other opportunistic behaviors. In the case of temptation, obtain continuous common benefits. Multi-center governance means the joint participation of the government and the market and the application of multiple governance methods. These applications can play a more effective role in the allocation of public resources.</p>

2) Research and understanding of public governance theory by Chinese scholars. The rise of public governance theory has brought a whole new atmosphere to China's academic and theoretical circles. Since the end of 20th century, many scholars in China have participated in the study of governance theory, but they generally have problems such as the vagueness of the concept of governance (Yu & Yuan, 2013). Zhou emphasized that "China's academic research on governance started late, and it has not yet gone beyond the introduction of concepts and theories." China's public governance theory was in the initial development stage from 1997 to 2006, and there were only three situations: The first is to directly translate the literature of public governance in Western countries; the second is to introduce the relevant basic theories of public governance; the third is to directly apply the "governance theory" to the actual field of China (Liu, 2013). In recent years, China's society has entered a period of transformation, and the term governance has been increasingly concerned and used, and some scholars have made useful contributions in this regard. Xu (1997) was one of the earliest scholars to study governance. He pointed out that governance is mainly domination, management or governance methods, management methods, that is, the ruler or manager manages public affairs through the allocation and operation of public power to control, influence and regulate society. He particularly emphasized that governance refers to "the forms, methods and means of using public power", "public power should be a system", "the state is the highest form of public power, and public power also exists in society."

Yu (2000) comprehensively and systematically explored governance theory in the book "Governance and Good Governance". From the perspective of political science, he believed

that governance mainly refers to the use of public authority by official or private public management organizations within a given range. Maintain order and meet the needs of the public. The purpose of governance is to use power to guide, control and regulate various activities of citizens in various institutional relationships to maximize the public interest. From the perspective of political science, governance refers to the process of political management, which includes the normative basis of political authority, the way to handle political affairs and the management of public resources. It pays particular attention to the role of political authority and the use of administrative power required to maintain social order in certain areas. Therefore, governance is a public management activity and public management process, which includes the necessary public authority, management rules, governance mechanisms and governance methods. Gu (2007) referred to governance as an innovation of public affairs management. He believed that the definition of public governance must be understood from specific social background conditions, that is, "public governance" has different background meanings for different countries and different related groups. He defined public governance as a way for relevant parties to interact to influence the results of public policies. The focus of their management power was shifted from the government to the market and society, and he believed that "good governance" was aimed at improving public policy outcomes and reaching agreement. In addition, Professor Yu (2002) also understood the characteristics of governance in the context of modernization from the perspective of advancing the modernization of national governance and governance capabilities, and specifically clarified the concepts of national governance and public governance. Some scholars have also conducted a comprehensive study on the adaptability of their governance theory to China. For example, Wei (2013) emphasized in his research "Analysis on the Objectives, Foundations and Possible Paths of the Effective Application of Contemporary Chinese Public Governance Theories" that the consideration of the effective application of contemporary Chinese public governance theories needs to be closely linked to the development of democratic politics. The effective response of the government requires the supervision and restriction of citizens and civil society, both of which promote each other. Other scholars discussed this issue from the perspective of practical application of public governance. For example, Chen and Yu (2012) explored the practical utility of grid governance from the perspective of public value. The value of grid governance lies in the diversification of participants, which enables interdependence within institutionalized frameworks and joint actions to achieve certain values (Table 2.3).

Table 2.3 Theoretical tendency of Chinese scholars

Representative Scholar	Viewpoint
Yu (2002)	The basic meaning of governance refers to the use of public authority within an established range by official or private public management organizations to maintain order and satisfy the needs of the public. The purpose of governance is to use power to guide, control and regulate various activities of citizens in various institutional relationships to maximize the public interest.
Mao, Li, and Chen (1998)	Governance is the principle of how the government defines its role under the market economy and how to use market methods to manage public affairs. Governance reform refers to the western government's market-oriented reforms under the conditions of effective operation of the market economy, and the introduction of the basic concepts of the market system into the public domain to build an open and effective public domain.
Shen and Zhou (2003)	From the perspective of power, the governance theory is elaborated, and the governance subjects are pluralistic. Various governance subjects must abandon some of their rights, and eventually establish a public affairs management consortium.
Xu (2001)	Public power is the most core concept of governance. Public power is concentrated in the hands of a few people or even individuals, and is called centralized governance. Public power is controlled by different people according to its nature and functions. It is called decentralized governance. Governance is different from ruling. Ruling emphasizes the ownership of power and the relationship between the governor and the governed. The governance focuses on the configuration and operation of power, and emphasizes the joint governance process of government authority and civil society.
Kong (2003), Lou (2005)	By introducing the basic views of domestic and foreign scholars on governance and good governance, and comparatively analyzing the differences between Chinese and Western cultural systems, they advocated that on the one hand, the government should be the lead, and governance can be achieved by introducing participating groups and participants such as the third sector and civil society. On the other hand, governance is achieved through reforms such as communication mechanisms and hierarchical structures within the government. Starting from the problems in China, we can selectively learn from governance theories.

2.2.2 Types of governance

With the continuous deepening of the theoretical research on governance related by the theoretical community, different researchers based on different theoretical perspectives and research purposes with different classification standards, the governance is divided into two types.

1) Division based on the jurisdiction. In his work "Multiple Governance: Mechanisms, Models and Relevance", Ding (2008) based his perspective on the diversity of governance subjects and divided them according to the geographic size of the subjects. According to the different ways of transfer of state power between different subjects, a multiple governance

models including vertical governance structure of global governance, regional governance, local governance, and citizen governance as the main manifestation, from different governance regions such as supra-national, inter-national, national, sub-national, and non-national, is constructed. He specifically discusses the governance mechanisms and models corresponding to different jurisdictions and the interrelation of various governance models. He believed that globalization is an important inducement to change the traditional state power and state governance. Under the effect of globalization, state power has evolved in different ways through construction, transfer and endowment. State power as the center radiates different power operation modes in different geographic areas, which constitute the basis for the effective operation of a multiple-governance. Therefore, the evolutionary path of state power is a key link to connect and understand multiple governance.

2) Division with the State-society Center of Gravity as the Criterion. The first type of governance is more traditional and leans toward a state-centered governance framework. It usually focuses on how the government can use political strength to adjust the relationship between the social and economic sectors through decision-making and coordination. It especially focused on the ability of state to respond to changes in the administrative environment, and the autonomy of administrative actions. Western new public management theory and its related basic theories are the theoretical reflections of this type of governance, so it is a huge theoretical system. How to change the way the government works, improve the efficiency of government work, maintain the legitimacy of the administration, and respond to the changing administrative environment is the basic position of the theory. Another type of governance is relatively a social-oriented analysis, emphasizing coordination and self-governance and different forms of formal or informal interaction between the public and private sectors, especially partnerships and networks with different types. Among them, Ostrom's "multi-center governance theory" and "autonomous governance theory" are relatively mature, and they are representative theoretical elaboration of this type of governance.

2.2.3 Applicability of governance theory in China

With the continuous deepening of Chinese scholars' research on governance theories originating in the West, some scholars have raised the issue of the applicability of governance in China. In order to respond to those doubts, Chinese scholars gave affirmatively answers

from the perspectives of normative research and empirical research on the applicability of governance in China.

In the work "Applicability of Governance Theory in China", Yu and Wang (2010) analyzed that the fundamental reason for the divergence in "The Practicality of Governance Theory in China" is that the analysis path of the two parties "basically belongs to a complete structural analysis", which has great logical limitations. Therefore, he borrowed Jessop's "strategy-relationship" approach, along with the thought of "under the premise of facing structural factors, recognizing a certain kind of "elasticity", and specifically investigating what tactical choices actors can make in the context of specific structures", and demonstrated the possibility that Chinese civil society has become a "driving force outside the national system" and the current political-administrative system of citizen participation, it also theoretically defended the applicability of governance theory in China and drew a relative positive logical conclusion. He summarized the enlightenment significance of the "strategy-relationship" analysis path to China's "governance" research from the aspects of the particularity of China's transition period and the strategic, dynamic and staged implementation of governance changes.

In the work "30 Years of China's Governance Changes (1978-2008)", Yu (2008) conducted an empirical study of China's governance changes since 1978 to 2008 based on China's actual situation and the theoretical premise of "China's political reform is largely a kind of governance reform". Roadmap for changes in governance: from monistic governance to pluralistic governance, from centralized to decentralized, from rule of man to rule of law, from government regulation to service government, from intra-party democracy to social democracy. Key areas of governance reform: ecological balance, social justice, public services, social harmony, official integrity, government innovation, intra-party democracy and grassroots democracy. Variables affecting governance change: socioeconomic changes, the logic of political development, the formation of new political cultures, and the impact of globalization were summarized, and an assessment framework for Chinese governance was proposed accordingly. From the perspective of empirical research, it gives a more affirmative answer to the question of China's adaptation to governance, and gives Chinese connotation to the concept of "governance". Yu (2002) believed that the purpose of governance is to use power to guide, control and regulate various activities of citizens in various institutional relationships in order to maximize the public interest. Therefore, governance is a public management activity and public management process, which includes the necessary public authority, management rules, governance mechanisms and governance methods. The most

basic and even essential difference between governance and ruling is that although governance requires authority, this authority is not necessarily a government agency; and the authority of ruling must be the government. The subject of ruling must be a public institution of society, and the subject of governance can be either a public institution, a private institution, or a cooperation between a public institution and a private institution. The means and methods of ruling are mainly compulsory administrative and legal means, while the means of governance are more emphasis on voluntary and equal cooperation between various institutions. In terms of scope, governance is a broader concept than ruling. From modern companies to universities and grassroots communities, if it is to operate efficiently and orderly, there can be no government rule, but it cannot be without governance. The direction of government power is always from top to bottom. It uses the political authority of the government to formulate policies and implement policies by issuing orders, and implements a single-dimensional management of social public affairs. Unlike this, governance is an interactive management process. It mainly implements the management of public affairs through cooperation, negotiation, partnership, identification and common goals. The essence of governance lies in cooperation based on market principles, public interest and recognition. The authority of ruling mainly stems from the government's statutes and orders, and the authority of governance mainly derives from the recognition and consensus of citizens. The former is mainly mandatory, and the latter is mainly voluntary. Even without the approval of the majority, government rule can still play its role; governance must be based on the consensus and approval of the majority. Without the consent of the majority, governance can hardly play a real role. The ideal political management model associated with ruling is "good administration", while the goal pursued by governance is "good governance". Good governance is the process of social management that maximizes public interest. The basic elements of good governance include: legality, rule of law, transparency, responsibility, responsiveness, effectiveness, participation, stability, integrity, and fairness (Yu, 2003). From the perspective of power, the governance subjects are diversified. Various governance subjects must abandon some of their rights, and eventually establish a public affairs management consortium. At the same time, there is a power dependence relationship among diversified governance subjects.

2.2.4 Governance theory and healthy countryside

Rural governance is an important aspect of the modernization of China's governance system and governance capabilities. The revitalization of rural areas depends on effective rural governance. Rural governance is based on the common interests of rural development, and includes a process of mutual coordination and communication among various groups and organizations in the village. Whether the governance body covers all stakeholders in the village is a prerequisite for the smooth implementation of governance. Nowadays, China's rural areas, especially in poor and remote areas, generally suffer from a lack of social elites. Young people in rural areas are more inclined to live in big cities with richer resources. Most of the people who stay in rural areas are the elderly, the weak, and the young, and it is difficult to realize the revitalization of the village relying on these people. Effective rural governance requires the participation of more young, knowledgeable, capable, and energetic elites in various fields. Therefore, how to increase the attractiveness of the grassroots rural areas so that more young people are willing to stay and build their hometowns have become particularly important.

To increase the attractiveness of grassroots rural areas to all kinds of talents, it is necessary to improve the rural living environment and other aspects, but the most important thing is to build and improve the rural medical and health system to meet people's most basic health needs. Constrained by the weak economic foundation in rural areas, there is a huge gap between urban and rural areas in the allocation of medical resources. The low level of medical services in rural areas and the low quality of medical practitioners make it difficult to meet people's health needs. This is one of the important reasons for the loss of rural personnel. Some remote and impoverished areas do not even have a village health center. There is only a barefoot doctor who can only solve the simplest health problems. Villagers usually need to go to a distant township health center to see a doctor. For such a village, the villagers' greatest ideal is to go out, rather than stay and build their hometown. In order to improve the level of rural medical and health care, in addition to the policy preference of the higher-level government, the most important thing is to improve the rural economic foundation. Only when the rural economy improves, can young medical staff with advanced medical and health knowledge be willing to work in the rural areas, so that the rural medical and health standards can be fundamentally improved. The improvement of rural medical and health standards will help increase the attractiveness of various types of talents in rural areas. The arrival of these

talents can more effectively carry out rural governance work, thus forming a virtuous circle of rural development.

2.3 Construction of rural governance structure based on stakeholder theory

2.3.1 Definition and characteristics of village governance

The analysis of the governance theory will help us better understand and grasp village governance. In current China, there are two types of villages: natural villages and administrative villages. Natural villages refer to natural villages in rural areas of China. Natural villages in the northern plains are usually larger while relatively smaller in the hilly water network in the south. The administrative village is the most basic level in China's administrative division system, with village committees or village offices and other power institutions. In many areas, administrative villages and natural villages overlap. In other places, an administrative village includes several to dozens of natural villages. In some special cases, a natural village is divided into more than one administrative village (Shen, 1998).

The Chinese academic factions for "rural governance" mainly include "radicals", "reformers" and "conservatives". The "radical factions" represented by Shen, Yu, Wu, Zheng advocated the implementation of "township autonomy" in rural governance. Shen (2003) advocated "village governance"; Yu (2002) advocated the abolition of township governments and the establishment of autonomous organizations; Wu (2001) proposed "village political autonomy"; Li (2004) advocates the implementation of township autonomy. Li (2000) advocated the direct election of township heads and implemented democratic reforms in township autonomy. Zheng (2000) advocated the abolition of township government and the implementation of township autonomy on the basis of villagers' autonomy.

The "reformers" represented by Xu (2002) and Zhao (2006) advocated changing the township-level government to a county-level government agency, but not township autonomy. Xu proposed to design and construct county and township administrative agencies in accordance with the principle of "lean and efficient". Zhao believed that township-level administration is a linker between the state and the rural society, and represents the country to govern the rural society directly.

The "conservatives" represented by Jin and others believed that there are some problems in the rural governance structure. Based on the analysis of the problems, we have to find solutions to these problems, so as to make some adjustments to the current rural governance

structure in order to be in line with the development of rural society (Jin, 2002).

Due to the characteristics of the contemporary China and the reality of the countryside, village-level governance has its own special features in addition to the general characteristics of governance:

First, village-level governance is led by the government. From the viewpoint of historical tradition, all the reforms in rural China have been promoted by the government from top to bottom. The party and government have adopted policies and laws to regulate the content, steps and direction of rural governance reform as a whole. Since the reform and opening up, our country's rural governance has established the basic pattern of "township political management and village governance" which includes two aspects governance. On the one hand, the people's government is established in towns. As the grassroots state power, it exercises administrative powers according to law and governs the administrative affairs and social public affairs in the township administrative area. On the other hand, villagers' self-governance is implemented in villages, and villagers' committees and other self-governing organizations are established. Villagers exercise their autonomy and govern public affairs in the village. This pattern gives the rural society more autonomy under the premise of ensuring effective state control. Village-level governance is not an independent kingdom, but the direction must be consistent with the country's major policies and guidelines, and consciously accepts the leadership of the higher government in order to ensure certain autonomy in action.

Second, village-level governance is a democratic governance that allows the villagers' wide and equal participation. Villagers' autonomy is a rural governance system in which villagers manage their village affairs autonomously through a series of democratic systems. "Democratic village-level governance" was first proposed by He, who believed that the aspects of villager self-governance can be regarded as a kind of democratic village-level governance (He, 2002).

Third, village-level governance takes village social progress, especially economic development as its core goal. Since reform and opening up, the rural society has undergone tremendous changes, and various undertakings have made great progress. However, we should also notice that with the development of the country's industrialization, the gap between rural and urban areas is increasing, the income of villagers lags far behind that of urban residents, and the living standard has not been improved accordingly. This is harmful to the stability of rural society and the further development of our economy. The unresolved issue of agriculture, rural areas and farmers is not only unfair to farmers, but also has an

important impact on our country's socialist modernization. "Development is the last word." Development problems must be solved by development. In rural life, raising farmers' incomes and achieving economic development are the keys to various goals and the most important tasks in rural areas.

Fourth, village governance is an elite governance model. Chinese traditional culture emphasizes the priority of family standard and society to individuals. Its basic value is not freedom, democracy and equality, but hierarchy, order and unity. The gentry, the sage or the capable person really played an extremely important role in the village governance process. The quality of village governance depends largely on whether the role of these village elites can be maximized and whether they can serve the public interests of the village (Xu, 2004).

2.3.2 A summary of the research on interests and villagers' autonomy

As the core of interests, the economic interest refers to an interpersonal economic relationship, which intensively represents economic relationship. Economic relationship is an important part in relations of production and it decides the laws of the nation and even the whole superstructure of the society. Karl Marx pointed out that the sum total of relations of production constitutes the economic structure of society, which decides the legal and political superstructure (Marx & Engels, 2006). Each form of production would generate its particular relationship of legal rights, type of governance, and others. Starting from material interests and economic interests and on the basis of the core of production relations, Marx divided the human society into five social formations, Primitive society, slavery society, feudal society, capitalist society, socialist society, which were determined by different ownerships. The ownership decides the relationship of interest while the relationship of interest determines the political system and the form of governance. Primitive society is the first social form in human history. With low productivity, one cannot fight against nature alone, and they must work together to obtain living resources, which determines the common possession of means of production. The combination of labor is mainly simple collaboration, and the division of labor among people is mainly a natural division of labor by gender and age. People can only have equal mutual assistance and cooperation in their work. The products are shared by all members of the society and are evenly distributed. Slavery society was emerged after the disintegration of primitive society, and it was a human exploited human society. The main feature is that the slave owner possesses the slave's body and practices super-economic slavery. In the slave society, the slave owner occupies a dominant position in the economy and

superstructure. In feudal society, Feudal lords not only occupied the farmland, but also included the peasants who originally lived on this territory into their account books, so that a large number of peasants became serfs. The serf is regarded as part of the property of the lord, similar to the slave, but the serf can only be used and not sold. A capitalist society is a society in which capitalists occupy the means of production and implement a system of hired labor, in which the bourgeoisie controls power. Replacing individual production with large-scale machine production has greatly improved productivity compared to feudal society. The production and exchange of commodities became a common form, and labor became commodities. The pursuit of surplus value is the absolute law of capitalist production. Socialist society is the primary stage of communism. It was the result of the proletariat seizing power through revolutionary struggle. In the primary stage of socialism of China, adheres to the basic economic system with public ownership as the main body and the development of a variety of ownership economies. It also adheres to the distribution system with distribution according to work as the main body and multiple distribution modes coexisting.

Western scholars have long before studied the relationship between interests and politics. The ancient Greek philosopher Aristotle believed that the existence of nations and politics is to realize some positive results, so as to guarantee the interests of the citizens. Supporters of the Social Contract theory believed that, considering their own interests and long-term development and to get rid of inconveniences in the natural states or war states, people transfer some of their interests to form public power and organize governments that regulate and protect their rights and interests. Based on economic interests, Marx stated the relationship among ownership, relationship of interests, and superstructure while Friedrich Engels even noted directly that political power is just a means to gain economic interests (Zhang, 1994). The modern and contemporary western scholars mostly study the relationship between interest articulation and politics from the game between interest groups and the governments. Lasswell (1936) was the first to study the interest articulation outside China. He studied the importance of interest articulation for elite groups in guaranteeing their governing status. Later, Anderson and Easton (1953) proposed that the interest articulation of the people is to realize their political intentions. Almond (1978) completely studied the theory of interest articulation, pointing out that the political process begins when a group or an individual proposed a political requirement and this process is called interest articulation. Moreover, Almond categorized interest articulation into different types based on the channels and methods of interest articulation, and specified the detailed behavior features of each type. Furthermore, based on their own research, Scott, Townsend, and Womack summarized the

interest articulation of the disadvantaged groups. In his books, *Weapons of the Weak: Everyday Forms of Peasant Resistance* (Scott, 1986) and *Domination and the Arts of Resistance: Hidden Transcripts* (Scott, 1992), Scott provided a unique perspective for his readers to understand the peasant resistance. Meanwhile, Townsend and Womack (1986) believed that, in order to protect the interests of the disadvantaged groups, the interest articulation of the elite groups should be restricted, so as to motivate the disadvantaged groups.

Chinese scholars also did various researches on the relationship between interests and politics. Zhang believed that interests are the root of politics. He pointed out that politics is the activities and social relationship formed in the activities and these activities are organized by various subjects of rights in the class society to gain the interests, with politics as the core (Zhang, 1994). In his *Discussion and Analysis on the Dialectical Relationship between Interest Politics and Political Interests*, Zhang stated that interest politics exist because of the political interests of the people and studying politics from a perspective of interests is a key path to understand politics and settle political problems (Zhou, 2012). In his *Interest Analysis --- A New Perspective to Study Politics*, Wang explains the relationship between interests and politics and points out that interests are the root and prime motive power for politics and the relationship of benefit is the foundation and condition to form political rights and powers (Wang, 1996). Researches on interest articulation inside China mainly start from topics including the legitimacy of interest articulation, conflicts of interest, and interest depriving. Yu believed that national political system in rural areas is a balancing mechanism established on the basis of the comparison of powers of different stakeholders and the national value goals in the conflicts and swaps among various subjects of interests (Yu, 2009). Wang noted that the root of the frequent political events in the rural areas is the conflict caused by imbalance of implicit interests and explicit interests (Wang, 2007). Song stated that the interest articulation is the motive that drives the collective behaviors of the farmers. By remonstrative political participation, farmers intend to influence the formulation and implementation of government policies, so as to improve their situations (Wu, 2007).

Historian Pipes believed that owner of wealth would finally win sovereign rights. The wealth breeds the sovereignty and the constitution of the government is determined by the wealth distribution between the governor and the masses (Pipes, 1999). The relationship of interests determines the ruler, system of government, and nature of government. In *The Commonwealth of Oceana*, Harrington regarded property as the foundation of government and he pointed out that the nature of a nation was decided by the balance of property rights or

the proportion of land property (Harrington, 1996). Harrington believed that the national power is a natural product of property and the balance of property rights decides the nature of the nation and the form of the government. The Chinese scholar Tang also stated that the form of government is determined by the distribution of land, which is the most important property (Tang, 2001). The aforementioned opinions indicate that the social formation, state system, and governance are decided by the relationship of benefits and interest structure in the society, especially the ownership with land property rights as its core.

There are relatively few scholars studying the relationship between interests and villagers' autonomy and most of them are from China. In his *Interests and Mechanism: Analysis on the Variables behind Democratic Election---A Case of the Pilot Experiment of Village Autonomy in Yue Village in Hubei Province*, Xu pointed out that interests are the endogenous motives to develop villagers' autonomy and it is an interest mechanism that mainly dominates and influences democratic election (Xu, 1999). In his *Interpretation on the Interests of Villagers' Autonomy in China*, Hu noted that villagers' autonomy originates from interest articulation and the motives for the autonomy system to keep developing and innovating are to realize and expand the interests of villagers and the management system of autonomy lies in distribution of interests; in the variables that influencing Villagers' autonomy, the interest is the dominating factor (Hu, 2002). In *Analysis on Villagers' Autonomy from the Hypothesis of Homo Economicus*, Xie and Zang (2005) stated that villagers, as "rational persons", participate in villagers' autonomy because of their own interests, and in political participation, villagers strive to guarantee the interests of their clans in hope of guarding the interests of their small circle. In their *Research on Village Governance under the Background of Interest Separation*, Du and Yang noted that the overt interest separation in the village stimulates the will of different subjects of interest to participate in political activities, so villagers would adopt various approaches to participate in politics; some participation even endangers the social stability and makes it more difficult to govern the villages (Du & Yang, 2012). In *Villagers' Choice of Scale and Vitality of Autonomy*, Li explained the influence of the scale of village on villagers' autonomy from the perspective of interest theory proposed by Olson, so as to explore a reasonable limit on villagers' autonomy. Li (2006) believed that if the village has an excessive scale, it is easy to separate and contrast interests, resulting in the "free rider" problem, which is harmful to the development of village autonomy. Therefore, Li stated that the scale of the village should correspond with the interest units of villagers in consideration.

However, there are few works analyzing villagers' autonomy from the perspective of interests while the existing research results all agree that there is a close relationship between

interests and villagers' autonomy and the changes in relationship of interests among villagers have significant influence on the current village governance. For example, Hu stated that the starting point of villagers' autonomy is the interest articulation. It is the combined effect of individual interest, collective interest, and national interest that results in the establishment and promotion of villager committees, which led to the establishment of villagers' autonomy system in rural areas of China in the 1980s. Therefore, to promote the development and innovation of villagers' autonomy, the key lies in the realization and articulation of the interests of different subjects (Hu, 2002). Chen and Xu (2014) stated that both economic and political relationship can be summarized as interests. Some certain economic relationship is the method to realize and separate certain economic interests while some certain political relationship can be understood from the perspective of political interests. Therefore, the interest is the true motive that generates political system. Moreover, the two scholars proposed that people participate in political activities in the hope to influence politics related to their interests in their own manners and to gain the maximum interests from public policies. In *Relationship between Land System and Villagers' autonomy*, Wei explored the relationship between farmers' land interests and villagers' autonomy and stated that the land is the foundation of property rights of villagers' autonomy. The effective implementation of villagers' autonomy relies on a wide participation of villagers and the premise to guarantee citizen participation is to secure their interests. Therefore, after the agricultural tax was abolished in China, the teamwork spirit of villagers can only be motivated through determining land property rights and transforming agricultural tax into land rent, so as to provide financial foundation for villagers' autonomy (Wei, 2008). In *Villagers' autonomy and Land Problems in Rural Areas in China*, Cui pointed out that in rural areas of China, there is a similar structure between the subject of ownership of land and the institutions of villagers' autonomy. It should be cautious to deal with problems concerning the assigning and inheriting of management contract rights of land because the land is the fundamental interest of farmers. If the problems of land fail to be handled properly, the villagers' autonomy would be in a mess. For suburban villages or rural areas in developed regions, because of the appreciation of the land, administrative villages become profitable and villagers are willing to participate in the village affairs actively. However, in traditional villages, the villages have a relatively slow development because of the fixed structure of the land. Therefore, the construction on public infrastructure makes it easier to form common interests among villagers, so as to create benefit links, which leads to a positive atmosphere for villagers' autonomy (Cui, 2002). In *Unit of Villager Group and Peasant Movement---A Survey in Xiaojing Village in Feixi County*

of *Anhui Province*, He stated that the successful implementation of the villagers' autonomy requires the recognition from the villagers first, which is motivated by interests. Therefore, based on the common interests formed by public affairs including the infrastructure of water resources and road construction, villagers recognize the villager groups and take measures positively to form effective villagers' autonomy (He, 2005). The establishment of the collective economy determines the realization of public affairs and public undertakings that are closely related to the interests of the villagers. Therefore, the collective economy is an important economic interest for the villagers. In *The Impact of the Weak Collective Economy on the Operation of the Villagers' Self-governance---A Case of Shang Village of Zhejiang Province*, Fang regarded the collective economy as the economic support of villagers' autonomy. Villages with a weak collective economy cannot afford corresponding financial support for the positive operation of villagers' autonomy (Fang, 2012).

In China, the governance model of "countryside politics and village governance" is implemented in the primary level. There is a game of interests among the nation, the governments of the county-level and the town-level, and farmers. From the perspective of the nation, optimizing the governance structure is the basic starting point to formulate policies in rural areas. From the perspective of governments of the county-level and the town-level, the governments are the "agents" to govern the villages on behalf of the nation. On one hand, these governments should carry out the national will while on the other hand these governments themselves are institutions of political powers with their own interests. Moreover, farmers would be regarded as another subject of interests and they pursue the maximum of their own interests (Guo & Liu, 2003). In her master thesis, Liang conducts a comprehensive analysis on the game of interests in the process of villagers' autonomy. She pointed out that the conflicts of benefits are the root of various contradictions and conflicts in villagers' autonomy, including the conflict between public interests and individual interests, the conflict between the overall interests and partial interests as well as the conflict between long-term interests and immediate interests. Moreover, Liang studies the introduction and promotion of the villagers' autonomy system, as well as the game of benefits in the full implementation of the system (Liang, 2012).

In *Of Interests---The Motive Foundation to Effectively Realize Citizen Autonomy*, Deng (2014) explained the interests that are closely related to citizen based on different sources of the interests, including interests of property rights, interests of allocation, interests of devotion, and public interests. Moreover, Deng weighed the importance of the aforementioned interests and stated that interests of property rights are the core interests of citizens and public interests

are the important interests. These related interests are the motivation for citizen autonomy and would urge citizens to self-govern in a unified manner. Furthermore, Deng stated that the interrelation of interests would determine the effectiveness of the autonomy. The closer the link between these related interests and citizens is, the stronger recognition the citizens would feel towards the community and the more enthusiastic they would be in participating citizen autonomy and there would be a more effective citizen autonomy. Analyzing from the perspective of citizen autonomy, Deng noted that there is a shortage of related interests inside communities in urban areas, so citizens are not stakeholders. Therefore, the citizens are not active in participating in citizen autonomy and it is hard to practice autonomy in urban areas. Consequently, to promote citizen autonomy, related interests should be searched, activated, and constructed, so as to let these related interests lead the development of citizen autonomy. Moreover, Deng divides citizen interests into four categories, namely, interests of property rights, interests of allocation, interests of devotion, and public interests (Deng, 2014). Apart from explaining the development of villagers' autonomy from the perspective of interests, Liang dissected the interests of villagers' autonomy. Liang believed that since implementation of the villagers' autonomy, it has brought significant interests to the rural society, satisfying requirements of the mass in survival, development, and enjoyment in economy, politics, culture, and society. Moreover, Liang also elaborated the coordinating function of villagers' autonomy in dealing with conflicts of interests in the villages (Liang, 2009). To further analyze the actual interests brought by Villagers' autonomy to farmers and rural society in terms of politics, in *The Interests of Villagers' autonomy in the Political Field in the Rural Areas*, Liang pointed out that villagers' autonomy has changed the traditional governance that only gave administrative commands, given democratic rights to farmers to be the master of themselves, strengthened the bond between the village committees and villagers, provided an institutional channel for farmers to articulate their benefit demands, and promoted party organizations of the primary level to enhance its construction on governing capacity (Liang, 2011).

In recent years, Chinese scholars have actively studied and explored the relationship between interest stakes and villagers' autonomy, and have made fruitful achievements. In *Cultivating Autonomy: An Exploration to Effective Realization to Citizen Autonomy*, Xu and He (2014) believed that communities with relevant interests, close geographical location and linked culture establish closer relations with each other, which is more beneficial to cultivate autonomy. In *Two-tier Autonomy: An Effective Form to Realize Villagers' autonomy and Analysis on the Reasonable Scale of Realizing Primary Democracy in Rural Areas*, Zhu and

Hu (2014) pointed out that it is easier for villages with high interest relevance to implement autonomy and the reason for difficulty in promoting villagers' autonomy in administrative villages is the shortage of interest bonds. Therefore, they hope that the system of villagers' autonomy can be implemented in a lower level and establish a new two-tier pattern that is based on the autonomy of villages and administrative villages. Generally, scholars hope that they can explore a multi-level effective path to realize villagers' autonomy of different types based on the degree of interest relevance, which can realize the integration of self-governance and heteronomy.

To realize a sustainable development of villagers' autonomy, the interest patterns of the villages should be integrated, so as to find common interests and realize a balance of interests. For more specific measures, both experts and scholars agree to strengthen the interest articulation, especially the articulation of the farmers. Yang believed that there are various ways for farmers to articulate their interest demands but there are drawbacks in aspects including channels, platforms, and methods of articulation. Also, there is a shortage of stable two-way interaction, which leads to a damage to the interests of farmers and block social fairness. Therefore, farmers should be encouraged to articulate their interest demand by encouraging farmers to organize, develop and establish platforms for public opinions in the village, and innovate the forms for primary democratic participation (Yang, 2010). Tu and Zhang (2009) also stated that because of the blocked channels for farmers to articulate their interest demands and participate in politics, under the existing channels and mechanisms for interest articulation and political participation, there is a very limited effect for farmers to articulate their interest demands and participate in politics and there is a wide gap between the villagers' autonomy and the actual life of farmers. Therefore, at the time of transforming the functions of village committees, the subject consciousness of farmers should be strengthened and relevant systems should be regulated, so as to expand the public channels and methods for farmers to articulate their interest demands and communication.

Interests determine autonomy, which is represented by the fact that different interest relevance decides various communities, and furthermore, different communities determine the different degrees of autonomy. Anthropologist Wolf (1983) analyzed the relationship between interest relevance and communities from three dimensions, namely the quantity of interests, the concerning population, and social status. Wolf found that the communities based on the kinship system in China are relatively persistent while the Mediterranean communities based on the legal person system do not last long. Meanwhile, communities in India, combining these two features in China, are also relatively long-lasting. Tonnies (2010) divided the

regional communities into patriarchal communities, communities of agricultural regions, and communities of cities, among which the patriarchal communities based on shared land establish closer relationships with each other. Both Wolf and Tonnies explored the relationship between interests and communities, without studying the relationship between communities and autonomy. Compared with these two scholars, Engels conducted a deeper research. He believed that the family communities, clan communities and national communities are successively replaced because of the changes in ownerships (i.e., the gradual decrease of common interests) and the governance pattern evolves from the patriarchal system and autonomy system finally to the national system (Engels, 1974).

The central government of China has proposed to explore effective methods to realize villagers' autonomy under various circumstances. Later, related scholars have reflected on this proposal. Actually, long before this idea proposed by China's No.1 Central Document in 2014, Xu has pointed out that the development of villagers' autonomy can not only rely on the top-down external forces and the villagers' autonomy based on the farmers is inevitable (Xu, 2006). The project teams of Institute of China Rural Studies have conducted a thorough analysis on the way to help the farms become the subjects of villagers' autonomy and tried to focus on implementing the system of villagers' autonomy at lower levels. The work titled *Establish a Three-level Interaction based on Villager Groups* summarizes and analyses the experience in Yunfu City of Guangdong Province. The research pointed out that villager councils should be built in village groups or natural villages so that the villager groups are set up as the basic organizational unit for villagers' autonomy, laying a solid foundation for the villagers' autonomy (Xu & Zhou, 2011). In 2011, Fogang County of Guangdong Province carried out village-level grassroots organization reforms in the pilot area focusing on "three downward shifts of focus", which refers to the downward focus of village-level party organizations; the downward focus of villagers' self-governance, and the downward focus of rural public services. This is to explore the move of autonomous units from administrative villages to village groups, and establishing party branches within village groups and the council, and the original administrative village was changed to serve as a public service station for government agencies. Scholars have published a series of thesis on the basis for the division of units of villagers' autonomy: (1) Interests relevance. It is believed that interests are the foundation and core of villagers' autonomy. Moreover, scholars discuss the influence of the governance-carrier interest relevance that is based on property rights and centered on industries on the effective forms to realize villagers' autonomy (Deng, 2014). (2) Close geological location. Scholars believe that, as a governance pattern of farmers for addressing

public village affairs, the villagers' autonomy should be based on the geological location. The autonomy with an excessive scale may lead to a less efficient democracy while a smaller geological unit is more favorable for the implementation of autonomy (Hu, 2014). (3) Cultural link. Scholars stated that the culture penetrates in every field of human society including politics and is embedded in the villagers' autonomy, which shapes the autonomous personality of farmers and builds consensus of social autonomy (Ren, 2014).

2.3.3 Theoretical analysis of stakeholders on villagers' autonomy

Stakeholder theory focuses on coordinating and balancing the interests of all parties. No one entity will achieve long-term and healthy development if it continues to damage one of its stakeholders. The development of the subject must recognize the explicit and implicit interest requirements of various stakeholders, and try to satisfy it without damaging the interests of the subject. Regardless of the degree of influence on the subject, all stakeholders should be treated as equals, only by balancing the interests of all parties can the balance of interests be achieved; only by balancing the interests can the stability of various stakeholders and the development of the main body be guaranteed. Common interests are the foundation of cooperation. Common interests make the cooperation of various stakeholders inevitable. The common interests of all stakeholders are the development of the subject. Any action that harms the subject will inevitably cause damage to itself because any stakeholder will be subject to the main body. The starting point of each stakeholder's activities should be the interests of the subject. Only "harmless" to the subject is harmless to itself. At the same time, common interests are also possible to achieve the cooperation of various stakeholders. Finally, the goal of stakeholder theory is to eventually achieve joint governance, that is, the broad participation of various stakeholders (Tang & Bai, 2009).

The participation of rural stakeholders in village governance is not only the requirement of each stakeholder, but also the meaning of village governance. It is very necessary for various stakeholders in the countryside to participate in village-level governance. First, the participation of stakeholders in village-level governance is good to the realization of internal checks and balances in the countryside, and the formation of an effective supervision and restraint mechanism for the "incumbent", and the reduction of the "agent cost". Village-level governance is essentially an organic integration of checks and balances among various stakeholders. The important defect of the traditional village-level governance model is that it overemphasizes the role of village cadres and pays too much attention to the village-level

political elite, thus, neglected other stakeholders. In fact, stakeholder participation in village-level governance is more helpful to the formation of effective checks and balances. Second, the participation of stakeholders in village-level governance is conducive to the effective protection of the interests of various stakeholders and encourages them to make greater efforts for the long-term development of the countryside. In the case of ensuring the vital interests of ordinary villagers, it is conducive to ensuring the stability, unity and prosperity of rural communities. The protection of the interests of various stakeholders is the long-term basis of rural areas. Third, stakeholder participation in village-level governance can create a good external environment for rural development. As a superior government, the township government is also an important stakeholder in the process of rural development. The governance of the countryside needs strong support from the superior government. Maintaining information symmetry with the township government and establishing a relationship of full trust are conducive to ensuring a good external environment for village-level governance. Fourth, the participation of stakeholders in village-level governance can promote village-level democracy. Stakeholder participation in village-level governance is conducive to further improving the system of opening village affairs and democratic deliberations, so that ordinary farmers and other stakeholders can truly enjoy the rights to know, participate, manage and supervise. Specifically, it is to let all stakeholders feel the actual power given to them by socialist democracy from village-level democratic decision-making and village-level social life, so that the superiority of socialist democracy and the practical expression of such superiority can reach inner unity (Shao, 2012).

2.3.4 Village-level elites are typical stakeholders in villagers' autonomy

According to the "Oxford English Dictionary", the word "elite" is first used to refer to excellent social groups. Elitism originated from the end of the 19th century to the beginning of the 20th century, and its development has experienced two stages: traditional or classic elitism, contemporary or democratic elitism. With the widespread spread of elite theory, the term "elite" has also been widely used. Whether analyzing rural stakeholders or rural governance models, village elites are an unavoidable group, and most academic academia uses village elites as an entry point for village governance research.

He (2013) defined village-level elites as those who have the dominant resources in the village. Because they have the dominant resources, they have a greater influence on village affairs decisions and village life than the ordinary villagers.

Hui defined the village elite as having more advantageous resources than ordinary members in some respects, and using these resources to achieve success and contribute to the community, so that they have a certain authority and can have an impact on other members and even the community structure (Xiang & Zhou, 2001).

Yang (2000) defined the village elite as the person who plays the role of "leadership, management, decision-making and integration" in the life of rural communities. Although there is still no very accurate standard for the definition of village-level elites, the basic connotation of village-level elites is generally consistent. That is, the village elite refers to villagers who occupy more resources than ordinary members within the village, form some kind of authority, have a certain mobilization ability, and have a greater impact on the development of the village.

Village elites have shown different characteristics at different stages of social development. In traditional societies, the elites that are active on the rural stage are mainly squires, and their sources are mainly retired officials, the landlords of the village, the chiefs of the large clans. After the founding of New China, the people's commune movement was implemented in our country, and the composition of village elites has changed significantly, and showed the characteristic of identity simplification. The elites within the village are generally politicized. They are concentrated on the captain of the production team, the secretary of the production team, and the leaders of various teams. From the perspective of their political identity, the vast majority of people are party members. After the reform and opening up, with the implementation of the joint production contract responsibility system and the establishment of the market economy system, farmers are given the right to freedom of operation and personal freedom. Farmers can grow and breed according to their own wishes, or leave the land to work in cities. As a result, the composition of village-level elites is more complicated. Village-level elites include both village directors and village party secretaries within the regime, as well as economically successful self-employed individuals. In some villages with strong clan powers, clan heads also constitute a group of rural elites (Gu, 2007).

The role played by the village elite is the actual conditions for the village elite to govern the rural society. Village-level elites play an indispensable role in rural social governance: (1) intermediate intervention between the state and farmers. After the implementation of the household contract responsibility system in the countryside, the village collective function gradually weakened, and both the state and farmers needed village-level elites to act as intermediaries. (2) A spokesperson for the interests of villagers in collective action. Under the

scattered family economy, farmers are in an atomic state lacking rationality and organization. Village elites, with their own unique abilities and charms, act as agents of villagers, which is beneficial to the realization of the collective interests of villagers. (3) An important bond between the villagers and the outside world. The social relations network mastered by village elites is an important channel for villagers to obtain information and understand the outside world. (4) Village-level elite as opinion leader. Although some village elites do not directly participate in governance, they can rely on their own authority and charm to influence villagers and village governance (Li, Song, & Wang, 2007).

Chinese academic circles have different views on the types of village elites. Wang was one of the representatives who studied the structure of Chinese rural community elites earlier. He believed that Chinese village elites are composed of party and government elites, economic elites and social elites (Wang, 1994).

Based on the comparative advantages of different rural community elites in different capitals, Chen divided the village elites into political elites, economic elites, and social elites (Chen, 1997).

Jin (2002) divided the village elites into elites within the system that controlled formal resources and those who were outside the system that controlled informal resources.

He (2000) divided village-level elites into traditional elites and modern elites.

Tong (2002) divided village-level elites into family elites, religious elites, management elites, skill elites, production elites, and management elites.

Italian sociologist Pareto believed: "If the ruling elite does not manage to attract outstanding talents from the civilian class, if the circulation of the elite is impeded, then there will be an imbalance between the state and society, it will make the social order chaotic." So, establish and improve the institutionalized participation mechanism of rural stakeholders, and play the role of the system in absorbing rural elites into the rural community public power system is essential for village governance. To this end, we should affirm the positive significance of the participation of rural elite groups in village governance and encourage them to participate in village levels through various channels. Governance of rural elites, as important stakeholders in rural areas, has the responsibility and ability to contribute to village-level governance. On one hand, we must recognize their positive significance for village-level governance; on the other hand, we must enable them to participate more effectively in the process of village-level governance. Like the villagers' self-governance, elite participation governance belongs to the rural political system and is the "superstructure" of rural society. Elite governance belongs to weakly regulated and arbitrary non-standardized

governance. As a behavior process, it is less constrained by the normative system. The procedures are neglected, and the boundaries of behavior are blurred, which makes elite governance relatively flexible, simple and easy to use, and the available governance resources are rich and diverse in practice. These characteristics determine the simplicity and efficiency of elite governance. Since village elites have multiple positive meanings in governance, we should create good conditions for their participation in governance and encourage them to participate actively. This is beneficial to village elites and is in the common interest of rural development.

In village-level governance, not every village-level elite can be at the core of rural public power, especially cultural elites, religious elites and other rural marginal stakeholders, but they are self-interested political purpose like other elites who have entered the rural power system, and represent the collective interests of some villagers. Even the effectiveness of rural governance depends on whether the political elites and non-political elites can be consistent (Shao, 2012).

Rural is a typical stakeholder organization. Rural stakeholders refer to individuals, groups, and institutions that have interests in villages and are affected by the development of the village. They can also affect village goals to varying degrees. There are seven categories: rural political elites, economic elites, cultural elites, clan elites, ordinary villagers, township governments, and religious elites. Political elites refer to people who play the functions of leadership, management, decision-making and integration in the life of rural communities. Mainly refers to village cadres. Economic elites refer to individuals who have an advantage in economic resources, mainly including new wealthy groups that emerged after the reform and opening up, such as self-employed individuals and private business owners. Cultural elites mainly refer to individuals with comparatively superior cultural resources and higher educational level, such as primary and secondary school teachers and doctors. The clan elite mainly refers to individuals who have clan resources with large families, their families or themselves are more powerful in the village, and can control many important things in the village. Village-level governance is inseparable from the various stakeholders in the countryside. At present, relying on various stakeholders in the countryside to carry out village-level governance is the most important and effective governance model, and the development of various rural stakeholders is also relied on the rural development. Rural development is the common interest of various stakeholders. Only when this common interest is guaranteed, the interests of stakeholders can be guaranteed, so they can make certain contribution and get corresponding benefits. On the contrary, if rural development is not good,

they will take corresponding responsibilities and be negatively affected to a certain extent. However, rural governance cannot be carried out solely by one or a few stakeholders, nor can it be governed for the benefit of a certain stakeholder or a few stakeholders. Village-level governance must be the joint governance of all stakeholders for the common benefit-village development (Tang & Bai, 2009).

2.3.5 Analysis of the benefits of village elites in villagers' autonomy

1) Political elite. Political elites mainly refer to village cadres (working cadres of village committees). Kong's squire model believed that squires control the political life in the countryside and represent the interests of the villagers to connect with the country. This is the structural reason for China's political stability (Kong, 1990). Fei's dual-track political model pointed out that imperial power and gentry power are the two tracks of social politics, they have their own regulatory scope. The authority of the government is above the county and city level, and focuses on the grassroots order. The squire, representing independent personality, is a grassroots social defense against imperial power (Fei, 1994). Giddens believed that resources are the medium through which power is implemented, and are the conventional elements for social reproduction to be realized through specific actions. He divides resources into two, one is allocation resources, which refers to the ability to control objects, commodities, or material phenomena, or more accurately, various forms of conversion capabilities. The other is authoritative resources, which refer to those who have the abilities to control and have various kinds of transformation abilities to people or other actors. In the process of promoting community development, political elites mainly focus on the integration of authoritative resources. Rural social resource mobilization is mainly based on the existing resources: the rational allocation of resources and the mobilization of different occupants to cooperate, and weave well interactive network. Due to the traditional self-sufficient production method, the rural social connection is loose. Although the blood and the geographical network play a certain role, the overall connection is not close. This requires strong leadership to link and integrate resources (Tang & Zhao, 2008).

2) Economic elite. After the Third Plenary Session of the Eleventh Central Committee (1978), the wave of the market economy has swept the entire land of China, and the vast rural areas are no exception. Both rural areas and farmers have gradually been baptized by market economy consciousness. The implementation of the household contract responsibility system has greatly released the enthusiasm of farmers for production and life. The improvement of

their own living standards and the improvement of quality of life have become a constant driving force for the farmers, and economic development has become the dominant value. Therefore, a large number of self-employed and private entrepreneurs have emerged in the countryside, forming a new wealthy group: the so-called "economically capable people". Firstly, they often have advanced ideology. Economic elites generally have pioneering spirit and economic acumen, have strong learning ability, and can quickly adapt to the surrounding environment. Secondly, high cultural quality and strong innovation ability. Economic elites have a keen market insight due to advanced ideology, so you can find problems, propose solutions to problems, and select the best solution after careful thinking and argumentation. They can constantly innovate from reality. Finally, what is more valuable is that they have a higher prestige among the masses, and many villagers regard them as an example of getting rich and making themselves rich, which makes the economic elites speak with great weight, have a strong arm, and stimulating effect among the villagers. Many economic elites actively participated in the election for village cadres, which had a major impact on the political power structure in the countryside. Some scholars have conducted investigations and follow-up observations in 25 village-level elections, and found that among the 25 sample villages, the village directors of 20 villages have more prominent economic influence. In the sample villages in the eastern region, all village directors are local economically capable persons or persons with greater economic influence (Xu, 2000). The success of the economic elite on the road to prosperity has made a tremendous contribution to the development and stability of the rural society. At the same time, from the perspective of the economic elite itself, participating village election of cadres to enter the rural political power system can bring them a certain political and social status, which they cannot obtain simply by engaging in the accumulation of wealth. The economic elite no longer satisfies its marginal position in the village power structure, and actively seeks to participate in village governance. The participation of economic elites in rural governance has a unique role in promoting democracy and rural economic development: First, the participation of economic elites in politics can effectively promote village-level democracy. The economic elites have achieved success with their own wisdom and hard work. Their efforts and achievements are obvious to the villagers. The economic elites have the confidence and power to participate in the village elections. If they are replaced, then the selected people should be much stronger than itself, and it is also what the masses expect. This invisibly improves the quality of the entire election. The economic elite is usually closely connected with the outside world, and able to accurately grasp the policy direction and market dynamics, and pinpoint the ins and outs of things to better predict

the future. Economic elites participating in the rural power system can truly make decisions based on reality and from the interests of the masses, and enhance the relevance, feasibility, and scientificity of decision-making. The participation of economic elites in politics can improve the quality of democratic management. If village affairs management is not good, and made decision-making mistakes, then it will cause certain losses to its own economic interests, the economic elite will do everything possible to manage village affairs in order to avoid losses. On the other hand, the economic elite, as a cadre, has the responsibility to manage the affairs of the village. In this way, economically competent people will manage the village well under the drive force of interests and rigid constraints of the system. The economic elites generally have the style of hard working and thrifty, and eager for a clear and fair political environment. Therefore, by nature, they will constrain themselves to administer in accordance with the law, do things safely, and improve the quality and effectiveness of democratic supervision. Second, involvement of economic elites into the village-level power system can effectively promote rural economic development. Economic elites participating in politics can better learn and promote science and technology, promote scientific farming and increase production. The elites who enter the field of public power at the grassroots level are more receptive to new things than ordinary rural economic households, and at the same time have the knowledge level and economic foundation for scientific and technological demonstrations. This will inevitably produce demonstration effects, driving effects and radiation effects under the demonstration and driving of technology capable people. This will completely break the closed ideas of ordinary rural households and ordinary farmers, and conduct bold tests on new varieties and new technologies, and bold practices, so that science and technology can be spread across the rural area. The participation of economic elites in politics is conducive to adjusting the agricultural structure because economic elites understand policies, dare to innovate, have knowledge, and have a strong forward-looking perspective. It can resolutely adjust the rural industrial structure according to changes in the market, increase agricultural production and income, and increase the income of the majority of villagers. The participation of economic elites in politics can better promote agricultural industrialization. To realize the industrialization of agriculture, whether it adopts the "company + farmers" model or the "market + farmers" model, it needs to have a wide range of radiation, which can drive thousands of households and have an extremely powerful economic consortium. The body needs to have an elite with both political conditions and economic abilities. The economic elites participating in politics are the best candidates (Deng, 2001).

3) Clan elite. Clan is an informal social organization with blood relationship and geographical relationship as linkers. It includes several generations of the same lineage and is the basic unit of ancient society. The clan was initially just a primitive interpersonal order, and it has become a basic social and political order in traditional society in continuous development. Clan has a long history in China's rural areas. Clan power has always influenced the governance of rural society in China's countryside. Its growing influence on rural politics and social life has also aroused widespread concern in the academic circles. Under the traditional "dual-track politics" structure, the family was once an important force in the rural grassroots society and the main maintainer of the rural order. The society shaped by this family was called "local society" by Fei, that is the order of the entire village is controlled by clan power and gentry power. The village is usually composed of a group of families and clan units (lineages). They are passed down from generation to generation, permanently living in that hood, and relying on the cultivation of certain ancestral lands to make a living. Each farmhouse is both a social unit and an economic unit (Fei, 2008). The rise of clan power is closely related to social factors such as loose social control. Since the early 1980s, clan organizations have gradually emerged under the influence of both historical and realistic reasons. From the perspective of historical reasons, the "disappearance" of clan organizations does not automatically withdraw from the historical stage after social and economic development, but by means of the superficial fragmentation of political power. The clan consciousness and the clan structure characterized by geography that have been deposited in the hearts of peasants for two thousand years have not disappeared. On the contrary, after a long period of repression, it will eventually break out again. From a practical point of view, after the reform, the implementation of the household contract responsibility system in rural areas resulted in new demands from the civil society for the old family model, coupled with the weakening of the collective institutions, high lighten the clan's community integration function, and pushed the clan onto the stage of history (Jin, 2002). In the village committee election process, each family may adopt collusion with each other to select active members of their own clan into the village committee leadership team. Although these elites are all promoted by various clans, they have high prestige and strong abilities in their clan, but because the decision-making and management of rural politics are affected by the clan concept, they will tend to care for the interests of the family, so that the interests of the family satisfaction to a large extent, and becomes an agent of the interests of the family. Political elites usually also need the support of large families, so that the stability of the rural political system can be achieved. The clan elites have persevering power and their influence on the

rural society will not be eliminated by force. The rural political life has always been influenced in multiple ways and at multiple levels, in explicit or implicit, direct or indirect ways. There are three main reasons why the clan elites actively participate in politics: (1) Village cadres have considerable "public resources" in their hands. (2) Becoming a rural cadre will have a higher social status, which is both their own glory and the glory of the families. (3) The clan elites have a huge family power, a wider social relationship network, and an advantage in number and public opinion. Therefore, the clan elites have always been keen to participate in elections and enter the rural power system, and also have a greater influence on the rural power system. Without the cooperation of the clan elites, various measures in the village will encounter insurmountable "obstacle". However, the clan elites do not only play a negative role. Otherwise, they won't last long. The clan can play a role of mutual assistance, mutual aid, cooperation, mediation of conflicts, and integration of order. Rural clan elites usually play an irreplaceable role in maintaining the stability of rural communities and ensuring rural prosperity and development. The tribes are very particular about seniority, orderly growth, and distance between houses. In real life, a well-ordered and respectful order is an important foundation for maintaining rural social stability. Today, when people sigh moral decline, ethical anomie, spiritual poverty, and soul loss, the clan is undoubtedly the inheritance and promotion of fine traditional morality. Furthermore, conflicts and disputes inevitably occur in people's normal lives, some of which are purely moral. This determines that the law and the government cannot fully play their role in resolving conflicts and disputes, but the clan can play a regulatory role to resolve conflicts and disputes, such as the dispute between father and son within the family, and the dispute between mother-in-law and daughter-in-law. These adjustments are conducive to harmonious coexistence among ethnic groups, which in turn helps to maintain the social order in the countryside.

4) Cultural elite. This is mainly referring to primary and secondary school teachers, doctors, nurses. They generally occupy comparatively superior cultural resources and have a high level of education. These people can be described as intellectuals in rural society. Most of them have received formal and systematic education. They are open-minded, have the consciousness of demanding democracy, participate in free competition, and have a high work enthusiasm. In recent years, more and more high school graduates who failed to enter the university, or those who failed to find a job after graduating from junior college or secondary school have returned to their rural areas, which greatly increased the number of cultural elites and the number of cultural elites in the village. For the rural elites, the cultural elites can actively propagate the concept of democracy to the villagers, and explain to the villagers

various national laws and regulations concerning their vital interests, so that the villagers can effectively protect their rights and interests. At the same time, in the rural elections, cultural elites can find and correct the violations of laws and regulations during the election process of villagers by the sense of justice of modern intellectuals, such as bribery elections, designating candidates, and dark box operations. These are of great significance to the promotion of rural democracy and the political socialization of villagers. In addition, cultural elites also have strong motivations to participate in elections for village cadres. First of all, they can get familiar with and understand the relevant policies of the country as soon as possible. The intention of vigorously promoting villager self-governance for the country is to cultivate farmers' sense of democracy and legal system, and create conditions for the majority of villagers to participate in political life and realize rural grassroots democracy. Compared with ordinary villagers, cultural elites have a strong sense of democracy and cultural quality, so they will actively participate in villagers' self-governance, democratic elections and other activities, and eager to become village cadres to promote the democratic process of rural society and improve the face of rural life. Secondly, cultural elites returned to their hometowns because they did not enter college or find suitable jobs. Psychologically, they are inevitably lost and unbalanced, and their ability is suspected. Participating in elections and entering the rural power system is the best opportunity to prove themselves and earn respect. Cultural elites generally have certain competitive advantages in knowledge and education, which also enhances their confidence in participating in rural political life.

Lack of talents is a common problem in the grassroots rural areas. Cultural elites can not only promote the development of villagers' autonomy through active participation, but they can also use their knowledge to improve the level of medical and education in rural areas and increase the attractiveness of rural areas to talents. Medical and health care is related to the national economy and people's livelihood, and plays a very important role in rural governance. At present, the allocation of medical and health resources in China is extremely unbalanced, and the development of rural health services is seriously lagging behind. Especially affected by market factors, high-level medical personnel are more inclined to work in large cities with more resources, and the loss of rural medical personnel is serious, which has caused the health status of rural populations to be generally inferior to that of urban populations. Health issues are related to the family happiness of residents. The vast number of villagers' needs for health services create a good environment and systems to satisfy them. The cultural elite of "rural doctors" plays an extremely important role in the development of rural health. With the efforts of the village, township and municipal governments, most "barefoot doctors" in rural areas

have been transformed into “rural doctors”. However, there are also problems such as the aging of village-level health personnel and their knowledge structure, and there is an urgent need for government to create conditions to attract young, high-level medical personnel. Only when the medical and health conditions in rural areas are improved, can the people's basic health problems be solved well, and talents from other fields can be attracted to participate in rural construction and to realize the modernization of rural governance. It can be seen that cultural elites play a very important role in the process of rural governance and are one of the key factors for effective governance.

5) Township government. Under China's current system, the township government's control over the countryside and the allocation of resources have been further strengthened. Political achievements are also directly related to the political future of township cadres. Therefore, for their own future, the township government will also intervene in the allocation of village-level personnel. Jin once pointed out that village cadres often strive to establish a good relationship with the township government. If the relationship is good, they can not only obtain all kinds of information beneficial to rural development from the township government, but also obtain more funds to lay a solid foundation for their own political future. This has virtually improved the ability of township governments to intervene in the countryside and become a stakeholder that cannot be ignored in the process of rural development.

6) Religious elite. Religious organizations are non-governmental informal organizations, which are clearly protected by the party's relevant religious policies, laws and regulations, which are normal in rural areas. Villagers' real-life conditions and their own cultural qualities will inevitably lead to many gaps in their spiritual lives, so many farmers trust their beautiful ideals and wishes with religion, which is a manifestation of their seeking for a balance of mind and mental liberation. Our attitude towards religious elites cannot be completely negated by political movements, but should be viewed dialectically. Religious elites have both negative and positive effects on rural development. First, religious elites have a certain negative impact in the countryside. During the transition period of Chinese society, religious elites have gradually become an inflated power. Under some suitable circumstances, religious elites also have abilities in destroying the socialization of organizations and interfering with village affairs in some places (Fang, 2000). Second, religious elites also play an active role in rural areas. In most rural areas of China, religious leaders have various connections with local governments. They are not only engaged in religious activities of their denominations, but many are also leaders of non-religious organizations. They often inculcate the law-abiding concept of the members, improve the moral cultivation of the members, help the local

government departments to communicate documents, and sometimes assist the grassroots regime in management. These are to a certain extent helping the state to exercise power and promote the downward penetration of state power. Religious elites have become important stakeholders influencing rural development. On the one hand, village-level governance relies on village cadres. On the other hand, it also requires the cooperation of religious elites in order to proceed effectively.

2.3.6 Construction of villagers' autonomy model from the perspective of stakeholder theory

Based on the above analysis, the development of the countryside cannot be separated from the cooperation and contributions of the political elites (village cadres), economic elites, clan elites, cultural elites, township governments, and religious elites. They are stakeholders in rural self-governance. In combination with stakeholder's theory, we established a primary stakeholder model for villager' autonomy. The next step is to combine the reality of villager' autonomy reform in Qingyuan City to further clarify the core stakeholders and marginal stakeholders, what are the demands of each stakeholder, how to promote autonomy, and further improve the stakeholder model (Figure 2.4).

Based on the above analysis, we find that township governments, political elites (village cadres), religious elites, clan elites, cultural elites, and economic elites are all stakeholders of villagers' autonomy. From the three aspects of stakeholders' initiative, importance and urgency, these stakeholders are divided into three categories: core stakeholders, potential stakeholders and marginal stakeholders. Among them, economic elites and political elites belong to core stakeholders, cultural elites and clan elites belong to potential stakeholders, and township governments and religious elites belong to marginal stakeholders.

-  Marginal Stakeholders
-  Potential Stakeholders
-  Important Stakeholders

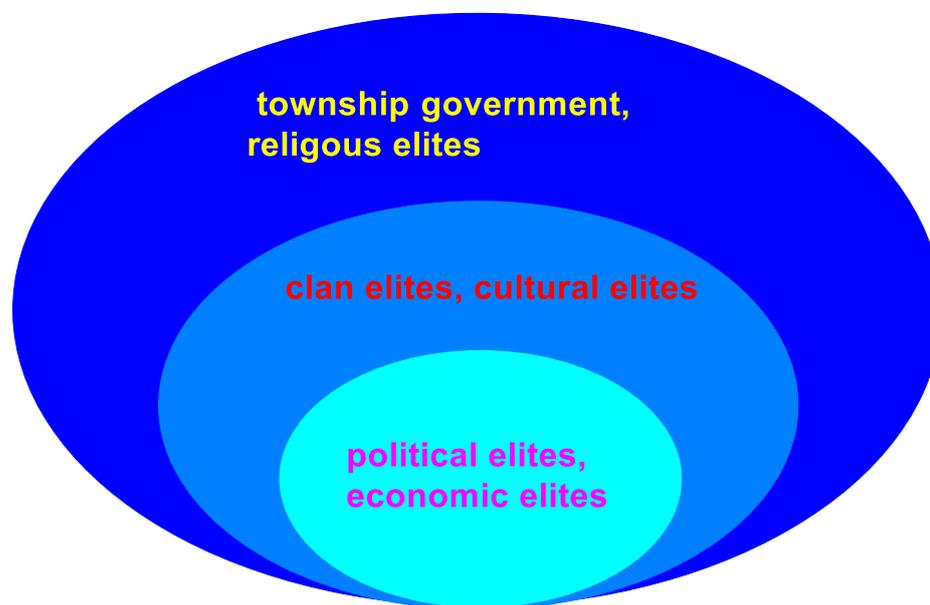


Figure 2.4 A Mitchell model of stakeholders in villagers' autonomy

Chapter 3: Research Method

This thesis used non-quantitative methods to analyze the interviews and obtain research conclusions. Crossan once pointed out that the difference between positivism and interpretivism is over-exaggerated, and the advantages and disadvantages of each analytical model should be clarified. According to the analysis, this thesis is more suitable for qualitative analysis. This research adopts the principle of qualitative analysis to develop the main research content.

This thesis will use qualitative research methods to collect, organize and analyze data. Through interviews with villagers, the specific work personnel at the three levels of township, county, and city participating in the work of villagers' self-governance, as well as the leaders who are specifically involved in this work. They are in close contact and influence each other. Through interaction with interviewees, the researcher obtained data and information, and collected data using qualitative interview method, selected key insiders for interview, and used Nvivo11.0 software to conduct qualitative analysis of the interview data, including determining the analysis theme, marking the data, categorizing the data according to the mark, and summarizing the data.

3.1 Research method

3.1.1 Determination of interviewees

In order to speed up the implementation of the "three downwards" work of the city's comprehensive rural reform work such as the downward shift of autonomous organizations, Qingyuan City Rural Work Committee Office is responsible for the advancement of this work, and has established a regular notification system in the name of the Qingyuan Municipal Party Committee Office, so as to exchange experiences from various places and promote the catch-up. In-depth interviews are suitable for understanding complex and abstract issues. They are direct, personal, and unstructured interviews. the researcher selected the villagers' autonomous governance mechanism to conduct qualitative interviews. In accordance with the principle of non-probability sampling in qualitative research, the researcher selected key informants who can provide the most information for this research. A preliminary coding

analysis was performed on the interview data, and key informants were selected for interviews again according to the degree of information saturation. A total of two rounds of interviews were conducted, and a total of 18 interviewees were included.

3.1.2 Interview content design

The designed questions include the basic information of the respondents, including the gender, age, education level, and occupation of the participants. The establishment and operation of the local village council. At present, the members of the village councils organize and lead villagers to carry out self-governance. Which elites are required to join and which elites play an important role. What is the relationship between these elites? Why these elites can play an important role in villagers' self-governance, and which aspects of development have an important role. Satisfaction of the villager council's self-governance. Problems and difficulties encountered in the promotion of autonomy by the council. The interview time is from September 1, 2020 to November 30, 2020, including interview outline design, interview content collection and sorting.

3.1.3 Interview quality control

In this research, the researcher first communicated with interviewees by phone or email before going to the site of each project to conduct field research. Then, the face-to-face interview lasts an hour on average. Each interview includes at least two members of the research team, one is responsible for asking questions and the other is responsible for recording information. During the interview, the content of the interviews was recorded with the consent of the interviewees. In order to ensure the smooth progress of the interview, the research intention and interview outline will be provided to the interviewees in advance.

3.2 Data collection

This research combines structured interviews and unstructured interviews. Interviewers and interviewees conduct a dialogue in a separate form. Interviewers obtain information by asking questions and ask different questions according to different types of interviewees. At the same time, interviewees are allowed to speak freely on core issues in order to obtain valuable ideas and questions. Since the research problem is related to villagers' autonomy, the proportion of interviews with villagers is relatively high. Interviews with people in cities, counties, and

towns are mainly those who are specifically responsible for promoting the work, but basically each type of personnel involved in villagers' autonomy. The designed interview content is diverse, objective and rich, and the collected data contains a lot of information.

3.3 Qualitative data analysis

3.3.1 Basic information of interviewees

In order to further understand the situation of local villagers' autonomy, according to the city's assessment of the city's comprehensive rural reform work in 2019 (promoting rural development through villagers' autonomy is the core content), the 24 towns are ranked, and each 8 rankings is an interval for stratified sampling, and a villager council of a township is selected from each of the 3 intervals, forming Xincheng Village of Xiniu Town, Yewu Village of Shigutang Town, and Hutougang Village of Wangbu Town. Research samples of village councils in 3 natural villages, interviews with cadres, members of village councils, and ordinary villagers in the town governments of 3 villages who are responsible for advancing the work, interviewed 9 villagers, 3 village council members, and 3 Township staff, 1 county-level leader who is mainly responsible for this work, 1 municipal party committee organization department staff who is mainly responsible for this work, and 1 city-level leader who is mainly responsible for this work. A preliminary coding analysis was performed on the interview data, and key informants were selected for interviews again according to the degree of information saturation. A total of two rounds of interviews were conducted, and a total of 18 interview subjects were included (See Annex A).

3.3.2 Qualitative analysis of data

This thesis used open coding and main axis coding to code the collected interview data related to the villagers' self-governance mechanism, and extracts them level by level into coding-meaning concepts and categories, and integrates them. While analyzing the interview data of the insider, the relationship between the categories is established. Finally, select selective coding, sum up which stakeholders are in the current villagers' autonomy in Qingyuan city, which are important stakeholders, and what is the relationship between these stakeholders. Why these stakeholders can play an important role in villagers' autonomy, and which aspects of development play an important role. Satisfaction of the villagers' council in carrying out autonomy. Problems and difficulties encountered in the promotion of autonomy

by the council. And on this basis, improve the model of villagers' self-governance setting, and put forward some useful suggestions. The three-level coding includes: open coding, main axis coding and selective coding of the collected data to form the core concept and category (Figure 3.1).

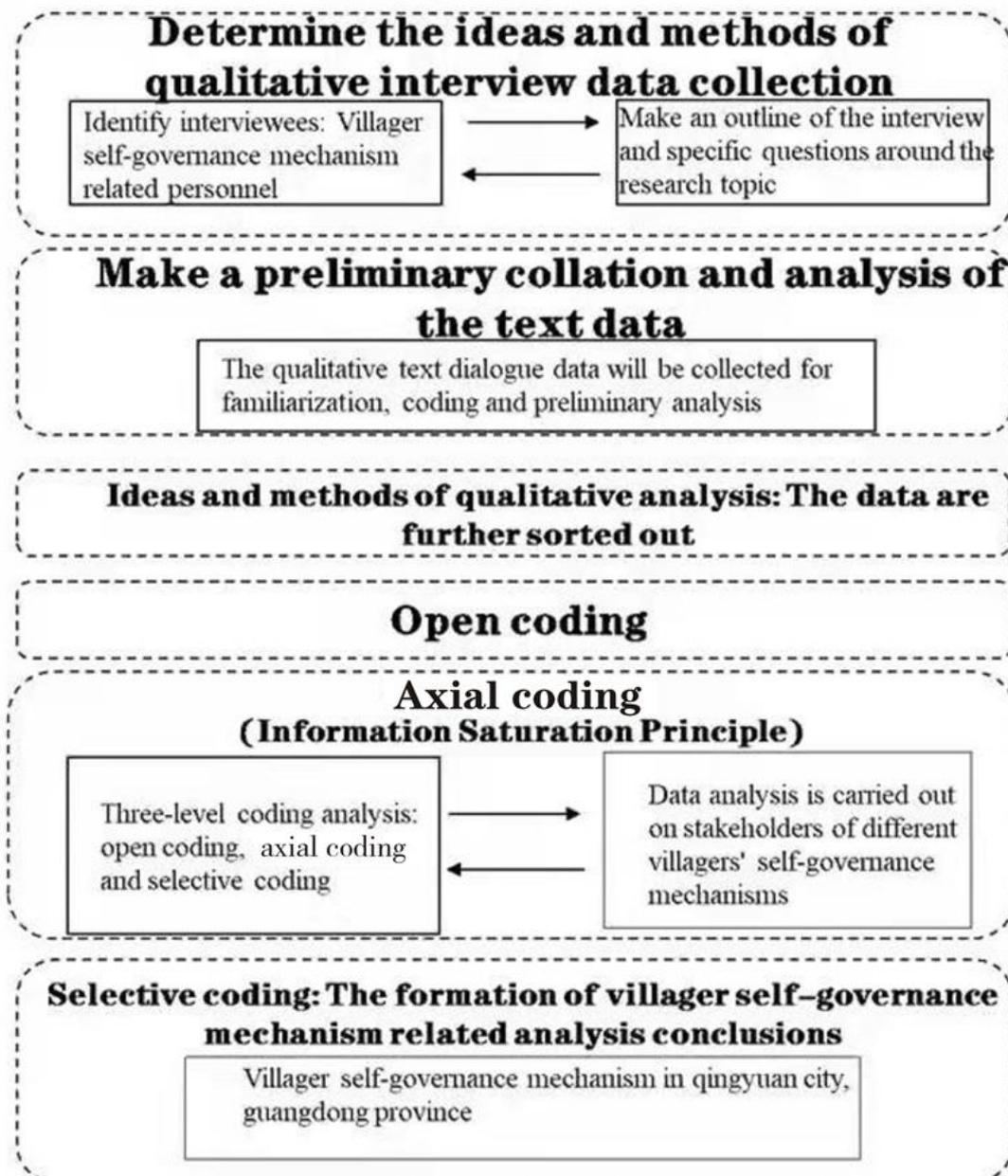


Figure 3.1 Determine the ideas and methods of qualitative interview data collection

Chapter 4: Field Work

4.1 Historical development of villagers' autonomy

4.1.1 Villagers' autonomy under the traditional household-based private ownership

Before 1949, a majority of land in China was under private ownership and each family managed their own land independently. Meanwhile, some land was shared by the whole village, the whole clan, or the lineage, which was used to build ancestral halls, shrines, temples, and schools for the shared stakeholders. This shared land provided economic foundation for villagers' autonomy. In the traditional China where the system of private ownership of land was implemented, most farmers were either self-employed farmers who owned a small plot of land or sharecroppers who rented land, both of which could be regarded as self-sufficient farmers. Liu and Yang point out that small-scale peasant economy is basically self-sufficient, in which commercial activities of the farmers have been restricted within the local markets and farmers mostly manage their land independently and this state of isolation and few competition results in a comparatively stable and peaceful situation (Yang & Liu, 1989). John K. Fairbank, in *The United States and China*, once wrote that, households in China are self-contained realms and micro states and the whole society is organized in families instead of individuals and household is the one that is responsible in the local political life (Fei, 2003). Therefore, it is apparent that the traditional society of private ownership in China is mainly featured by independent small-scale management, which decides that households and farmer families were self-sufficient. "A village is an isolated community with loose neighborhood and hierarchical associations" (Huang, 2000). Restricted by the farmland, it is easy to develop the clan-oriented feature. Therefore, the clan becomes the backbone in social organizations and the interpersonal relationship mainly depends on blood ties, and people with the same family name protect the benefits of each other. Max Weber described China as a nation based on patriarchal clans. Wittfogel described the villages in southern China as "clan-familyism". These aforementioned academic opinions show that clans have a huge influence on farmers and villages in rural areas of China. "People are limited by the farmland and the clan becomes the backbone in social organizations. Therefore, interpersonal relationship only relies on blood ties and people with the same family name

protect the benefits of each other, which divides the whole society into numerous independent groups” (Xu, 1997). Apparently, the rural area is actually a community of villages dominated by clans and families, which can be integrated not only from the blood ties but also for lands shared by the whole village to establish temples, ancestral halls, shrines, and schools. As a result, blood and public properties become the bond that supports the community of clans and families (Table 4.1).

The self-sufficient farmers consist of village communities dominated by clans and families, which is governed by the well-educated and wealthy local elites and elders with high social status. Ferdinand Tonnies (2010) pointed out that in the past 1,000 years, the life of common Chinese people had been gradually dominated by these elites, so some sociologists named China as the nation of village elites. Yang (2001) once remarked that the village elites could decide the destiny of a society, which eventually let them to decide the fate of the farmers. He also pointed out that common villagers or farmers have never by themselves proposed, studied, or made plans. Generally, the public is ignorant, tamed, and coward in public affairs.

In traditional China, farmers under small-scale private ownership were self-governed on household scale. To some extent, the birth of communities of clans or family was promoted by the land shared by the whole village to establish ancestral halls, shrines, temples, and schools. In some villages in northern China, there are communities of water resources because of the infrastructure for water conservancy and market communities because of market transactions. These communities have their nature and tradition of autonomy and are relatively independent from the nation. However, these self-governed communities were dominated by elites, elders, and patriarchs who monopolize knowledge and possess a large amount of land and fortune. Therefore, this is a typical autonomy by authority. This reflects that there has been a certain tradition for autonomy in villages of China and the tradition is co-generated from and decided by private ownership and public ownership of the clan.

4.1.2 The system of people's commune in the villages under public ownership

After the establishment of People's Republic of China, the land reform has been implemented in rural areas. The land owned by landlords has been distributed to farmers who did not own land or own little land previously. Thus, the individual ownership of land in rural areas was established, which largely promotes farmers' enthusiasm for production.

In 1953, China started to implement the system of mutual-support societies, and later the

elementary cooperatives and advanced cooperatives were established. During the period of elementary cooperatives, farmers were physically associated with their land or other production goods. However, in the period of advanced cooperatives, farmers were linked to their land only in shares and farmers received dividends based on their shares. In rural areas, great changes in land ownership resulted in the failure of traditional village governance institutions which were based on land ownership. There has been a vacancy in governance institution and a new governance institution corresponding with the new economic system is needed. The ruling party took advantage of its political power, got straight into the primary level of rural areas, and delegated its political power to administrative villages where a complete system of party and government organization and villagers' representative meeting and the people's government at the village-level were established, which formed the village political power. In the period of advanced cooperatives, cooperatives took over the function of administrative villages and integrated economic functions with administrative functions. In the villages, a new administrative system was implemented, which integrated the political governance of village-level with cooperatives. The aggressive village political power led to the high consistence between the rural society and the national political power (Luo et al., 2009).

In 1957, the "Great Leap Forward" movement started and the system of people's commune was implemented in rural regions. In terms of ownership, a system summarized as "owned by three institutions and based on a team" was implemented. To be more specific, in this system, the production resources of the villages including the land was co-owned by three institutions, namely, the people's commune, the production brigade, and the production teams and the economic counting was based on the production teams, which were responsible for directly organizing production and distributing earnings. A new administrative system was established to correspond to the ownership system, which featured in an integration of political power and cooperatives and a combination of production teams and cooperatives. In this new administrative system, an administrative committee was established in the production brigade and members of the committee were elected from representatives of members of the cooperatives. Meanwhile, a team committee was set up in the production team with an aim to manage the team in a democratic way. Members of the committee were also elected by members of the cooperatives.

Draft Amendment to the Work Regulations of the Rural People's Commune: The rural people's commune is an organization that unites politics and society. It is the basic unit of China's socialist society as well as the socialist regime in the countryside. The rural people's

commune was formed on the basis of high-level agricultural production cooperatives to meet the needs of production development. It has been a socialist mutual-aid and mutually beneficial collective economic organization for a long period. It has implemented the principle of doing everything in its power, distributing according to work, working more and earning more, and those who do not work get nothing. (The 10th Plenary Session of the Eighth Central Committee of the Communist Party of China, 1962)

The rural people's commune is an economic organization under the collective ownership of the working masses formed on the basis of high-level agricultural production cooperatives. In the early days of its founding, China was a very backward agricultural country. The state adopted the strategy of "Agriculture Support Industry" and "Building Farmland Water Conservancy Infrastructure with Farmers' Collective Strength" through the advantages of the people's commune system, and successfully realized the foundation of industrialization by relying on agricultural accumulation, and built a large number of farmland water conservancy infrastructure. These have laid a solid foundation for the great achievements of reform and opening up in the future. The active role of the people's communes at that stage is irreplaceable. However, long-term implementation of a system restrained the development of productivity.

After many adjustments, after 1962, most people's communes implemented the "three-level ownership, team-based" system, restoring and expanding private land and family sideline businesses. However, there are still shortcomings such as over-concentration of management, over-single management, and equalitarianism in distribution. At the same time, the rural people's communes have always implemented the system of "integration of government and society". That is, the grass-roots government organization (township people's committee) and the leading organization of the collective economic organization (community management committee) are integrated to manage various affairs of the whole township and community.

After the general implementation of the household contract responsibility system in rural areas across the country, the original people's commune, the integration of government and society, can no longer meet the needs of the development of productivity. The original three-level economic organization of the People's Commune, the production brigade or the production team is actually an administrative subordinate relationship between the superior and the subordinate, and it has lost the status and vitality that the commodity producer should have. The lack of separation of politics and society has also weakened the ability of grassroots government agencies to manage administrative affairs. In order to develop the rural

commodity economy, it is necessary to thoroughly reform the people's commune system that integrates politics and society.

In the administrative system which integrated political power with cooperatives, the control of the nation over farmers expanded from benefit control in the final stage to the control of production of the whole process and all categories of economic behaviors in the rural area have been included into the direct control range of the nation (Xu, 1997). The nation has fully penetrated into the village, which again compresses the self-governed space of the rural society. Moreover, the collective ownership has also further compressed the self-governed space of the farmers. At this point, the autonomy was totally replaced by administration. In nature, both production brigade and production teams would be categorized as “a political power institution without political power”. There have been tremendous changes both in the economic system and the governance mechanism in rural regions. Economically, the private ownership of farmers was changed into the collective ownership of the village, and politically, the governance system has changed from cooperatives into a command administrative system integrating political power with cooperatives and integrating production teams with cooperatives. Both changes in economic system and administrative system correspond with the hypothesis proposed by this thesis that the system of property rights decides the governance system.

4.1.3 Autonomy of the double-tier management system of rural areas

In a later period (1980s) of the people's commune in rural areas, the governing unit gradually corresponded with the unit of property rights and benefits and was transferred from the people's commune to production brigade and finally to production teams. However, farmers still did not have independent rights to produce, manage, and allocate, failing to motivate families and farmers. And economy in rural areas was on the brink of collapse. This indicates that the system of production, operation, allocation and governance in people's commune in rural areas was not suitable for the development of productivity since power has been concentrated too much on the commune. Therefore, major adjustments were required.

In the early 1980s, under the dual impetus of farmers' spontaneous breakthroughs and the leadership of the state, rural economic system reforms with the household contract responsibility system as the main content emerged. This reform provided an opportunity for villagers' self-governance. This system provided opportunities for villagers' autonomy. In rural areas, although the land was collectively owned, farmers contracted for production

resources including the land. Moreover, the production, management, and allocation were based on the unit of families. The core of the contract system is to delegate the right to produce and manage to farmers, making them the subjects to produce and manage. As owners of the land, the collectives managed in a unified manner. On one hand, the collectives managed their production resources such as land and enterprises while on the other hand, the collectives provided unified public services for farmers who managed the allocated land independently. This is also known as the double-tier management system integrating centralization and decentralization. The system of production and management in the people's commune period was replaced by the household contract responsibility system, so there was no economic support for the administrative system in the people's commune period, and therefore, a new governance system corresponding with the new economic system should be established (Marx & Engels, 1974).

In 1982, the villagers' committee has been confirmed as legitimate in the new edition of *Constitutional Law* of China, in which the committee has been positioned as the self-governing mass organization of the primary level in the rural area.

In 1986, Guangdong established township and village committees following the practice of most parts of the country. The "Village Committee Organization Law (Trial)" promulgated in 1988 stated: "Village committees are generally established in natural villages; several natural villages can jointly establish village committees; large natural villages can establish several village committees" (the Standing Committee of National People's Representatives, 1988). The formulation and implementation of the "Village Committee Organization Law" (for trial implementation) marks the formal establishment of villagers' autonomy centered on village committee elections in the national legal system, and the rural grassroots in China have also embarked on the glorious practice of "village autonomy". In 1989, Guangdong changed the villagers committee that was originally located in the production brigade into an office, as the town's dispatch agency, and shifted the election to the villagers' group and relocated the village committee to the villagers' group (Tang & Tan, 2016).

In 1994, the Ministry of Civil Affairs issued the "Notice on Carrying out Villagers' Self-Governance Demonstration Activities" (Ministry of Civil Affairs, 1994), which proposed the "four democracies" (namely, democratic elections, democratic decision-making, democratic management, and democratic Supervision), from the concept of villagers' autonomy to the refinement of the four democratic contents, grassroots democracy has been gradually strengthened, the people's awareness of democracy has gradually increased, and the self-governance of rural grassroots has gradually been deepened and extended.

In the 1998 revised "Village Committee Organization Law", taking the differences in various parts of China into account, the requirement that "village committees are generally established in natural villages" was deleted (National People's Representative Standing Committee, 1998). In June of the same year, Guangdong Province unified the original administrative area office into a village committee, and established a three-level system of "natural villages (village groups)-administrative villages-towns and townships" at the grassroots level in rural areas. Until now (Tang & Tan, 2016).

In 2014, the Central Committee of the Communist Party of China and the State Council issued the "Several Opinions on Comprehensively Deepening Rural Reform and Accelerating the Advancement of Agricultural Modernization", which also proposed "Improve the basic-level democratic system, improve and innovate the villagers' autonomy mechanism, and promote the village to achieve the institutionalization and standardization of villagers' autonomy. Explore effective forms of villagers' autonomy in different situations."

In 2015, the Central Committee of the Communist Party of China, in the form of the No. 1 Document, called for the innovation and improvement of the rural governance mechanism, proposing to "expand the villagers' self-governance pilot project with villagers' groups as the basic unit where there is actual need, and continue to do a good job with communities as the basic unit. Villagers' self-governance pilot projects to explore effective forms of villager's self-governance that are in line with the actual conditions of each region. " The central government's series of promotion measures fully demonstrate that villager self-governance is the proper meaning of the development of socialist democratic politics, and it also plays a role in national politics and social life. Occupying an important position, rural governance has also been incorporated into the complete development system of social governance. Realizing the country's effective rural governance is a political goal that the Chinese government has been exploring and a necessary way to achieve faster social and economic development (Ministry of Civil Affairs, 1998). As a grassroots democratic system with Chinese characteristics, villagers' autonomy is a way of democratizing rural integration by placing power in the hands of the peasants. It arises in the process of separating the state from society and conforms to China's national conditions and rural areas. The actual situation has proved to be helpful to further mobilize the enthusiasm of farmers and realize the stability and effective management of rural society. In the thirty years of realizing villagers' autonomy, villagers' autonomy has achieved remarkable results, which has played an important role in China's rural development, narrowing the gap between urban and rural areas, and the development of the entire society (Xu, 1997).

Table 4.1 The history of villagers' autonomy

Date	The Model of Village Autonomy	Main Points
Before 1949	The autonomy of traditional family-private-ownership	<p>Agriculture binds people to the land, and the family becomes the backbone of social organizations. The relationship between people depends on blood relationship. The same surname maintains each other and divides society into countless self-organizations. (Xu, 1997)</p>
After PR China was founded	Rural People's Commune under Public Ownership	<p>1. In 1953, the state began to implement mutual cooperatives, and subsequently established primary cooperatives and advanced cooperatives.</p> <p>2. The "Great Leap Forward" and the implementation of the rural people's commune system began in 1957.</p> <p>3. After 1962, the vast majority of people's communes implemented the "three-level ownership, team-based" system, restoring and expanding private land and family sideline businesses.</p>
In the 80's	Autonomy of the rural two-tier management system	<p>In the later period of the rural people's communes, the governance unit gradually became consistent with the property rights unit and the interest unit. It was transferred from the commune to the production brigade, and then from the production brigade to the production brigade. However, farmers still did not have the independent rights of production, management, and distribution. The enthusiasm of the country still cannot be mobilized, and the rural economy is almost on the verge of collapse.</p> <p>1. In the early 1980s, under the dual impetus of farmers' spontaneous breakthroughs and the leadership of the state, rural economic reforms with the household contract responsibility system as the main content emerged.</p> <p>2. The new national constitution in 1982 confirmed the legal status of the village committee and positioned it as a rural grassroots mass autonomous organization.</p> <p>3. In 1986, Guangdong established township and village committees following the practice of most parts of the country.</p> <p>4. In 1987, the "Organization Law of Villagers Committees of the People's Republic of China (for Trial Implementation)" clearly stipulates that villagers committees shall implement villagers' autonomy, and the masses of villagers shall handle their own affairs in accordance with the law, thus establishing a rural governance system in rural areas that is compatible with the household contract responsibility system.</p> <p>5. In 1989, Guangdong changed the villagers committee that was originally located in the production brigade into an office as the town's dispatch agency. The election was subverted to the villager group and the villager committee was relocated to the villager group (Tang & Tan, 2016)</p>
In the 90's	Autonomy of the rural two-tier management system	<p>1. The industrialization of agriculture originated from the market-oriented reform and development practice of Weifang, Shandong in the early 1990s. At that time, it was an innovative practice that emerged in order to solve the problem of weak village-level collective management and service capabilities in the agricultural two-tier management system. The contradiction between markets improves the industrial efficiency of agriculture and the level of market-oriented development. The agricultural industrialization management first appeared in the local government documents in 1993, and was affirmed by the central government in 1995. The agricultural</p>

industrialization development experience was quickly promoted throughout the country. The agricultural industrialization management model of "leading enterprises + farmers" became the main form of leading farmers to enter the market. Leading enterprises have also become the focus of national policy support and development, and they have played a better role as a bridge between small farmers and the big market, and have also promoted the rapid development of the agricultural product processing industry. Regarding the issue of how to establish a close linkage mechanism between leading enterprises and farmers, although various places have been explored, they have never found a particularly effective solution.

2. In the 1998 revised "Village Committee Organization Law", taking the differences in various parts of China into account, the requirement that "village committees are generally established in natural villages" was deleted (National People's Representative Standing Committee, 1998). In June of the same year, Guangdong Province uniformly changed the original administrative area office to a village committee, and established a three-level system of "natural villages (village groups)-administrative villages-towns and townships" at the grassroots level in rural areas. Until now (Tang & Tan, 2016)

1. Since the 1990s, with the development of agricultural marketization, specialization, and industrialization, in view of the lack of close interest relationship and asymmetric rights between leading enterprises and farmers, large agricultural professionals in some places have begun to take the formation of specialized farmers' cooperatives for joint production, processing and circulation has become a new way to improve the level of organization and industrialization of farmers. In 2005, Zhejiang province took the lead in formulating the "Regulations on Professional Farmers Cooperatives in Zhejiang Province", which is the first local regulation for professional farmer cooperatives in our country. The Central Government gave full affirmation. In 2007, the Law on Professional Farmers Cooperatives was formally implemented. On the track of standardization and legalization.

2. In 2014, the Central Committee of the Communist Party of China and the State Council issued the "Opinions on Comprehensively Deepening Rural Reform and Accelerating the Advancement of Agricultural Modernization", which also proposed "Improve the basic-level democratic system, improve and innovate the villagers' autonomy mechanism, and promote the village to realize the institutionalization and standardization of villagers' autonomy. Explore effective forms of villagers' autonomy in different situations."

3. In 2015, the Central Committee of the Communist Party of China requested the innovation and improvement of the rural governance mechanism in the form of the No. 1 Document, proposing "in places where there is actual need, expand the pilot of villagers' autonomy with villager groups as the basic unit, and continue to do a good job with communities as the basic unit. Villagers' self-governance pilot projects to explore effective implementation forms of villagers' self-governance in line with local conditions."

After 2000
Autonomy of the rural
two-tier management
system

4.2 Reform and effect of villagers' autonomy in Qingyuan city

4.2.1 Basic information of Qingyuan city

Qingyuan City is located in the north-central part of Guangdong province and the middle reaches of the Beijiang river. It is adjacent to Guangzhou and Foshan in the south and Hunan and Guangxi in the north. It is located at the junction of Guangdong, Hunan and Guangxi. It is very close to the provincial capital Guangzhou and closely connects the Pearl River Delta region with many other provinces in the mainland. Qingyuan county, the predecessor of Qingyuan city, was once under the jurisdiction of Guangzhou and Shaoguan. In 1988, Qingyuan county was upgraded to Qingyuan city. Currently, it has jurisdiction over Qingcheng and Qingxin districts, and four counties, Fogang, Yangshan, Lianshan, and Liannan. It takes charge of the two cities of Yingde and Lianzhou, with a total area of 19,200 square kilometers, accounting for about 1/10 of the total area of Guangdong province, the largest area among the prefecture-level cities in the province. As a major agricultural city, the agricultural population is large, reaching 2.888 million. According to statistics in 2013, the city has established 80 towns, 5 sub-districts, 1,022 village committees, 182 community neighborhood committees, and nearly 19,000 natural villages. The rural population of Qingyuan City is relatively scattered, and its jurisdiction is generally about dozens of square kilometers.

4.2.2 Basic information of 3 pilot villages in Qingyuan city

1. Yewu village, Shigutang town

China's well-known rural comprehensive reform demonstration village, in 2015, the "Yewu Model" entered the Central Party School. Yewu village is located in the northwest of Yinghuo Village Committee, Shigutang town. There are 35 households with 175 villagers. The village group covers an area of about 1.5 square kilometers and has more than 1,510 mu of arable and breeding land resources, including 151 mu of paddy fields, more than 500 mu of dry land, more than 500 mu of hillside land, and more than 200 mu of fish ponds. During the period from August 2008 to May 2010, under the organization of the village council, the village group carried forward the spirit of pioneering reform, took the lead in exploring a new model for the realization of rural land contract management rights, and promoted the large-scale development of agriculture. Since 2013, the construction of beautiful villages has

been carried out through village collective investment, villagers' fund-raising, and villagers' investment in labor. In 2016, Yewu village of Shigutang town was rated as a characteristic village of beautiful villages in Qingyuan city.

2. Xincheng village, Xiniu town

It is about 4 kilometers away from Xiniu town, and there are 131 villagers with a total population of 609. There are 1228 mu of mountain forest land, 350 mu of paddy fields and 260 mu of dry land. The collective income of the village is about 200,000 yuan per year, and the villagers use vegetable cultivation, bamboo shoots, and migrant workers as their main sources of income. In 2020, the per capita income is about 20,000 yuan. In 2019, through land integration, the Xincheng group planted 150 mu of leeks and goji berries on a continuous scale with the model of "cooperative + farmer + base", driving the employment of more than 20 villagers in the Xincheng group. Make full use of village collective funds to promote the construction of new countryside, and strengthen the management and protection of village appearance and village appearance through infrastructure construction such as laying hard bottom of village roads, improving farmland water conservancy, and rural tap water. In 2020, it was named as "Ecological Village" in Qingyuan city.

3. Hutougang village, Wangbu town

Hutougang village is located about 0.8 kilometers northeast of Wangbu town. It was built in 1865 and currently has 128 households with 608 villagers. The villagers in the village group are mainly belong to the Deng house. The village group has a total of 440 mu of cultivated land and the village area is about 90 mu. The main source of income of the villagers is to work and cultivate crops. The advantage project of the village: 120 mu of fruit planting base, fruit varieties include: dragon fruit, passion fruit, fruit papaya, bayberry, watermelon, honeydew melon and other fruits.

4.2.3 Reform of villagers' autonomy in Qingyuan city

The "Decision" of the Third Plenary Session of the Eighteenth Central Committee of the Communist Party of China (2013) proposed to "promote the modernization of the national governance system and governance capabilities", which is reflected in the promotion of innovation in social governance in terms of social construction. In 2014, the "No. 1 Document" of the central government proposed "exploring effective forms of villagers' autonomy in different situations. The pilot units of rural community construction and collective land ownership are in villagers' groups, and villagers' autonomy with communities

and villagers' groups as the basic unit can be developed. In 2015, the Central Government's "No. 1 Document" in the comprehensive deepening of rural reforms continued to propose "in places where there is actual need, expand the pilot projects of villagers' autonomy with village groups as the basic unit, and continue to do a good job with villagers who use communities as the basic unit. Pilot projects to explore effective implementation forms of villagers' autonomy in line with local conditions." Those measures taken by the central government fully demonstrate that villagers' autonomy is the proper meaning of the development of socialist democratic politics. It also occupies an important position in national politics and social life. Rural governance is also included in the complete development system of social governance. Realizing the country's effective rural governance is the political goal that the Chinese government has been exploring and a necessary way to achieve faster social and economic development .

The Office of the Qingyuan Municipal Committee of the Communist Party of China and the Office of the People's Government of Qingyuan City pointed out in the "Notice of Qingyuan City's Guidance on Deepening the Pilot Work of Comprehensive Rural Reform": each county (city, district) should select towns (streets) with better foundations in self-governance to carry out pilot work of deepening the comprehensive rural reforms. The pilot towns (sub-districts) (herein after referred to as the pilot towns) should follow the principles of adapting measures to local conditions, making overall plans, respecting the masses, steadily advancing, and making breakthroughs in key areas. They should find the entry point and focus of work, and make bold innovations in the system and mechanisms, and try first. In this phase, the pilot work of deepening comprehensive rural reforms will be carried out in the whole town. Through the exploration and innovation of "three models" (rural social governance model, rural production and operation model, and rural grassroots party building model), we will further promote the "three focus downwards" (Party Organizational construction, villagers' autonomy , and rural public services), and steadily carry out the "three integrations" (rural land resource integration, financial agriculture-related funds integration, agriculture-related service platform integration) work (Qingyuan Municipal People's Government Office, Qingyuan Municipal Committee Office, 2012) .

China's Ministry of Agriculture, Central Rural Work Leading Group Office, the Organization Department of the Central Committee of the CPC, National Development and Reform Commission, Ministry of Civil Affairs, Ministry of Finance, Ministry of Natural Resources, Ministry of Water Resources, State Forestry Administration, China Banking Regulatory Commission, China Insurance Regulatory Commission, China National Supply

closer to the grassroots level, more in line with reality, and more direct. It is a characteristic practice and innovation of the villagers' autonomy system and China's rural grassroots social governance under the new situation, and is designed to study China's rural governance innovation under villagers' autonomy. The model provides an excellent sample, which may have a certain reference value for the next development of villagers' autonomy in various regions (Figure 4.2).

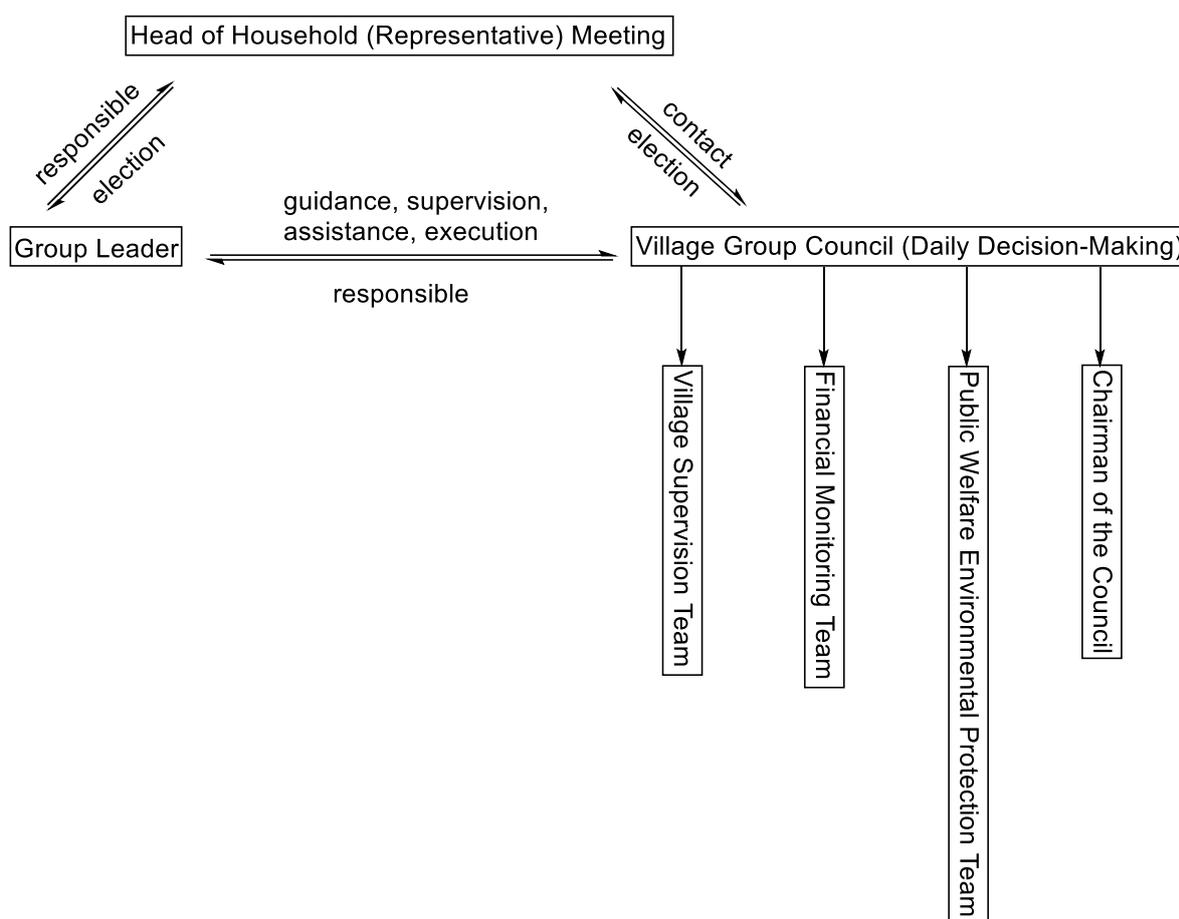


Figure 4.2 Governance structure at the villager group (natural village) level after the villagers' autonomy moved down

4.2.4 The effectiveness of villagers' self-governance reform in Qingyuan city

1) The rural grassroots villagers' self-governance organization system has been gradually improved, enriching the ways for the masses to participate in autonomy.

Due to various reasons, in the past when villagers' self-governance was carried out at the administrative village level, governance was usually carried out in a vertical manner from top to bottom. The lack of connections among villagers in blood ties, culture, and economy resulted in weak horizontal connections. As a result, the masses' attention to and participation in villagers' autonomy is not high, and the degree of organization in the countryside is still

relatively weak, which is not conducive to the development of villagers' autonomy.

With the help of the exploration of the innovative grassroots governance system, in accordance with the will of the villagers, the collective economy, blood ties and other factors, councils were established in the natural villages (groups) and the villagers' autonomy was carried out through the council. The development of the village council has been effectively guided and regulated, and the scope of the council's responsibilities, rules of procedures, and membership election rules have been clarified under the guidance of higher authorities and the villagers' agreement. At the same time, the villager group level should be consolidated as the focus of the development of the rural collective economy, and actively guide the establishment of economic cooperatives and economic unions in accordance with the ownership of the rural "three capitals" (the funds, assets and resources owned by the rural collective). It will further clarify and standardize the operation of economic organizations, give play to the docking advantages of the "three capital" property rights and governance power of the village group, and create favorable conditions for the development of the city's economic associations and economic cooperatives.

After the continuous establishment and improvement of the council, the local villagers' autonomy organization system has gradually improved. The autonomy direction and content of each organization carrier basically covers the construction and provision of public services, the development of the rural economy and collective economy, and all-important aspects of the production and daily life of the rural people. As a result, the channels for villagers to participate in self-governance have been effectively broadened. Under the guidance of village-level party organizations, various rural grassroots public organizations have united and gathered the villagers, carried out autonomous participation in rural public services, and developed mutual assistance, and formed a smoother villager self-governance system. The establishment of various rural grassroots public organizations has enriched the channels for villagers to participate in village affairs, reduced the cost of villagers' participation in village affairs management, and promoted villagers' awareness and initiative in participating in village affairs in democratic consultation and autonomous management, effectively smoothing out channels for villagers' participation in self-governance.

2) The functions of autonomous organizations have been effectively brought into play, enabling the villagers to directly exercise their power of autonomy.

According to the "Law on the Organization of Villagers Committees," the villagers' committee, a mass autonomous organization, is legally formed under the direct elections of eligible rural people; the exercise of democratic election rights by the majority of villagers is

an important content of villagers' autonomy. Whether the villagers' democratic rights are fully respected in the election process and whether their voting rights are truly exercised are directly related to the establishment of autonomous organizations, and even have an important impact on the stability of rural grassroots political power and the development of various rural undertakings. Therefore, the election of leaders of autonomous organizations according to the collective will of the villagers is an important manifestation of the effective implementation of the power of village autonomy. The villagers are too scattered and difficult to be organized, and collective action cannot be realized to participate in public affairs, and to make due feedback and influence on public power. Individual social needs cannot be met, so that villagers can only flow into a ritual that has to be taken in autonomy.

As the core of the local rural governance mechanism, rural public organizations such as villagers' councils and economic cooperatives are directly elected by the villagers, representing the villagers in exercising the power of discussion, decision-making and supervision of various aspects of the village affairs within the scope of the functions of public organizations. The first step in the operation of the rural grassroots public organization system is to conduct democratic elections. The selection of council members is conducted in strict accordance with the requirements and constraints of the relevant democratic election rules and regulations of the villagers' autonomy, and under the collective supervision of the villagers. This is more representative of villagers' exercise of autonomy.

After the focus of villagers' self-governance shifted, the interest relationship between voters was simple and close, the scope of supervision was reduced, the resistance to elections was greatly reduced, and the willingness to vote was relatively strong. From the perspective of the election process of the members of the villager's council in Qingyuan City, the election of villagers is more democratic and open. Villagers can choose people who are more recognized and can contribute to the development of various undertakings in the village according to their own wishes as representatives of autonomous organizations to serve the villagers. The elected individuals have a solid foundation of trust, and the power of villagers' self-governance has been implemented through elections. The process and results have made villagers more convinced and willing to participate, and have an important fundamental role in the development of villagers' autonomy and the development of various rural undertakings.

3) The cohesion of the villagers in the autonomous unit has been strengthened, which has promoted the stable development of various undertakings in rural society.

The traditional "acquaintance society" still has a strong representation in the social relations in rural areas, and there is a relatively obvious kinship between the villagers.

Therefore, "building a good hometown" has become a general consensus for villagers with strong kinship to develop their hometowns. However, due to the lack of an organizational carrier for farmers under the original self-governing model at the administrative village level, it is difficult to effectively organize farmers through administrative village-level organizations. The foundation of mass organization at the natural village-level and villagers' group-level is still like "a pan of scattered sand". It does not have the ability to undertake autonomous functions and develop various undertakings in rural areas, and it is difficult to effectively play the role of autonomous entities. The village society is actually a society of acquaintances. The state must enter the village society through a kind of power and connect with this acquaintance society in order to be able to effectively promote its policy within the village, and village-level organizations can serve as an effective "key" to help the country and the village connect. Without the role of village-level organizations, it is difficult for the state to intervene in the village society, or the cost is very high. This will lead to separation, disorder or imbalance in rural society, a direct negative impact on the implementation of the will of the country and the development of government tasks, and will deplete the village's collective ability to act in concert. The villager group party branch, villager council and various other rural public organizations that are close to the masses and closely linked to the interests of the masses established by Qingyuan City at the rural grassroots level have effectively attracted the masses through the development of various public organization activities. It effectively mobilized the enthusiasm of the villagers to participate in organizing activities and enhanced the collective ability to act in concert. In the past, problems that were difficult to coordinate due to various interest relationships were effectively dealt with as the masses' collective awareness continued to increase.

In the process of promoting the downward movement of villagers' self-governance, Qingyuan not only made full use of traditional resources such as villagers' councils, but also paid attention to strengthening the guidance and training of economic organizations such as farmers' professional cooperatives and economic cooperatives. Village party branches, village councils, and economic cooperation organizations can find their respective positions in the autonomous system, and they can all have things to do. On the basis of various rural public organizations performing their duties, they can achieve coordinated governance in rural areas and promote rural development. Production-type cooperatives and economic-type cooperatives not only played a better role in helping farmers increase their income, but also played a role in political promotion. That is to say, through the establishment of various rural public organizations, economic links and bonds between villagers are established, and the

operational achievements of villagers' self-governance are directly related to the villagers' economic interests, so that the achievements of villagers' self-governance are "visible and tangible". This will allow the villagers to change their original attitude toward autonomy, stimulate farmers' motivation to participate, and regroup farmers to participate in the new wave of family and hometown development through the development of autonomy.

Gradually re-integration of rural agricultural production factors and speeding up the transformation of agricultural production and operation methods have achieved remarkable results, relying on the role of villagers' autonomous organizations and other rural public organizations. Driven by the government, the integration of agricultural service platforms has developed rapidly. A large number of rural property rights transfer management service platforms, agricultural materials, agricultural technology and agricultural machinery service platforms, and agricultural product sales platforms have been constructed and improved, and a large number of new agricultural business entities have been cultivated. A good development effect has been achieved.

The downward movement of autonomy in some places has been promoted relatively quickly. Relying on autonomous organizations to lead the villagers to discuss and negotiate autonomy, more obvious results have been achieved. The downward shift of autonomy has formed a situation in which government governance and villagers' self-governance forces are organically combined in rural areas, effectively filling some governance gaps in rural society, and cracking down on the difficulties in grassroots governance where "the government is not well managed, the cadres can't manage, and the society is unsupervised". Various undesirable phenomena and mass petitions have been significantly reduced, and social security has improved significantly. A good atmosphere of unity and harmony was formed among the masses.

4) The functions of government agencies and autonomous organizations have been effective, and the quality and guarantee of rural public services have been improved.

Because collective assets are basically dominated by village groups (natural villages), the shift of focus has realized the integration of property rights and governance, and has stimulated the enthusiasm of members of party organizations, councils, and economic organizations to lead the villagers to increase incomes and develop the collective economy. Village-level organizations led the villagers to solve the problem of land fragmentation through the integration of land resources, develop moderate scale operations, and achieved a substantial increase in collective economic income and farmers' income.

On the basis of increasing the income of farmers, through the implementation of the

county, town, and village three-level platform, provide diversified comprehensive social services, integrate various agricultural-related resources, develop networked joint offices, implement the agent system, improve the agricultural service system, and government services efficiency and the level of rural public services have been greatly improved. Farmers only need to go to the village-level comprehensive social service station or even at the door of their homes to handle all kinds of business, solve the service demand of agricultural production and operation, reduce the cost and time of the work. The increase in the quantity and quality of public services has been recognized by the villagers.

In general, Qingyuan City's "Three Focus Downward Movement" model was rated as the best case of "Innovative Social Governance Typical Cases" in China. The expert group believed that Qingyuan's comprehensive agricultural reform deserves this honor, and it can play a demonstrative role across the country. Recently, the reform of Qingyuan has become a central decision. The two offices of the central government issued No. 31 "requiring various forms of villagers' self-governance pilot projects with village groups or natural villages as the basic unit where there are actual needs." Therefore, the reform and exploration of Qingyuan City's promotion of lowering the focus of villagers' autonomy and setting up village committees with villager groups (natural villages) as a unit is in line with the country's general trend of rural grassroots governance innovation.

4.3 The analysis of the results

4.3.1 Villagers' self-governance mechanism open coding

The purpose of open coding is to reflect that these influencing factors are objectively present, avoid subjective judgments of team members, and increase the possibility of those factors being verified. Coding is the first step in the analysis of the original interview data. It is also a process of conceptualizing the data and recombining it in a new way. By coding the original interview data, the following categories of open coding extraction are obtained, as shown in the table.

4.3.1.1 Interview form for city and county leaders

Table 4.2 Open coding table of interview materials with city and county leaders

Interview content	The category of open code extraction	frequency
Some regions can also realize the integration of land resources and agriculture-related financial funds, and realize	It can integrate resources and	1

<p>their role in important fields such as rural construction, grassroots stability maintenance, and production development. The scope of exploration measures is broader, stronger and more thorough, and the effect is expected to be also better.</p>	<p>play a role in various fields.</p>	
<p>It can perform management functions and effectively organize rural people to carry out public welfare, social management and other tasks</p>	<p>It can effectively implement management functions and organize work.</p>	1
<p>Qingyuan's agricultural-related public services, the construction of a three-level network service platform of "counties, towns, and villages" and agricultural-related public service stations are all measures that can provide substantial convenience for the masses.</p>	<p>Qingyuan's agricultural public services can provide substantial convenience for the masses</p>	1
<p>Villagers' councils play an important role in organizing and leading villagers' self-governance. They find capable people in the "acquaintance society" who can help the development of the village, which can best reflect their interests.</p>	<p>In the "acquaintance society", it is possible to find capable people who can help the development of the village to best reflect the interests.</p>	1
<p>Since the implementation of the villagers' self-governance with the shift of focus, villagers have actively participated in self-governance activities, and many villages have been very active.</p>	<p>Villagers are more active in participating in autonomy.</p>	2
<p>We recommend that townships and towns continue to mobilize capable people who have gone out to come back to develop their hometowns, and strive to attract more outstanding people back to their hometowns and train them to become "leaders" in rural development.</p>	<p>It is recommended to mobilize migrants to come back to develop their hometown.</p>	1
<p>Then the villagers must be determined to develop themselves, have leaders, and need people who can develop the economy, manage affairs, and have clan prestige to be village cadres. There is also a trend now. Everyone hopes that the village leaders are young and willing to work. Capable and educated It also needs the participation of some highly respected people in the village who can speak and listen to, and they will give some effective opinions suitable for the development of the village and suitable for the interests of most villagers.</p>	<p>Hard work.</p>	2
<p>Villagers hope people with the ability to participate, such as some economically capable people, they can think about how the village will develop its economy when changing the appearance of the village, such as rural tourism, homestays, rural industries.</p>	<p>Respected.</p>	3
<p>Whether you listen to the suggestions of the village council</p>	<p>Economically capable man.</p>	2
	<p>Brainy</p>	1

<p>and support the work of the council, the key lies in whether the council has a prestigious and capable person to take the lead, and if the council's people have brains, can develop, and are willing to do things for everyone, everyone will naturally listen to him.</p> <p>Then villagers must be determined to develop themselves, have leaders, and need people who can develop the economy, manage affairs, and have clan prestige to be village cadres. There is also a trend now: everyone hopes that the village leaders are young and willing to work. A talented, educated person.</p>	Young and educated	1
<p>In addition, the villagers' backwardness consciousness also restricts development, which is reflected in the poor ability of discussion and discussion, insufficient communication with council members, and backwardness in the overall concept when it comes to self-interest.</p>	Villagers' consciousness is backward	1
<p>In some villages with no collective income, the villagers are not willing to pool money for public construction, and rural development is slower; some villages have activated land resources through autonomy, leased collective land to increase income and then used it to ensure infrastructure construction. With the support of the government, good results were quickly achieved. Therefore, for rural development, the villagers' own wishes are the foundation, the organization and leadership of the council is the driving force, and the support of policies will be effective incentives and support.</p>	In some villages with no collective income, the villagers are not willing to pool money for public construction.	1
<p>Some natural villages are economically underdeveloped, and young and educated people are reluctant to come back because the wages of migrant workers are relatively high. The rest are the older ones. The older ones cannot keep up with the times in developing village affairs. Therefore, many village council members lack the above-mentioned economic, political, clan, and cultural elites. The stamina is insufficient in planning a career.</p>	Lack of elites among council members.	1
<p>It is mainly reflected in the lack of professional talents among the members of the council. If the council can develop cadres with strong economic ability, high prestige, strong management ability, and young with willingness to work, then the economy of the village will quickly improve and the villager's life can be improved a lot after a few years.</p>	There is a lack of professional talents among the council members.	1

4.3.1.2 Town cadres

Table 4.2 Open coding table of interview materials for town cadres

Interview content	The category of open code extraction	frequency
They like the current way of actively speaking, expressing ideas, and participating in the process of autonomy. This change is obvious.	Actively participate	1
The villagers' enthusiasm for participating in self-governance has obviously increased. They have changed from a change attitude to an active attitude. They used to think of	From bystanders to participants.	2

themselves as bystanders, but now they regard themselves as participants.

The members of the village council are all doing well and are motivated. They often hold meetings to discuss issues related to village construction and development.

Later, after he became the group leader, everyone followed him. He was a capable person who could develop the economy. Everyone knew him and trusted him. As the group leader, he was a good leader in the village.

The village cadres elected by the council are all people with prestige and the ability to bring wealth in the local area, so they have a rallying power, and the villagers will trust that they are willing to follow them.

The establishment of the council can effectively organize and lead the masses to carry out self-governance. Because the members of the council are all elected, they are all people of prestige and have the ability to bring wealth to the local area, so they have the appeal, and the villagers will trust them more. Willing to follow them.

It also means being young, educated, and knowing how to lead everyone out of poverty and messiness.

It is best for people with high cultural quality and professional and technical talents to be village cadres. Of course, this is an acquaintance society. If someone with prestige is a village cadre, everyone is willing to listen to him, so that we can develop a good village.

It is best for people with high cultural quality and professional and technical talents to be village cadres. Of course, this is an acquaintance society. If someone with prestige is a village cadre, everyone is willing to listen to him, so that we can develop a good village.

It is best for people with high cultural quality and professional and technical talents to be village cadres. Of course, this is an acquaintance society. If someone with prestige is a village cadre, everyone is willing to listen to him, so that we can develop a good village.

All members are motivated. 2

The group leader is an economically capable person, gaining the trust of the villagers. 1

People with ideas and responsibilities. 1

Economically capable people lead and become rich. 3

Young and educated. 2

High cultural quality, professional and technical personnel. 1

Prestigious 3

Lack of professionals. 1

4.3.1.3 The council members

Table 4.3 Open code list for interviews with board members

Interview content	The category of open code extraction	frequency
I think that Hutougang Village still has difficulties in developing autonomy because some older villagers with low education level need to improve their autonomy thoughts and awareness. They do not fully understand the meaning of autonomy, common prosperity, and win-win cooperation. This is reflected in the cooperation with the village. The members of the board of directors are not active enough in their work, and they are not efficient enough to participate in discussions and reach consensus.	The self-governance thoughts and consciousness of some older villagers with low education level need to be improved.	1
I think we still have to develop the village economy with	Innovative and	1

innovative ideas, maybe more flexible ways to do it, and lead our village to develop better.	flexible development in the network age.	
Now we not only want to develop the economy, but also want to become a civilized village, a beautiful village, increase the economic income of the villagers, and at the same time increase their happiness, we must work together to build spiritual civilization and material civilization.	Improve villagers' happiness.	1
I came back to participate in this election of council members, mainly because I wanted to lead the villagers to develop their hometown together. I see the chaos, poverty, and poverty in the village, and I hope to unite the villagers to develop my hometown well.	To lead the villagers to develop their hometown.	1
I work as a villager and encourage the villagers to return to their hometowns for planting and breeding, and to lead the villagers to get rich.	To lead the villagers to get rich.	1
I was elected as a member of the council to serve everyone. Over the years, the villagers have many ideas for developing their hometown and rural areas, but they cannot unify their opinions. As a result, they missed many opportunities for development. I hope that I can build myself well with everyone through the establishment of the council. village.	Serve everyone	1
After the villagers' self-governance moved down, Yewu Village established a village council. The council consisted of 4 members. We chose people who were prestigious and capable of serving in the village.	Capable	1
Of course, young and knowledgeable are the best. At present, our team is still good, some will develop the economy, some will engage in financial tellers, and there are two young and educated college students.	Young and knowledgeable.	3
Have a culture, financial strength and brains to get rich,	Have financial strength and brain to get rich.	1
I feel that at present, what our council members need to organize and lead villagers to carry out self-governance is to have political consciousness, be able to unite the villagers, have prestige among the clans, have culture, economic strength and brains to get rich, and be able to communicate and coordinate well with the higher-level village committees and townships.	Communicate and coordinate well with the higher-level village committees and townships.	1
Everyone wants to find some people who are familiar with the situation in the village and have prestige to be village cadres	Prestigious	3
I think that currently our council members organize and lead the villagers to carry out self-governance need to have political awareness	have political awareness	1
Be able to unite the villagers, have prestige in the clan, have culture, economic strength and brains to get rich,	Be able to unite the villagers	1
Everyone wants to find some people who are familiar with the situation in the village and have prestige to be village cadres	Familiar with the situation in the village	1
Autonomy is for the development of one's hometown. Everyone's income has increased, their lives have improved, and the officials have become more motivated.	Increase in per capita annual income	2
In the past two years, we have also started rural tourism, and it	The	1

is developing very well now.	development of rural tourism	
I think that the local villagers' self-governance development is very good, especially after the establishment of the council, many natural villages are under the leadership of the council members to develop the village business in an orderly and effective manner, and the appearance of the village has been improved. The improvement, the gradual improvement of infrastructure, and the continuous introduction of new economic projects. In general, the effect of villagers' self-governance with the shifting focus is better than expected. At present, villagers can correctly self-govern the villagers, knowing that the self-governance of villagers is to give full play to the power of everyone in the village to do important things. Autonomy is to develop their hometown, and everyone is very motivated.	To develop village business in an orderly and effective manner.	1
	The officer is more motivated	2

4.3.1.4 Villagers

Table 4.4 Open coding table of villager interview materials

Interview content	The category of open code extraction	frequency
We are all people familiar with the village. After the council joined by these elites, the meticulous organization of village cadres and the concerted efforts of the whole village, Xincheng Village has built a beautiful village "featured village" in Qingyuan in March 2017, and successfully established as Guangdong Province Democracy and Rule of Law Demonstration Village, Guangdong Province Health Village and Civilization Village.	Established the "characteristic village" in the beautiful village of Qingyuan, and successfully established it as a demonstration village of democracy and rule of law in Guangdong Province, a health village in Guangdong Province, and a civilized village.	1
The new team members have established and improved the democratic decision-making, major and general decision-making mechanisms, so that all major events in the village, especially those closely related to the vital interests of the villagers, are submitted to the villagers representative meeting for discussion, and decisions are made according to the opinions of the majority. .	Established and improved a democratic decision-making, major and general decision-making mechanisms.	1
I know that the members of the council are all uncles and brothers, and they are familiar with each other in daily life.	kind	1

They are all people who are enthusiastic about the affairs of the village, and their family finances are also good, and they are also eager to help others.		
The newly elected members of the council are recognized by everyone, and they are enthusiastic and enthusiastic in leading villagers to carry out self-governance work.	Passionate	2
The village cadres we selected by ourselves are of course familiar. There are only more than 100 people in our small village. With so few people, we know what happens to that household.	Know well	8
A good leader in the village is very important. If the leader can take charge, lead us to wealth, help us build up the economy and increase our income, then our villagers will support him.	Capable	2
The newly elected council members are recognized by everyone. They are enthusiastic and motivated in leading villagers to carry out self-governance work, and they have a certain ability to drive economic development.	Has the ability to drive the economy	1
And the village cadres we selected are all prestigious in the village.	Prestigious	1
Cadres like leader Ye who can develop the economy, has a high prestige, has ideas, and has courage. We all like him, and we like to follow him to work and develop the cause of the village.	Thoughtful	2
Some young people with high academic qualifications have also been selected to join the council. Our council now has 2 college students.	Young and educated	8
Our whole village actively elects the village council, and I also participated in the voting. We want to elect those who are economically prosperous, educated, young, and prestigious among the masses, and these elites join the council.	Prestigious and courageous	9
Our whole village actively elected a good village council, and I also participated in the voting. I elected leader Ye as our village cadre. He is very economically minded and can think of ways to help us develop the economy.	Can develop the economy and have the ability to become rich.	9
I think that we need to be financially rich, well-educated, knowledgeable, educated, young, prestigious among the masses, and familiar with the affairs of the village. These elites should join the council.	Familiar with village affairs	1
He must not only have the ability and prestige, but also be willing to work for the whole village and solve problems. People who do not have a fair mind can't do it.	Have the enthusiasm to drive the development of the village.	3
Yewu Village develops farmhouses in order to increase the income of the village collectives and villagers, and prepare for the "big things" in the village in the future.	Develop farmhouses and prepare for "big things".	1
In the past two years, the construction of village roads and farmland irrigation facilities has been improved, and the villagers' harvest and irrigation problems have been solved to a large extent.	Improved construction of village roads and farmland irrigation facilities.	1
Now the collective income of the village has doubled several	Collective	1

times.	income has increased several times.	
So, the current changes in our village are so great. Now the reconstruction of our Xincheng Village in the past few years has become a model and won many honors.	Obtain honor and become a model village	1
In the past, the roads in our village were not good, and the things we produced might not be sold. Now that the roads have been repaired, we can sell all the things we grow, so of course our lives will be better.	Some village roads were built, cultural stations were built, and the appearance of the village was improved.	2
Since the beginning of self-governance, we have united in the construction of beautiful villages. Now our village roads are spacious and it is convenient to sell agricultural products. This way, we can transport the sugarcane tea we planted in time. We can enter the market earlier and our income will be reduced. Much taller.	Find a market for products in the village	2
The newly-elected council members are among the best in the village and are recognized by everyone. They are passionate and motivated in leading villagers to carry out self-governance work.	Enthusiastic and motivated	4
Only those who are familiar with us, young and prestigious are our village cadres, can we develop the economy of our village well.	Everyone knows	1
At present, what our council members need to organize and lead villagers to carry out self-governance is political consciousness.	Political consciousness	1
Be able to unite the villagers, have prestige in the clan, have culture, economic strength and rich brains, and can communicate and coordinate well with the higher-level village committees and townships.	Be able to unite the villagers	1
I have been to the board of directors to report problems and participate in conference discussions, the problems reflected and the topics discussed in the conference, including road repairs, cultural stations, ancestral temples repairs	Road repair, cultural station repair, ancestral temple repair	2
I have often been to the council to report issues and participate in conference discussions, the issues reflected and the topics discussed in the conference, including road construction, village economic development,	Village economic development	1
What to plant for higher income, repair of ancestral temples	What to plant for higher income	1
Village system construction	Village system construction	1
Now everyone is going to discuss the development of the village. The big ones may be economic projects to discuss, and the small ones may be some small conflicts and small disputes in the village to help.	Big economic projects, small conflicts and disputes	1
I am very positive about things in the village. I think we must work together to manage the village well, because it involves	More active	4

the rights and interests of the villagers. Regarding the villagers' opinions on the development of their hometown and countryside, I think the council has done a good job of coordinating and communicating. It can unify the opinions of the majority of villagers and can also do the ideological work of dissident villagers.	Can do well in villagers' ideological work	2
I have often been to the council to report problems and participate in meetings and discussions. The council can collect opinions and coordinate to solve problems.	Be able to unify opinions and solve problems	7

4.3.2 The main axis code of the villagers' self-governance mechanism

Spindle coding is the second stage. It further summarizes and merges the concepts and categories formed in open coding, and at the same time explores and constructs the logical relationships between concepts and categories, such as causality, priority. So as to show the organic connection of each part of the material (Xu & Zhang, 2014). The main axis coding process aims to extract the keywords of open coding and get more meaningful category concepts.

4.3.2.1 City and county leaders

Table 4.5 Main axis coding table of interview data with city and county leaders

Secondary category	frequency	Main category	frequency
Be able to realize resource integration and play a role in various fields	1		
Be able to effectively implement management functions and organize work	1		
Qingyuan's agricultural public services can provide substantial convenience for the masses	1		
In the "acquaintance society", it is possible to find capable people who can help the development of the village to best reflect the interests	1		
Villagers are more active in participating in autonomy	2	Performance	6
It is recommended to mobilize migrants to come back to develop their hometown	1	Suggestions	1
Hard work	2		
Respectful	3	Quality	5
Economically capable man	2		
Brainy	1		
Young and educated	1	Ability	4
Villagers' consciousness is backward	1		
In some villages with no collective income, the villagers are not willing to pool money for public construction	1	Regarding to the villagers	2
Lack of elites among board members	1		
There is a lack of professional talents among the members of the board of directors	1	Regarding to the council	2

4.3.2.2 Town cadres

Table 4.6 Interview data spindle coding table

Secondary category	frequency	Main category	frequency
Actively participate	1	From bystanders to participants	3
From bystanders to participants	2		
All members are motivated	2	Can effectively carry out	3
The group leader is an economically capable person, gaining the trust of the villagers	1		
Have an idea and take responsibility	1	Quality	1
Economically capable people, leading and getting rich	3	Ability	9
Young and educated	2		
High cultural quality, professional and technical personnel	1		
Prestigious	3		
Lack of professionals	1	Lack of professionals	

4.3.2.3 Council members

Table 4.7 Interview data spindle coding table

Secondary category	frequency	Main category	frequency
The self-governance thoughts and consciousness of some older villagers with low education level need to be improved	1	Villagers	0
Innovative and flexible development in the network age	1	Governance	0
Improve villagers' happiness	1		
Lead the villagers to develop their hometown	1	For hometown	1
Lead the villagers to get rich	1	For the villagers	2
Serve everyone	1		
Capable	1	Ability	9
Young and knowledgeable	3		
Have financial strength and brain to get rich	1		
Communicate and coordinate well with the higher-level village committees and townships	1		
Prestigious	3	Quality	3
Political awareness	1		
Can unite the villagers	1		
Familiar with the situation in the village	1	Performance	4
Increase in per capita annual income	2		
The development of rural tourism	1		
Develop village business in an orderly and effective manner	1		

The officer is more motivated	2	Villager participation	2
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4.3.2.4 Villagers

Table 4.8 Interview data spindle coding table

Secondary category	frequency	Main category	frequency
Established the "characteristic village" in the beautiful village of Qingyuan, and successfully established it as a demonstration village of democracy and rule of law in Guangdong Province, a health village in Guangdong Province, and a civilized village	1	Performance	2
Established and improved a democratic decision-making, major and general decision-making mechanisms	1		
kind	1	Quality	11
Passionate	2		
Know well	8		
Capable	2	Ability	4
Has the ability to drive the economy	1		
Prestigious	1		
Thoughtful	2	Ability	28
Young and educated	8		
Prestigious and courageous	9		
Can develop the economy and have the ability to become rich	9		
Familiar with village affairs	1	Quality	4
Have the enthusiasm to drive the development of the village	3		
Prestigious	6	Ability	18
Have wealth and financial ability	8		
Communicate and coordinate well with the higher-level village committees and townships	1		
Educated	1		
Ability to communicate with the government	1		
Demonstration role of development and enrichment	1		
Develop farmhouses and prepare for "big things"	1	Performance	8
Improved construction of village roads and farmland irrigation facilities	1		
Collective income has increased several times	1		
Obtain honor and become a model village	1		
Some village roads were built, cultural stations were built, and the appearance of the village was improved.	2		
Find a market for products in the village	2		
Enthusiastic and motivated	4	Quality	7
Everyone knows	1		
Have political awareness	1		

Can unite the villagers	1		
Road repair, cultural station repair, ancestral temple repair	2	Discussion topic	6
Village economic development	1		
What kind of planting income is relatively high	1		
Village system construction	1		
Big economic projects, small conflicts and disputes	1		
More active	4	Status of participation	13
Can do well in villagers' ideological work	2		
Able to unify opinions and solve problems	7		

4.3.3 Selective coding of villagers' autonomous governance mechanism

Selective coding is the process of core categorization, which means continuing to analyze and summarize the main categories that have been summarized, extract the core categories and concepts, analyze the logical relationship with other concepts, and conceptualize the unfinished concepts. Further coding was carried out through the villagers' autonomous governance mechanism (Zhang, 2012).

4.3.3.1 City and county leaders

Table 4.9 Selective coding table of interview materials with city and county leaders

Core category	frequency	Main category	frequency
Evaluation on the development of villagers' self-governance with the local center of gravity shifting downward	7	Performance	6
Features of joining village committee elites	9	Suggestions	1
The current problems of villagers' autonomy	4	Quality	5
		Ability	4
		About the villagers	2
		About the council	2

4.3.3.2 Town cadres

Table 4.10 Main axis coding table of interview data for town cadres

Core category	frequency	Main category	frequency
The situation of villagers' participation in self-governance activities since the implementation of the villagers' self-governance	3	From bystanders to participants	3
Can the council effectively organize and lead the masses to carry out autonomy since its establishment	3	Can effectively carry out	3
Which aspects of the board of directors need elites to join	10	Quality	1
		Ability	9
Difficulties in carrying out	1	Lack of professionals	1

villagers' self-governance with
a shift in focus

4.3.3.3 The council

Table 4.11 Coding table of main axis of board interview

Core category	frequency	Main category	frequency
Consider the current difficulties in the development of autonomy	2	Villagers	1
		Governance	1
Reasons for participating in the election	3	For hometown	1
		For villagers	2
Elites the council needs	12	Ability	9
		Quality	3
Evaluation of current villagers' participation in villagers' self-governance	6	Performance	4
		Villager participation	2

4.3.3.4 Villagers

Table 4.12 Villager interview data spindle coding table

Core category	frequency	Main category	frequency
Evaluation of council members	17	Performance	2
		Quality	11
		Ability	4
Expectations of council members	32	Ability	28
		Quality	4
Evaluation of newly elected board members	33	Ability	18
		Performance	8
Participation in council meetings	19	Quality	7
		Discussion topic	6
		Participation status	13

4.4 The analysis the results of Qingyuan villagers' self-governance reform

4.4.1 Conclusion of interviews with city and county leaders

Through the analysis of the collected interview data with city and county leaders, the following conclusions are finally drawn:

Conclusion one: The city and county leaders' evaluation of the governance of villagers' self-governance where the local center of gravity is shifted down is divided into two aspects. First, there are six characteristics in terms of achievement and effectiveness. According to the frequency distribution, 1) the villagers are more active in participating in self-governance; 2) it can realize resource integration and play a role in various fields; 3) it can effectively implement management functions and organize work; 4) it can provide substantial convenience to people in terms of agriculture-related public services; 5) in the "acquaintance

society", it can find capable people who can help the development of the village. Second, the suggestion put forward by the city and county leaders is to mobilize the migrants to come back to develop their hometown.

Conclusion two: the characteristics of joining the village committee elites need to meet two aspects. One is that the quality which needs to be respected and willing to work, and the other is the ability which needs to be economically capable, intelligent, young and educated.

Conclusion three: there are still two problems in the villagers' self-governance. The problem for the villagers is that there are villages with backward consciousness and no collective income, and the villagers are not willing to pool money for public construction. The problems with the board of directors mainly include the following two aspects: 1) the lack of elites among the board members, 2) the lack of professional talents among the board members.

4.4.2 Conclusion of the interviews with town officials

By analyzing the collected interview data of town cadres, the following four conclusions are drawn:

First, since the implementation of the villagers' self-governance, the town officials believe that more and more villagers have become participants from bystanders and actively participate in the villagers' self-governance.

Second, since the establishment of the council, it has been able to effectively organize and lead villagers to carry out a series of autonomous activities.

Third, members of the council need to have the following two abilities and qualities. In terms of quality, there must be ideas and responsibility. In terms of ability, they must understand economics, be young and educated, and have high cultural qualities and professional qualities.

Fourth, the main difficulty in carrying out the villagers' self-governance is the lack of professional talents.

4.4.3 Conclusion of the interviews with council members

By analyzing the collected interview data of council members, the following four conclusions can be drawn:

First, the current problems in the development of autonomy include two aspects. 1) there are some older villagers with low education levels need to improve their self-governance

awareness; 2) governance issues include the need to further integrate the model and direction of innovative development in the internet era, and the happiness of villagers needs to be further improved.

Second, the reasons for participating in the election include both for the hometown and for the villagers. Specifically, for the villagers, it is to drive the villagers to get rich and serve everyone.

Third, two indicators are needed to join the council. They are ability and quality. Among them, ability includes being able to serve, young and knowledgeable, economically capable and rich in mind, and being able to interact with the higher-level village committees and townships. Good communication and coordination and prestige.

Fourth, the council's evaluation of the current villagers' participation in villagers' self-governance includes performance and villagers' participation. The performance includes three aspects: the increase in villagers' per capita annual income, the development of rural tourism, and the orderly and effective development of village undertakings; In terms of participation, village officials are more active and motivated.

4.4.4 Conclusion of the interviews with villagers

After coding and analyzing the collected villagers' interview data, the following four conclusions were drawn:

First, the villagers' evaluation of the council includes three aspects: First, in terms of performance, they believed that the members of the council have built a "characteristic village" in the beautiful villages of Qingyuan and successfully established it as a demonstration village of democracy and the rule of law in the province, a health village and a civilized village in Guangdong Province. The democratic decision-making, major and general decision-making mechanisms have been established and improved. In terms of quality, the members of the board are enthusiastic, passionate, and knowledgeable. The third aspect is the ability of the board members to act and develop the economy, and they must also have prestige.

Second, the villagers' expectations for the members of the council include two aspects. One is the ability of the council members to have ideas, youth, culture, prestige, courage, and the ability to develop the economy and become rich. Secondly, in terms of quality, it is believed that the members of the council are familiar with the affairs of the village and have the enthusiasm to develop the village.

Third, the villagers' evaluation of the newly elected council members includes three aspects: First, in terms of ability, the villagers believed that the newly elected council members have prestige, wealth and economic ability, and can communicate and coordinate well with the higher-level village committees and townships, have a culture, have the ability to deal with the government, and have a demonstrative role in development and prosperity. The second aspect is achievements, including the development of farmhouses, preparation for "big things", improved construction of village roads and farmland irrigation facilities, improvement of collective income, honors, becoming model villages, construction of some village roads, and construction of culture station, improve the appearance of the village, and find a market for the products in the village. The third aspect is quality, including being enthusiastic, motivated, well-known, politically aware, and able to unite villagers.

Fourth, the villagers' evaluation of the participation of council members includes: First, the projects and topics include: road construction, cultural station repair, ancestral temple repair, village economic development, what is higher income for planting, the construction of the village system, and the economic project, small conflicts and disputes. The second is that they are more active in participation, able to do a good job in the ideological work of the villagers, and able to unify opinions and solve problems.

4.5 An analysis of the model of villagers' autonomy from the perspective of stakeholders

According to the characteristics of the interviewees, the researcher divided them into four categories: city and county leaders, town officials, council members, and villagers. The researcher has summarized the interviewee's data from four aspects: the characteristics of the elites needed for villager's governance, the problems facing the villager's governance, the expectations of the elites, and the importance of the elites. See Table 4.14.

From the analysis of interview data, the researcher finds that some elites are particularly important for villagers' autonomy. For some elites, the good qualities they possess are also very important, and they play a key role in villagers' autonomy.

Table 4.13 Analysis of stakeholders in villagers' autonomy

The interviewees	The characteristics of the elites needed for villagers' autonomy	The problems facing the villager's governance	The contribution of the elites	Classification of elites
City and county leaders	Two characteristics: 1) In terms of quality, it needs to be highly respected and willing to work; 2) In terms of ability, it needs to be economically capable, intelligent, young and educated.	There are two problems: 1) The problem of the villagers is that many villagers have backward villagers' consciousness, some villages have no collective income, and the villagers are not willing to pool money for public construction. 2) The problems with the board of directors mainly include the following two aspects: I. Lack of elites among board members; II. Lack of professional talents among board members.	1) Villagers are more motivated to participate in self-governance; 2) can realize resource integration and play a role in various fields; 3) can effectively implement management functions and organize work; 4) can provide substantial convenience for the masses in agriculture-related public services; 5) In the "acquaintance society", it is possible to find capable people who can help the development of the village to best reflect the benefits.	Emphasized the importance of economic elites, clan elites, and cultural elites
Town officials	The following two abilities and qualities are required: 1) In terms of quality, they must have ideas and responsibility; 2) In terms of ability, they must understand the economy, be young and educated, and have high cultural and professional qualities.	The main difficulty is the lack of professional talents.	Able to effectively organize and lead the masses to carry out a series of autonomous activities. More and more villagers have become participants from bystanders, actively participating in the villagers' self-governance.	Emphasized the importance of economic elites, cultural elites, and clan elites
Council members	It needs to have two characteristics, ability and quality: 1) Ability includes being able to serve, young and knowledgeable, economically capable and	Including two aspects: 1) There are some older villagers with low education level that need to be improved in their self-governance ideas and awareness; 2) Governance issues	Including achievements and villagers' participation. Among them, the achievements include three aspects: the increase of villagers' per capita annual income, the development of rural	Emphasized the importance of economic elites, clan elites, cultural elites, and political elites

Villagers	<p>rich in brains, and able to communicate and coordinate well with higher-level village committees and townships; 2) Quality includes respect and prestige.</p> <p>There are two aspects: 1) In terms of ability, the members of the council must have ideas, young and educated, prestigious, courageous, and able to develop the economy and have the ability to become rich. 2) In terms of quality, the members of the council must be familiar with the affairs of the village and have the enthusiasm to drive the development of the village.</p>	<p>include the need to further integrate the model and direction of innovation and development in the Internet age, and the happiness of villagers needs to be further improved.</p>	<p>tourism, and the orderly and effective development of the village's business. In terms of villagers' participation, the village officers are more active and motivated.</p> <p>Three aspects: 1) In terms of achievements, it is believed that the members of the council have built a "characteristic village" in the beautiful village of Qingyuan, and successfully established it as a provincial democratic rule of law demonstration village, a health village and a civilized village in Guangdong Province, and at the same time established and improved democratic decision-making and important decision-making mechanism for big matters and general matters.</p> <p>2) In terms of quality, the members of the board of directors are enthusiastic, passionate, and knowledgeable. 3) In terms of ability, the members of the board of directors are able to act and have the ability to drive the economy, and they must also have prestige.</p>	<p>Emphasized the importance of economic elites, clan elites, cultural elites, and political elites</p>
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The first is the demand for elites who understand economic development, which is the demand for economic elites. They urgently need people who understand the economy, have a rich mind, and are familiar with the situation of the village, and the elites who are good at economic development lead the villagers to develop the economy. For these economic elites, there are very important quality requirements, such as: young, energetic, courageous, and smart. They can lead the economic development of the village, lead the village to become rich, and lead the villagers to increase their income.

Second, the political elites who can communicate and coordinate well with the higher-level village committees and townships are village cadres. In fact, they also hope that these village cadres can be thoughtful, young, and courageous, and can eliminate conflicts in life among villagers. They can also communicate with superiors, which could transfer and promote useful policies in time, and help the development of the village. These political elites must have some very important quality requirements, such as: young, energetic, courageous, and capable.

The third is the demand for respectable and prestigious elites, which is the demand for clan elites. They are familiar with the situation of the village which could help the council to find better ways to develop the village's economy. The qualities of these clan elites are also thoughtful, prestigious, courageous, and respected. They have prestige in the village, and everyone believed in them. If there are conflicts or difficulties, they will find these prestigious people to solve the difficulties. These prestigious people know the situation in the village very well, and they can alleviate the conflicts between the villagers in time. For these clan elites, there are also very important quality requirements, such as: thinking, courageous, responsible, and courageous.

The fourth is cultural elites. They have a culture, know how to use modernization to develop the economy, and know how to integrate the mode and direction of innovation and development in the Internet age. They are innovative and able to develop their villages with fresh ideas. They are generally educated college students who are exposed to more fresh affairs and have a relatively high level of education. These cultural elites also have very important quality requirements, such as: young, thoughtful, energetic, and enthusiastic.

According to the analysis of the Mitchell model, I found that in villager' autonomy, economic elites, political elites, clan elites, and cultural elites are all very important stakeholders. Among them, economic elites are the core stakeholders. These elites have many good common qualities. The influence of religious elites and township governments on villagers' autonomy is relatively weak (Figure 4.3). In addition, the identities of various elites

in Chinese villagers' autonomy generally have multiple characteristics. If the economic elites can lead the villagers to become rich, they will gain the trust of the villagers and become clan elites with high respect among the villagers. On the other hand, economic capable people usually get more votes in the election process of the village council. Governments at all levels also need their leadership and demonstration role, and these economic capable people will become political elites. Furthermore, economic elites generally have high cultural qualities and are also part of cultural elites. Political elites usually have certain prestige and have the attributes of clan elites.

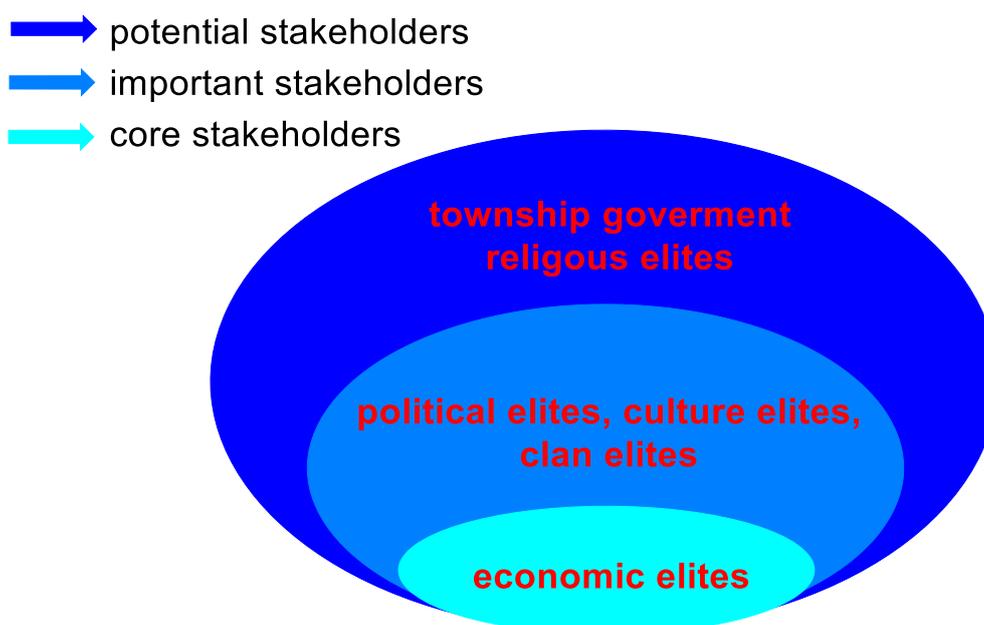


Figure 4.1 The Mitchell model analysis of stakeholders in villagers' autonomy

Reform and opening up liberated China's productive forces and greatly promoted the development of China's economy. However, the problem of unbalanced economic development also followed, especially the unbalanced economic development between urban and rural areas. Restricted by their own conditions, the economic development of many rural areas, especially in remote areas, is seriously lagging behind, resulting in an imbalance in the allocation of urban and rural resources. The cities have concentrated most of the resources of economy, medical care, education, which has a strong attraction to talents. At the same time, in order to pursue a better life, the rural population, especially the educated young people, prefer to work in big cities, which has caused a large influx of rural populations into cities. This trend has aggravated the decline of the rural population and made the unbalanced urban and rural development even more unbalanced. This shows that economic imbalance is the most fundamental reason for the gap between urban and rural areas, and the revitalization of rural areas should start with economic development. Only when the economy develops well

can the various undertakings in the rural areas be developed. This is consistent with the conclusions we have drawn.

The success of rural governance requires the participation of various stakeholders, the core of which is the economic elite. For the long-term impoverished rural areas, people's demand for economic benefits is the strongest, and this is also the basis for the smooth development of other rural undertakings. At the same time, after more than 40 years of rapid development, the cities have also been saturated with talents to a certain extent. The competition for all kinds of talents is very fierce, coupled with the rising cost of living in the cities, it is very stressful for some young people in cities, and it is also a good choice to go back to the countryside to start a business at this time. In addition, there are many natural resources in rural areas that cities do not have, and the country's rural revitalization policy also provides a lot of convenience for young people to return to their hometowns to start businesses. Using the beautiful natural environment resources and abundant land resources in the countryside to lead villagers to start businesses to realize their own life value has become the guiding ideology of many young people. These economic talents have become key figures in the process of rural autonomy. While developing the economy, they have also improved their prestige and political status among the villagers, and have become a demonstration for young people to return to their hometowns to start businesses. Ye Shitong from Yewu village is one of the best. Under his leadership, Yewu village has achieved tremendous economic development, and the income of the villagers has increased significantly. Ye Shitong has also established prestige among the villagers and has become the pride of Yewu village.

Political elites, clan elites, and cultural elites are also important stakeholders in villagers' autonomy. The political elites are mainly composed of village cadres. They have assumed the role of linking the village and the higher-level government, and plays an irreplaceable role in conveying higher-level orders and reflecting the situation of the village to the higher-level government. Village autonomy is autonomy within a certain scope of power, not anarchy and unrestricted autonomy. Many decisions of the village council require the participation of political elites who have a better understanding of national policies to ensure the legitimacy of the autonomy policy. At the same time, political elites can also strive for resources from higher-level governments based on the actual needs of their own villages and create conditions for effective autonomy. Clan elites also played a very important role in the process of villagers' self-governance, and they were also important stakeholders. Autonomy is inseparable from the support of the villagers, and due to the limitations of education and personal experience, many villagers are conservative in their thinking and are relatively

resistant to new things. In this case, clan elites can play their role. Clan elites are usually the heads of large families. They are more prestigious among the villagers and more trusted by the them. Their active participation can reduce people's resistance to the new policy and enable the smooth development of autonomy.

Cultural elites are also important players. They generally have a high level of education. Rural revitalization is inseparable from the participation of these people, and their number and level are, to a certain extent, an important indicator of the level of development in this region. At present, cultural elites are mainly concentrated in cities, which is also one of the important reasons for the high level of urban development and its attractiveness to all kinds of talents. The cultural elites include doctors, teachers, college students and other highly educated people, and each type of people has played an important role in rural autonomy. In the past, going out of the countryside to the city was the wish of every villager, and reading was the most effective way to realize this wish. The countryside has become a base for importing educated people into big cities, providing a steady stream of fresh blood for the development of the cities. Villagers' self-governance requires talents in many aspects. High-level talents can not only provide better medical and educational services for rural development, but can also use their knowledge to popularize advanced ideas and democratic awareness, and increase farmers' enthusiasm for participating in self-governance. Only when the level of rural social development is improved can more talents be attracted, rural autonomy can be carried out more effectively, and rural revitalization can be realized.

Among the cultural elites, doctors are a special group. They directly determine the level of development of rural health services, especially for relatively remote rural areas. Good medical conditions are a key factor in attracting talents. Although the villagers are most concerned about economic issues, once the economy develops to a certain extent, people's demand for medical and health services will become significant. At this stage, the serious imbalance in the allocation of urban and rural medical and health resources has led to poor health in rural areas, and there is a widespread problem of difficulty in seeing a doctor. Although farmers have generally joined the new rural cooperative medical system, the lack of medical personnel is still a major problem in rural areas. The current rural doctors are mainly transformed from the former "barefoot doctors", and they generally suffer from the problems of backward knowledge and older age. At present, the level of medical and health care in rural areas is quite weak. Especially in the face of public health emergencies, there are insufficient resources, organizational chaos and insufficient villagers' professional health knowledge. In the course of this year's fight against the coronavirus, there have been some individual

examples of villagers gathering and causing the spread of the epidemic. Rural areas urgently need young medical professionals with the latest knowledge to improve the health level in rural areas. At the same time, there is a relatively surplus of medical staff in cities. Many medical college graduates cannot find suitable jobs in urban or even township hospitals. Some of them can only work in private clinics. If the government can formulate relevant policies to provide convenience for these young talents, such as providing a good working and living environment and solving staffing problems, I believe that many young medical professionals who go out of the countryside will be willing to return to work in the countryside and serve their hometowns. These young people can use their health knowledge to better serve the villagers, popularize public health knowledge, and raise the health awareness of the villagers. People's health is an important symbol of the prosperity of the nation, only when the level of rural medical and health care is improved, can more talents be attracted to work in the countryside and the effective governance can be achieved.

In addition, the township government and religious elites, as potential stakeholders, have also played a certain role in the development of villagers' autonomy. The township government, as the higher-level government department at the village level, can allocate resources according to the specific needs of villagers' autonomy and help solve the problems during the autonomy process. The township government can also serve as a link between the high-level government and the grassroots rural areas, conveying the country's policies to the rural areas, and striving for more national resources for rural development. Religion also have an impact on villagers' autonomy. We should give full play to its positive role of religion in villagers' autonomy and avoid its disadvantages.

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Chapter 5: Conclusion and Suggestions

5.1 Conclusion

This thesis uses stakeholder theory combined with governance theory to explore the effective realization forms of Chinese villagers' autonomy. At present, China's rural autonomy mainly relies on village-level elites to play their roles. These elites include political elites (village officials), economic elites (economically capable people), cultural elites (doctors, teachers), clan elites (big family leaders), and religious elites (religious organization leaders) and township governments.

First, we used the Mitchell model in the stakeholder theory to analyze these elites. The traditional Mitchell scoring method divides stakeholders into deterministic stakeholders, prospective stakeholders and potential stakeholders based on three attributes: power, legitimacy and urgency. In the process of research on Chinese adaptation of related theories, Chinese scholar Chen (2003) divided stakeholders into core, dormant, and marginal stakeholders based on the three attributes of initiative, importance, and urgency. Through a review of various documents and a summary of my relevant work experience, we initially adopted Chen's classification method to classify economic elites and political elites as core stakeholders, clan elites and cultural elites as potential stakeholders, and township governments and religious elites are classified as marginal stakeholders.

Next, in order to determine the degree and importance of the participation of various stakeholders in villagers' autonomy, we conducted interviews with villagers, villagers' council members, township staff, and city and county leaders responsible for the work, and qualitatively analyzed the content of the interviews. The analysis results showed that the previous Mitchell scoring model, including some improved models by other scholars, is not suitable for my research. According to the actual situation of villagers' autonomy, we divided stakeholders in villagers' autonomy into core stakeholders, important stakeholders and potential stakeholders from three aspects: importance, urgency and contribution. The interviewed groups are generally concerned about economic development issues, and economic elites have contributed the most in this regard. They also have the attributes of importance and urgency. Therefore, economic elites belong to the core stakeholders in

villagers' autonomy. In interviews, words such as prestige, literacy, fighting against the new coronavirus, and communicating with higher-level governments are also appeared frequently. The elites who meet the above attributes belong to clan elites, cultural elites, and political elites, respectively. They have the attributes of importance and urgency at the same time, and they are important stakeholders in the villagers' autonomy. Township governments and religious elites have only one attribute of importance and should belong to potential stakeholders (Figure 5.1).

Finally, based on the above analysis results, we can draw the following conclusions: Rural autonomy cannot be separated from the participation of various talents, and lack of talents is a key factor restricting the development of rural autonomy. Among various issues, economic development is the most concerned one of villagers. Economic elites who can drive villagers to become rich play the most important role in villagers' autonomy and are the most needed talents in rural areas. This is also in line with the actual situation in rural areas. The economy is the foundation for the development of other undertakings, and the weak economic foundation in the countryside restricts the development of rural society. Only when the rural economy develops and the people become richer can the attractiveness of the rural areas to all kinds of talents be enhanced, and more effective villagers' autonomy can be realized. In addition to economic development, medical and health issues are also an issue of concern to the villagers. The medical and health resources in rural areas are significantly behind that in cities, and there is a shortage of young and relevant talents with advanced knowledge. The impact of the coronavirus epidemic has made people realize the importance of public health knowledge and believe that with the progress of rural society, people's health needs will become very significant. How to attract high-level medical personnel back to rural development will have an important impact on the development of rural society in the future, which is a problem that needs to be focused on.

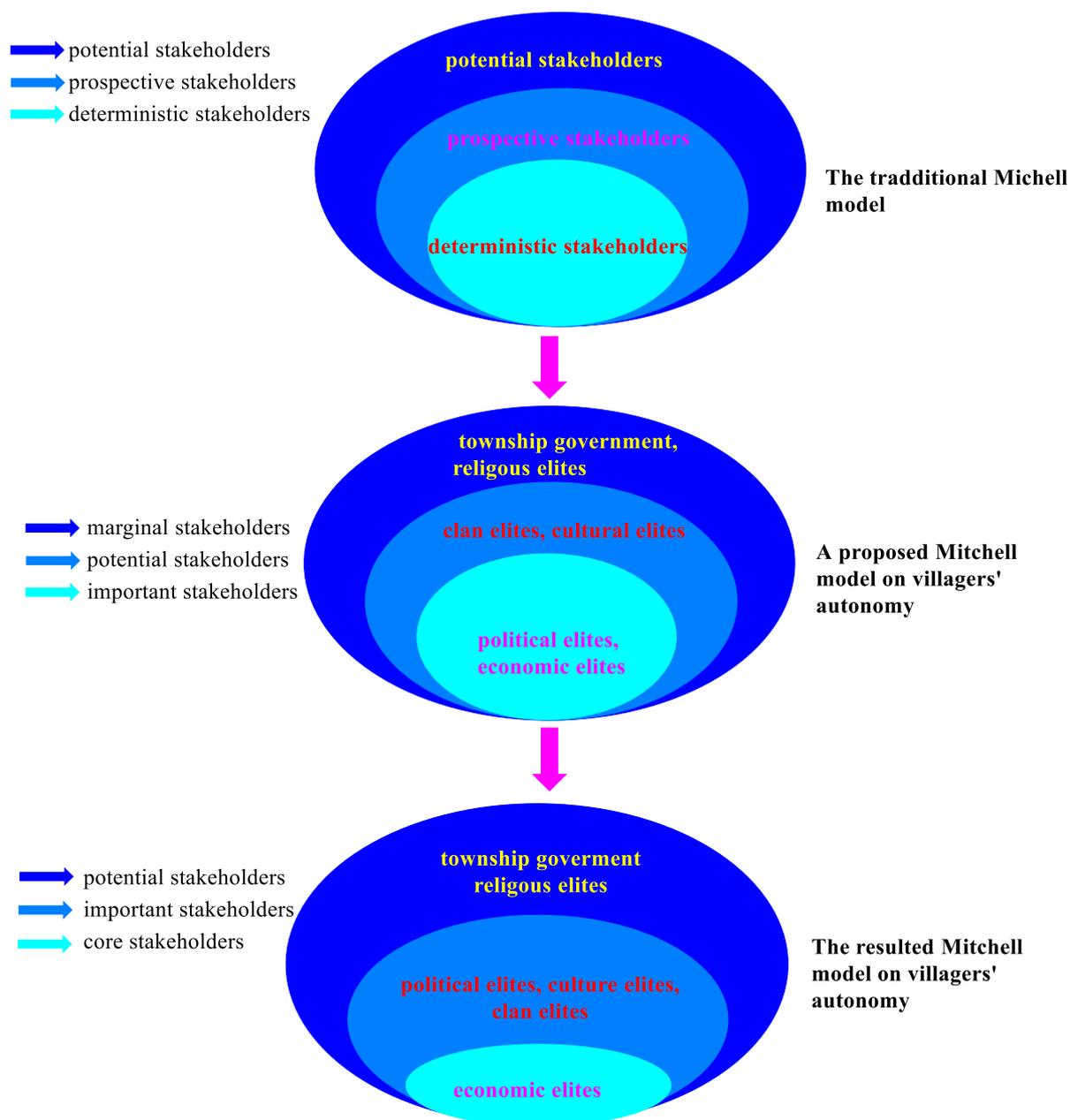


Figure 5.1 The evolution of Mitchell model on villagers' autonomy

5.2 Suggestions

5.2.1 Strengthen the returning and training of rural grassroots talents, and consolidate the talent base of rural autonomy

The lack of all kinds of talents in rural grassroots is the real situation of mountainous rural areas. For a long time, it is difficult to develop various undertakings in rural areas as one of the important reasons is the lack of “backbones” and “guides” who can be trusted and supported to organize and mobilize the masses. Affected by the slow economic development

of rural areas, most of the rural talents basically go out to work for a living. Therefore, the brain drain is serious, leading to a vicious circle in which no one wants to deal with the affairs or no one can take the lead to deal with local affairs. The development of villagers' autonomy is also inseparable from the support of all kinds of rural talents. In order to strengthen the talent base in rural areas, it is believed that we should strengthen the returning of talents and cultivate some open-minded and potential people who have been rooted in rural areas for a long time.

In the aspect of alleviating brain drain, we should first continue to promote the orderly decision-making of various autonomous affairs. Through the discussion of rural affairs, more and more people should participate in various self-governance activities, which can publicize the achievements of rural development, and let the people who go out to work, especially the talents and elites, further care about and participate in the self-governance and development of their hometown. Second, "Beautiful Countryside" and other rural construction policies should be implemented. Governments at all levels should further increase the support for rural construction and development, continue to increase the reward and subsidy for various forms of new rural construction projects. The government should also gradually establish demonstration sites, strengthen publicity of policies, form good guidance, stimulate the masses' desire to build their hometown with policy support, leverage social funds and funds raised by masses to carry out rural construction with the input of awards and subsidies, attract migrant workers return to their hometown to participate in the construction, and attract the capable talents who go out to work to cultivate careers in their hometown with the achievements of construction.

In the aspect of training practical talents in rural areas, one is to strengthen the leading role of higher-level talent resources for rural talents. Departments in charge of agriculture at all levels and the Municipal Agricultural Association and other organizations should pay attention to strengthening the guidance to grass-roots talents such as municipal "agricultural expert group", and organize relevant experts to teach skills and provide on-the-spot guidance in rural areas in a planned way according to the industrial layout of agriculture in various regions, so as to help the people with progressive ideas and broad vision master modern agricultural production skills in time and improve production efficiency. In this way, we can help people become rich experts and competent producers, drive and attract local people to improve production, and gradually form the prestige of capable elites. Moreover, we should gradually improve the agricultural technology service system. We should strengthen the construction of rural agricultural technology departments, popularize agricultural technology

institutions for the masses, unblock the dissemination channels of agricultural information, improve agricultural technology institutions' capability to serve the masses' production. We should also integrate agricultural technology resources, and carry out relevant training for the masses with conditions, so as to broaden their horizons and help them obtain agricultural production information in time, master higher skills. All these are conducive to cultivate a large number of rural talents.

5.2.2 Standardize the system of rural autonomous organizations and ensure the legality, stability and order of rural autonomy

Civil governance power represented by villagers' autonomy has two aspects of effect. The first is that it can quickly and efficiently provide services urgently needed by the masses; the second is that if the rural governance force cannot be incorporated into the social management system, the long-term dissociation of this force will bring potential threats to the interests of the masses and the stability of rural areas. Therefore, only through the democratization and institutionalization of villagers' autonomy, can we make the rural public power operate in a standardized and orderly way, and the goal of villagers' autonomy can be achieved, and its intrinsic value can be realized. As an important model of China's rural governance system, villagers' autonomy should naturally be part of "rule of law" and legal construction. Governing the village according to the system is the concrete embodiment of the principle of governing the country according to law in the villager' autonomy. Therefore, the village public power must be carried out under the constraints of the relevant regulations decided by the villagers and the authorization of national policies and laws. At the same time, villagers should also participate in decision-making of public affairs and various political activities according to the provisions of policies and laws. Only the institutionalization of rural governance can ensure the orderly rural development. The improvement of system security can ensure the coordinated promotion of rural work and realize the stable development of rural areas.

On the one hand, the legitimacy of rural autonomy comes from the collective will of the villagers and the general recognition of the people, which must be taken as a basic principle throughout the whole process of rural autonomy. We should gradually improve the public identification mechanism, ensure that the local council resolution gets the collective consent, ensure that the implementation of the resolution can protect the legitimate interests of the villagers, so as to consolidate the legitimacy of rural autonomy. In the process of rural

autonomy, the election of council members and representatives of public opinion, the agreement and implementation of public affairs, and the supervision of rural public activities should fully reflect the collective consent. We should promote democratic election, decision-making, management and supervision by innovating the system. On this basis, self-education and self-service should be promoted at the grassroots level in rural areas under the condition of fully gaining collective consent.

On the other hand, the degree of institutionalization and standardization of rural autonomous organizations will largely determine the effectiveness of their role. According to the construction and development of autonomous organization in Qingyuan city, the institutionalization and standardization need to be strengthened. The government should strengthen the improvement of autonomous rules and regulations, clarify the source of power of autonomous organizations, and guide these organizations to carry out autonomous activities based on rules and regulations. The government should also guide the villagers to establish and improve the supervision system, the protection system of villagers' legitimate rights and interests, and the complaint-handling system of excessive self-governance behavior, build a complete rural autonomy system, and finally realize the checks and balances of self-governance power. The institutionalization of rural autonomy should be strengthened from four aspects: election, management, decision-making and supervision, so as to form a joint force to ensure its sound development. It is necessary to clarify the status and role of the highest decision-making body of rural affairs; further improve the mechanism of deliberating major issues at the villagers' representative meeting, where villagers' representatives regularly listen to the work reports of autonomous organizations; improve the publicity system of major issues and implementation in villages. An autonomous supervision group should be set up and given corresponding supervision right. Further improve the operation system of rural autonomy and ensure its effective development.

5.2.3 Build a sound policy-supporting system to stimulate the initiative and enthusiasm of talents in rural autonomy

Limited by the actual conditions of the low level of rural social development, although the rural masses are the main body of autonomy, the resources they can grasp and mobilize are very limited, especially for the local natural villages in Qingyuan City. Therefore, the government's policy support is more important to the start and development of autonomy.

The government's support for rural autonomy can be reflected in the system level, that is,

the government makes a clear institutional definition of the indispensable position of various public organizations such as rural autonomous organizations in the primary level governance system. This kind of support can also be reflected in the policy level, that is, the government vigorously creates a flexible environment, promotes the development of rural public organizations by providing polity guarantee, legal guarantee and necessary financial support, so as to form a standardized mechanism, absorbing rural public organizations as an important part of the social governance system, and guiding them to play a role in maintaining rural stability and promoting rural development.

In view of the actual situation of rural areas in Qingyuan City, we should increase government investment, guide the participation of market and social forces, and establish a resource guarantee mechanism conducive to the sustainable development of rural public organizations. Rural public organizations lack of financing channels, so they cannot raise the necessary funds. In this context, if the government cannot provide financial support, the local autonomous organizations cannot develop normally and play a role. In terms of financial support for rural public organizations, the government should not only provide necessary financial guarantee, but also promote the establishment of the financing mechanism of rural public organizations with social participation and market investment, so as to endow these organizations with the ability to raise funds so as to ensure their sound operation. Specifically, the government can set up incentive funds for villagers' autonomy through policies, carry out performance evaluation, reward the local council members who perform their duties well, and "replace compensation with reward" to encourage the work enthusiasm of the rural councils.

At the same time, combined with the construction of beautiful countryside, the government can appropriately arrange special funds to support rural construction in the form of "reward instead of subsidy", so as to gradually solve problems like lack of meeting space; increase the support for infrastructure construction in rural areas, and help rural people solve water conservancy, roads and other hot issues that people care about but can't solve comprehensively; publicize the construction achievements to enhance the confidence of the masses to continue to carry out autonomy in depth. Moreover, the government should also encourage villagers and migrant workers to raise self-governance funds and start-up funds; integrate agricultural subsidy or reserve part of village collective income for self-governance work after villagers' consent; gradually solve the difficulties in the process of self-governance through policy guidance and support.

5.2.4 Speed up both rural and agricultural development, and lay a solid foundation for rural autonomy

The development of rural economy is slow. In order to obtain higher income and realize the development of individuals and families, most of the young people in rural areas choose to go to the relatively developed areas to work or start businesses. The direct influence of economic factors makes it difficult for them to invest time and energy to participate in rural autonomy and rural political life. The vast majority of the permanent residents in rural areas are the elderly, women and children, and even though these people have demands for autonomy, they are not able to realize them.

Under the constraints of practical conditions, the government should promote rural autonomy, develop rural economy, promote agricultural modernization, attract migrant workers to return home, especially those with strong ability and good moral character, and improve farmer's living standards. As the economic base determines the superstructure, rural autonomy must be based on a stable and guaranteed life. The primary function of rural autonomy is to strengthen the stability and unity of rural areas and promote the sustainable development of rural economy, especially the development of rural education and medical treatment. In rural areas, the elderly, women and children are in the majority, so health care and education are very important. As Sartori put forward, "democracy is not only a political form, and it means seeking more social security and economic welfare" (Satori, 2002). The development of the rural economy, especially the collective economy, is conducive to the improvement of all aspects of the quality of the masses and can lay a solid foundation for the participation of farmers in politics. Rural collective economy is not only the purpose of rural autonomy, but also its material basis. They are interrelated and promote each other. The rich collective economic resources can undoubtedly urge the rural council to persuade a few people who hold different opinions and form a unified opinion beneficial to the interests of all villagers. At the same time, as the collective has abundant resources, in the process of activities led by autonomous organizations, more attention is naturally paid to the distribution of collective resources and services to villagers. It is because autonomous organizations grasp the resources that the rural autonomy has a material basis, and the villagers can actively participate in autonomous activities and discuss the rational use of public resources. Therefore, the village cohesion will be enhanced, the village level democracy will have the premise of implementation, and the villagers' autonomy will be realized.

In order to let farmers actively participate in democratic autonomy, an important way is to

vigorously promote rural economic development. In order to reverse the relatively backward situation of rural economy, the government should make more plans in speeding up the transformation of agricultural development mode and broadening the channels of increasing farmers' income, so as to create good conditions for improving the social attention of rural areas and promoting rural autonomy.

Therefore, the government should further improve benefiting-agriculture policies, subsidize farmers and support agricultural development more vigorously; define the countryside as the main areas of infrastructure construction and social development; support the development of agricultural science and technology projects, accelerate the scientific and technological progress of agriculture, encourage the transformation of agricultural scientific and technological achievements and increase the promotion of agricultural technology. The government should also scientifically cultivate rural talents, ensure that farmers have a relatively stable income, let farmers enjoy the results of economic development, and promote farmers to pay more attention to and participate in various rural autonomous affairs. The government should also further establish and improve collective economic organizations and improve their actual operation. It is necessary to establish rural land-use rights, promote the moderate scale operation of agriculture, pool the resources of collective economic organizations, and enhance the momentum of rural development. In some places where conditions permit, on the premise of obtaining the consent of all villagers, we can explore the paid use of cultivated land and homestead on a pilot basis, collect appropriate rent from contractors, participate in agricultural operation by means of shares and dividends, gradually strengthen the accumulation of collective economy, and improve the capacity of serving villagers. We should strengthen the collective economy owned by farmers with joint-stock system, form an intensive economic development model, and enhance market competitiveness. It is necessary to build a service system of agricultural production and operation that adapts to the needs of the agricultural situation and the market, meets the requirements of optimum-scale farm management, and is close to the farmers. It is necessary to improve services in agricultural technology, agricultural means, product supply and marketing, and financial loans, deepen the reform of supply and marketing system, build a rural cooperative economic organization led by the government with both public welfare and business nature. The government should integrate the strength of farmers, promote mutual benefits, strengthen farmer's ability to resist market risks, and promote the growth and quality of agricultural economy.

5.2.5 Enhancing the enthusiasm, self-governance ability and democratic consciousness of the villagers

Villagers are also stakeholders of villagers' autonomy. Some villagers have generally low levels of cultural education and long-term traditional consciousness and habits. They have no accurate positioning of their social and political life and the main body of rural public life. They have no further understanding of political and economic rights awareness. The influence that the villagers can exert is limited, their enthusiasm for political participation is not high and their attitude is negative.

The process of democracy is a process of gambling of various interests. It requires the active struggle of participating subjects. After the game and equilibrium of various forces, a result that can be accepted by the vast majority of people is produced. Therefore, to further enhance the awareness of farmers' political participation, the focus should be on strengthening the construction of rural democratic politics that includes villagers' autonomy.

First, we must strengthen rural education development planning, further popularize the knowledge of political participation, continuously promote the improvement of all aspects of the quality of villagers in poverty-stricken areas, strengthen the promotion of political culture to the villagers. To enable villagers to further understand democratic scientific knowledge, be a rational citizen, and lay a good foundation for villagers to participate in autonomy and other political life.

Secondly, it is necessary to convey to the peasants the awareness of the institutionalization and standardization of democratic autonomy, and promote autonomy and various political activities to be carried out under the constraints of institutionalization. Through the continuous shaping and formation of the awareness of political participation of the peasants represented by institutionalization, the past Non-institutionalized participation methods are eliminated and gradually transformed into politically mature citizens.

Third, strengthen the autonomous democratic organization of council members to implement standardized training. Training in a group not only conveys knowledge, skills, standards, and information, but also conveys a belief and perseverance of people. Through training, help the people to form an awareness of the rule of law to consciously abide by laws, regulations and autonomous rules and regulations, improve the ability to coordinate and deal with the specific operations of autonomous behavior, and further strengthen the ability and awareness of serving the villagers.

In addition, it is necessary to strengthen the guidance of the mass media. It is necessary to

spread the modern democratic rule of law to farmers through the mass media, so that farmers realize that political participation is the basic right of villagers' autonomy, further excavate typical cases, and analyze and propagate politics such as villagers' autonomy. The value of participation is reflected in the eyes of the masses. It is necessary to use propaganda and promotion to create a good atmosphere for political participation, so as to encourage villagers to gradually cultivate autonomy and other political participation into a habit.

5.2.6 Enhance the main body's execution ability, strengthen training and cultivation

1) Intensify the training of leaders of villagers' autonomous organizations. "Leaders" of village-level organizations play an important role in realizing effective villagers' self-governance. Strengthen the self-governing democratic organizations of village "leaders" to implement standardized training. Training not only conveys knowledge, skills, standards, and information in a group, but also conveys people's beliefs and perseverance. Training can help the masses to form a sense of consciously abiding by the law and autonomous rules and regulations of the village, improve the ability to coordinate and deal with the specific operations of autonomous behavior, and further strengthen the ability and awareness of serving the villagers. The municipal, county, and town governments should increase training for village cadres, arrange training funds through financial coordination, and hold training rotation courses for leaders of village self-governance. The training topics can focus on learning agricultural comprehensive reform policies, mastering the operating methods of autonomous management, and improving the skills of leading villagers to get rich. Through study and training, the village-level "leaders" should be more aware of reform policies, legal systems, and democratic concepts, improve their overall quality, and broaden their vision of developing villages, so that they can lead the villagers to better promote reforms. 2) Strengthen the training of cadres at all levels. The abilities of cadres at all levels have played a key role in the advancement of reforms. However, some cadres failed to conduct meticulous research, study and assimilation of the policy spirit, laws and regulations, as a result, they do not understand and are not clear about the essence of the reform. Therefore, we must also help cadres at the four levels of cities, counties, towns, and administrative villages (districts) to emancipate their minds. Through the development of learning and training, cadres at all levels have a thorough understanding of the nature of reform, and their tendency to "fear of difficulties" and "simplification" is eliminated. Through the holding of training courses, special lectures and other forms, the cadres at all levels are given special reform guidance to

help them understand and master the connotation of the comprehensive rural reform, and accurately grasp the principles and working methods of rural reform. Provide professional training to the staff of various service platforms in cities, counties, towns, and villages to improve their professional quality in order to better serve the villagers. Increase training for members of village-level organizations. Relying on party schools at all levels, colleges and universities, carry out village-level grassroots party organization secretaries training to improve the ability and quality of the party branch secretaries after the center of the grassroots party organization has been shifted downward; Take the form of centralized training, experience exchanging, visiting and learning to train and guide the members of the village council to help the members of the council to improve their abilities. 3) Improve the awareness and participation of the target group on the policy. Villagers are important participants in villagers' autonomy, and the villagers' awareness of democracy is related to the effectiveness of the village committee and council's practice of villagers' autonomy. The democratic consciousness of the villagers is affected by the cultural level, comprehensive quality, values and other consciousness of the villagers, so improving the cultural literacy of the villagers is conducive to the development of reform. Some villagers have generally low levels of cultural education and long-term traditional consciousness and habits. Even though democratic politics represented by villagers' autonomy have been implemented for a long period of time, some farmers have not really realized that they are in politics. All parties have corresponding rights. In order to improve villagers' policy awareness and participation, it is necessary to strengthen rural education development planning, use agricultural lectures, distance education platforms and other methods to further popularize the knowledge of political participation, continuously promote the improvement of all aspects of the quality of villagers in poverty-stricken areas. Strengthen the propaganda of political culture to villagers, so that farmers can further understand democratic scientific knowledge, be a rational citizen, and lay a solid foundation for the rural masses to participate in autonomy and other political life. It is necessary to spread the awareness of the institutionalization and standardization of democratic autonomy to the peasants, and promote the development of autonomy and various political activities under the constraints of institutionalization. Through the continuous shaping and formation of the awareness of political participation of the peasants represented by institutionalization, the previous non-institutional participation methods were eliminated and gradually transformed into politically mature citizens. By retaining and cultivating talents, we will develop the rural economy and increase the income of villagers, and retain young and culturally qualified talents in rural areas to serve the village. There are more talents, and the

overall quality of the target group is also higher. Only in this way can villagers' autonomy work better. 4) Actively play the role of new Xiangxian (wise men in village), and let these people become the main force and fresh force of rural grassroots governance, new rural construction, and modern agricultural development. Focus on the construction of councils that are generally and basically not functioning at present, so that these councils can truly operate and function. Formulate and issue guidelines for cultivating and standardizing the development of village councils, strengthen the standardized operation and management of village councils, guide village councils to establish and improve council statutes and democratic consultation procedures in accordance with laws and regulations, pay attention to the selection of council members, solve the problem of public discussion places, find the right entry point for governance, and promote the villager councils of various regions to play a better role in rural governance.

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Annex A: Interview Record Form

Entry	Number	Date	Location	Interviewee	Identity
1	20201009Y	2020.10.9 am	Organization Department of CPC Qingyuan Municipal Committee	Y, Male, 50 years old, directly participate in the promotion work	Section chief
2	20201011H	2020.10.11 am	Organization Department of CPC Qingyuan Municipal Committee	H, Male, 48 years old	County leader
3	20201013S	2020.10.13 am	Yewu Village, Shigutang Town	S, Male, 52 years old	Village council members
4	20201013Z	2020.10.13 am	Yewu Village, Shigutang Town	Z, Female, 29 years old	Villager
5	20201014L	2020.10.14 am	Yewu Village, Shigutang Town	L, Male, 45 years old	Villager
6	20201014C	2020.10.14 am	Yewu Village, Shigutang Town	C, Female, 38 years old	Villager
7	20201014W	2020.10.14 pm	Shigutang Town Government	W, Male, 40 years old, Party committee	Town staff
8	20201018H	2020.10.18 am	Xincheng Village, Xiniu Town	H, Male, 53 years old	Villager
9	20201018C	2020.10.18 am	Xincheng Village, Xiniu Town	C, Female, 40 years old	Villager
10	20201018D	2020.10.18pm	Xincheng Village, Xiniu Town	D, Male, 36 years old	Village council members
11	20201019W	2020.10.19 am	Xincheng Village, Xiniu Town	W, Male, 35 years old	Villager
12	20201019X	2020.10.19 pm	Xiniu Town Government	X, Male, 39 years old, Party committee	Town staff
13	20201024L	2020.10.24pm	Organization Department of CPC Qingyuan Municipal Committee	L, Female, 37 years old, Directly participate in the promotion work	Section chief
14	20201028Z	2020.10.28 am	Hutougang Village, Wangbu Town	Z, Male, 51 years old	Villager
15	20201028Y	2020.10.28 am	Hutougang Village, Wangbu	Y, Male, 32 years old	Villager

Town					
16	20201028Q	2020.10.28 pm	Hutougang Village, Wangbu Town	Q, Male, 42 years old	Village council members
17	20201107P	2020.11.07 am	Hutougang Village, Wangbu Town	P, Male, 28 years old	Villager
18	20201107H	2020.11.07 pm	Wangbu Town Government	H, Male, 45 years old, Party committee	Town staff

Annex B: Interview Outline

1. Outline of the interview with villagers

- 1) Please introduce the basic situation of your natural village?
- 2) Do you know the members of the council? Are you familiar with life and work? How do you evaluate them?
- 3) When your village elected members of the council, did you vote? Is the elected village cadre the one in your mind? What types of elites do you think are needed to join the council?
- 4) What do you think of the ability of the newly elected board members? Have you made any achievements since the implementation of autonomy? Do you think it can lead you to develop the countryside in your hometown? Please give an overall comment.
- 5) Have you ever been to the board of directors to report problems or participate in conference discussions? Can the council unify the villagers' opinions on the development of their hometowns?

2. Outline of the interview with council members

- 1) What was your main reason for participating in the election of the board members?
- 2) At present, the members of the council organize and lead the villagers to carry out self-governance. What kind of elites are needed to join?
- 3) What do you think of the current situation of villagers' participation in villagers' autonomy?
- 4) How do you think the villagers view villagers' autonomy at present? What are the difficulties in the development of autonomy?

3. Outline of the interview with town officials

- 1) Since the implementation of the villagers' self-governance that shifted the focus, have the villagers actively participated in the self-governance activities?
- 2) Can the council effectively organize and lead the masses to develop autonomy since its establishment?

3) At present, the members of the council organize and lead the villagers to carry out self-governance. Which elites are needed to join and which elites play an important role?

4) What are the difficulties in carrying out villagers' autonomy that has shifted its focus?

4. Outline of interviews with city and county leaders

What do you think is the development of villagers' self-governance that has shifted the local center of gravity? Which elites join the village committee? Which elites play a role? Any experience? What are the problems?

Annex C: Interviews

No 1:

The setting of the scope of villagers' self-governance in various places emphasizes on the one hand the property ownership, historical inheritance and cultural identity of the village group, and on the other hand the collective will of the masses. Looking at villagers' autonomy from the perspective of governance, it can not only perform management functions, effectively organize rural people to carry out public welfare, social management and other tasks, but also realize the integration of land resources and agricultural financial funds in some areas. It can play a role in important fields such as rural construction, grassroots stability maintenance and production development. The scope of exploration measures is broader, stronger and more thorough, and the effect is expected to be better. At the level of village groups and natural villages, the characteristics of "acquaintance society" are more obvious, which is more beneficial to grassroots governance. It is easier for them to find some economic leaders in the "acquaintance society", and they can find some economic projects to develop the village economy and increase the income of the villagers. These are actually the issues that the villagers are most concerned about. It seems that in some villages, they are far away from the city and their economy is underdeveloped. They basically rely on planting for their development. So how can they find ways to develop the village's economy and increase the income of the villagers? This requires the participation of economically minded people to take the lead in developing the village economy. If these village cadres can develop the economy well, find a path suitable for the economic development of the village, lead the villagers to get rich, and contribute to the development of the villagers' interests, then they will surely get more villagers' support. What we need in the current situation is to develop capable people. Such capable people will not only develop the economy, but also understand the village situation, know the advantages of the village, know what the villagers need, and know how to lead the development of the village. The ability to manage is also crucial. If you have such management skills and materials for economic development, then you can convince the villagers and they will support you. There are some highly respected people in the villagers. Why are they respected? Why are they convinced by everyone? In fact, they are actually doing practical things for the villagers. After a long time, they naturally know who

can help the village develop the economy, who can manage the affairs of the village well, and who can help them solve their difficulties. Then the villagers will choose someone to be the village cadre to help the development of the village. Only if the village develops well. The villagers in this village feel that the village is changing and are getting better and better, so they will naturally support them for a long time. Therefore, in the village council there are some highly respected people and people with financial ability to participate, so it is more in line with the actual development of the village. In our work, we found that the economic elite's village governance is actually the extension and radiation of the individual ability of the economic elite to the countryside. The economic development of the township under the leadership of these wealthy economic elite groups is better. At present, villagers' autonomy also has some problems: some natural villages are economically underdeveloped, and young and educated people are unwilling to come back because the wages of outside workers are relatively high. The rest are the older ones. The older ones cannot keep up with the times in developing village affairs. Therefore, some village council members lack the above-mentioned economic, political, clan, and cultural elites. The board appears to have insufficient stamina in planning things. In addition, the backwardness consciousness of some older and less-educated villagers also restricts development, which is reflected in poor discussion and discussion skills, insufficient communication with board members, and backwardness in the overall concept when it comes to their own interests.

-- Y, Chief of Organization Department of Municipal Party Committee, NO 20201009Y

No 2:

In the construction of "beautiful villages", if the government is leading the construction of beautiful villages, it is very difficult to rely on the government to issue documents to promote this work. However, it is easy to do this by relying on the villager self-governance mechanism. Because the villagers know what they really need and how to transform their village into a "beautiful village." This can explain the importance of villagers' autonomy. They understand what they need. It seems that the construction of beautiful villages requires the cooperation of villagers, otherwise it is difficult to do well. If the villagers do not participate and cooperate with the construction of the beautiful village, then this village will be very difficult. The villagers hope people with the ability to participate, such as some economically capable people, they can think about how the village develops its economy when changing the appearance of the village. For example, rural tourism, homestays, rural industries, also require

the participation of respected people in the village who can speak and listen. They will give some effective opinions suitable for the development of the village, which can suit the interests of most villagers. The village councils play an important role in organizing and leading villagers' self-governance. They find capable people in the "acquaintance society" who can help the development of the village, which can best reflect their interests. Villagers will be more active in participating in autonomy. The reform of the lowering of villagers' autonomy in Qingyuan City has realized micro-governance and micro-autonomy at the grassroots level, returning the villages to their proper positions in "local China". Like some mountainous areas in Qingyuan, the administrative villages are too large to carry out good governance. The villagers are not enthusiastic or motivated. At the level of village groups and natural villages, the characteristics of "acquaintance society" are more obvious. Finding people who can coordinate the conflicts in the village, people who can manage affairs, people who can develop the economy, and people with high respect who understand the needs of the village are more important for grassroots governance. If an administrative village composed of more than 10 natural villages carries out autonomy at the administrative village level, the area will be very large, and the villages may not be familiar with and understand each other. A village is far away from another village, and the culture of the village is different. For Qingyuan, village autonomy and rule of law are effectively combined, micro-construction and micro-services are effectively carried out, meticulous and personalized governance can be implemented, and more difficulties at the grassroots can be better resolved. Qingyuan's economic, political, and cultural reforms are in line with the relevant reform spirit of the central government, and also echo the needs of grassroots reforms. Through delicate and ingenious methods, an effective grassroots governance system has been built. The township government also wants to improve various infrastructure constructions for the masses, but the amount of the reward and subsidy policy given above is limited. It is impossible to fully support the improvement in a short period of time. It can only support limited resources to the strong development willingness. Villages where the villagers have a unified opinion and the villagers can self-finance most of the construction costs, so as to have the effect of policy support, and hope that other villagers can see that it can have a leading role. The main thing is to rely on the villagers to solve the problem, whether it is self-financing or contacting the support of the villagers who have gone out to get rich. If the villagers themselves do not have the determination to develop, they will still be unable to develop in the end. Then the villagers must be determined to develop themselves. They must have leaders. They need people who can develop the economy, manage affairs, and have clan prestige to be village cadres. There is

also a trend now. Everyone hopes that the village leader will be young, hardworking, and educated capable people. I think there are also some problems in the development of autonomy, mainly reflected in the lack of professional talents among the members of the council. If the council can develop cadres with strong economic ability, high prestige, strong management ability, and young who are willingness to work, then the economy of this village will improve quickly, and the lives of the villagers will improve a lot in a few years. But not every village can find these talents as village cadres, so some villages are not very rich now.

-- H, County leader, NO 20201011H

No 3:

Our Yewu Village has 35 households with 175 people; there are more than 902 mu of arable land (including 130 mu of paddy fields and 772 mu of dry land and mountain areas). Like most villages, in the early 1980s, the land in Yewu Village was divided and matched according to the two types of "flood and drought" and "good and bad", and the land was divided equally among the villagers. Although the villagers have an average of 10.6 mu of land, they are relatively scattered. Some villagers have as much as 30 pieces of land. Because the land is fragmented and not contiguous, it is not conducive to farming. Therefore, the benefit is not high. By 2009, the per mu net income of villagers was only about 3,000 yuan. Therefore, the villagers have washed their feet and went out to work in the big cities to increase family income. And a problem that followed was that the land in the village became more and more idle. In 2003, in a village with a total population of more than 120 people, only 50 people stayed in the village. The abandoned farmland and paddy fields in the village are nearly 100 mu. Our family has 6 paddy fields, the largest of which is close to 2 mu. It is located at the foot of the mountain nearly half a kilometer away from the village. Because it is far from the village and the soil quality is very poor together with the perennial spring water, it has been regarded as "bad field", "Spring paddy field" in the eyes of the villagers. In order to achieve the purpose of land adjustment, I discussed with several villagers adjacent to this field and proposed to abandon the "good fields" and replace their "bad fields", and finally put together a plot of more than 7 mu. Afterwards, I took advantage of the situation and invited a hook machine, spent more than 20,000 yuan to transform this "spring paddy field" into a fish pond, and started experimenting with large-scale fish farming. As a result, in the second year, the net income of fish ponds per mu was more than 3,000 yuan. I also raise pigs on the edge

of the fish pond, and I increase my income. The effect of land adjustment began to take place. At that time, our family received an enviable net income of 40,000 yuan. For this reason, I became more confident and determined to expand the scope of contracting, so I began to encourage villagers to return to their hometowns to plant and raise. Since 2008, I have always proposed land adjustment at the village meeting and introduced my own operating income, but I still did not get the recognition and support of the villagers at the beginning. Later, after the villagers' self-governance moving down, Yewu Village established a village council. The council consisted of 4 members. We chose people with prestige and ability in the village. Of course, young and knowledgeable are the best. At present, our team is still good, some will develop the economy, some will engage in financial teller, and there are two young and educated college students. I was elected as the chairman of the council by unanimous votes. At the village meeting at the end of the year, I once again proposed the idea of land adjustment. Facing the declining villages, wild grassy farmland, and the harsh environment of going out to work, and compared to the considerable income from farming at home, everyone decided to give it a try. In 2015, Yewu Village centralized the replacement of all the land and re-contracted each household. According to the regulations in the village, villagers can choose to operate paddy fields, fish ponds, and dry land (mountain slopes). The paddy fields and dry land are replaced at a ratio of 1:2. After adjustment, the average land per household will be changed from 12 plots to one. Fragmented land was gathered at once, small land reached more than 8 mu, and the largest land reached more than 30 mu. It is not only good for management, but also convenient for mechanical farming. I wanted to use this land transfer opportunity to expand the production of the a 3-mu fish pond originally excavated, but in the process of land redistribution, a villager also wanted to expand the operation of the adjacent 6-mu fish pond, so I sold my fish pond to the villager to merge and operate, and I relieved him the 25,000 yuan I invested in excavating the fish pond. Under my influence, Comrade Ye Changsheng, the cashier of the council, also took the initiative to sell his 3-mu of land for planting sugar oranges for free, which promoted the smooth progress of land integration. In order to avoid new disputes caused by roads and irrigation in land adjustment, The representative meeting decided to improve the construction of farmland infrastructure before the implementation of land allocation, and invested 160,000 yuan to build a 4 km mechanical farming road to the field. It also invested 130,000 yuan to build 2 kilometers of irrigation and drainage canal belts for farmland, improve water access projects and improve farming conditions. In Yewu Village, there are brand-new single buildings lined up one after the other, with cars parked in front of the buildings. Previously, we are a remote small mountain village

with a per capita annual income of only about 2,000 yuan. It is a provincial-level poor village. In recent years, our annual income has increased by at least 10 times. In the past two years, we have also started rural tourism, and it is developing very well now. We also receive good opinions from villagers and strive to improve the welfare of our villagers. Now our village clearly stipulates that the annual Chongyang Respect for the Elderly Day will grant holiday condolences to the elderly over 60 in the village; subsidize 10,000 yuan for students who enter college each year, and many college students in the village receive funding; Promote the construction of public facilities. The whole village presents a new atmosphere of respecting the old and loving the young, living in harmony and being civilized in the village. Now we not only want to develop the economy, but also want to become a civilized village, a beautiful village, to increase the economic income of the villagers, and at the same time to increase their happiness. We must work together to build spiritual civilization and material civilization. This year is quite special. In the face of the severe situation of epidemic prevention and control, we, as village cadres, have resolutely provoked the burden of epidemic prevention in the whole village. We convened members of the two committees of the village to discuss countermeasures, and launched the village-level epidemic prevention war in an all-round way, and became the "leading goose" of the villagers in fighting the epidemic. We organize volunteers from the whole village to set up checkpoints at the main intersections of the village. They are on duty 24 hours a day. We strictly disinfect, register, and measure body temperature of vehicles and pedestrians entering and exiting. As the party branch secretary and villager council leader, I personally took the lead to visit village groups and farmers' homes to publicize prevention and control policies and measures from house to house, use loudspeakers and publicity vehicles to publicize epidemic prevention and control knowledge from time to time. The villagers are advised not to go out or gather. Through this united, powerful, and capable team, we can do practical work for the villagers in economic development and epidemic prevention and control, and increase the prestige of village cadres.

--S, Member of the Villager Council of Yewu Village, Shigutang Town, NO 20201013S

No 4:

Our Yewu Village is located in the northeast of Shigutang Town, about 8 kilometers away from the town government. There are about 35 households with more than 100 people. There are 900 mu of arable land and 130 mu of fish ponds. Mainly rely on the breeding industry. Previously, more than half of the villagers in our village went out to work, and everyone was

unwilling to return to the village. Now most of them choose to stay in the village and only 15 people go out. Why young and middle-aged laborers are keen to stay in their hometown? This is inseparable from the rapid development of Yewu Village in recent years. After the villagers' self-governance moved down to the natural village level, we elected the villager council. The villager council spent two years to exchange and adjust 900 mu of land to promote the implementation of a moderately large-scale operation and specialized division of labor. In the past, the villagers had to divide 7 mu of land into 6 blocks for farming. Today, the largest fish pond in the village has exceeded 20 mu. In the second year after the land adjustment, the average annual income per capita in Yewu Village jumped from 2,000 yuan to more than 10,000 yuan. At present, almost all the villagers in the whole village have moved into new houses, and nearly half of them owned cars. At present, most households in the village has an income of more than 100,000 yuan. After the remaining mountainous land and fish ponds are reactivated in the village, the annual rent has increased by nearly 50,000 yuan, providing an economic foundation for the village's public utilities. These changes are inseparable from the decision-making of our village council. In our village council, the leader of the village group Ye is a person who has the ability to get rich, develops the economy, and has prestige among the masses. He is very enthusiastic about things in the village. As his helpers, we learned a lot from him, and we followed him step by step to improve the economy of the village. Team leader Ye encouraged me and asked me to participate in the election of the village council and let me come out to do something. He said that I have a relatively high level of education, know a lot of modern things, how to do economics, and everyone can do it together to make the village better. Everyone in the village council is very passionate in their work. We now have two college students in the council, with a relatively high level of education. We followed team leader Ye and the whole village has undergone great changes. Before 2010, the average annual income of villagers was less than 3,000 yuan. Now, each of our households has a net income of more than 150,000 yuan. We are not getting rich alone, but the whole village. This is why we are so excited. A good leader in the village is very important. If the leader can take charge, lead us to wealth, help us build up the economy and increase our income, then our villagers will support him. It seems that leader Ye is a cadre who can develop the economy, has high prestige, ideas, and courage. We all like him, and we like to work with him and develop the cause of the village.

--Z, Villager in Yewu Village, Shigutang Town, NO 20201013Z

No 5:

Our village mainly raises pigs and fishes, and lives on this. Our natural village has about 170 people. It is a small village, and we rely on the heavens for good. My family raises a small amount of pigs and fish. When the market price is not good, we cannot make money. There may be some money to go out to work. So many people in our village used to go out to work, and no one wanted to stay at home to raise pigs and fish. Now it is different. Many young people come back to the village to develop their careers. Now, few people go out to work. A few years ago, Qingyuan began the reform of villagers' autonomy downward. Our whole village actively elected a good village council, and I also participated in the voting. I elected leader Ye as our village cadre. He is very economically savvy and can think of ways to help us develop the economy. He is prestigious among the masses. I also selected some young people with high academic qualifications to join the council. Our council now has 2 college students. The work of the village council is very tiring. It must help the village develop its economy, coordinate the conflicts in the village, and find you to help solve the difficulties, and it must invest a lot of time and energy. But team leader Ye is very passionate, and he is willing to help the villagers develop the economy together. Yewu Village is preparing for the development of farmhouses in order to further increase the income of the village collective and villagers, and prepare for the future "big things" in the village. I have often been to the council to report issues and participate in meetings and discussions. The council can collect opinions and coordinate to solve problems. At present, what our council members need to organize and lead the villagers to carry out self-governance is to have political consciousness, be able to unite the villagers, have prestige in the clan, have culture, have economic strength, and be rich and intelligent. Last time, there was a hard up family in our village. Because there are only two laborers in the family, and the wife is disabled, the husband is left to work and earn money to support the family. The family had three children to study and live, and two elderly people. Life was very difficult. The villager council learned about their situation and actively helped him solve their problems. Help them apply for poor households, focusing on helping the poor, take them together when they are engaged in production in the village, and help them solve family difficulties. In the past few years, their children have been admitted to college and their lives have improved. We are of course satisfied with our village council. They are all doing practical things for us. They are all prestigious and capable of doing business in the village and will develop the economy. This year's epidemic is very dangerous. Village officials lead us to fight the epidemic. they have come to the forefront in the fight

against the epidemic. However, the strength of village officials is limited, and prevention and control were related to the safety of our entire village. I also consciously followed the village officials to prevent the epidemic. At the inspection point at the entrance of the village, we use thermometers in shifts to inspect and register people and vehicles entering and leaving the village. Under the leadership of the village cadres, some villagers contributed and donated money to publicize prevention and control matters and knowledge to the villagers in the village through broadcasting and WeChat groups. If tourists come, the villagers will consciously persuade them to return. The village also canceled public events during holidays. We followed the village officials to publicize, reminding them to wear masks and wash hands frequently when going out to further strengthen the line of defense against the epidemic.

--L, Villager in Yewu Village, Shigutang Town, NO 20201014L

No 6:

Of course, we are familiar with the village officials, they are selected by us. Our small village has only more than 100 people, so every people know what happened to a household, and the village cadres we selected are all prestigious in the village. I still remember the situation of voting at that time, when the name was not remembered, and a family member sent a representative to vote, and whoever had the highest number of votes was elected. Because serving as a village cadre is not an easy task. It requires great patience, as well as to develop the village economy and lead the villagers to become rich. This is really not an easy task. In Yewu Village, the village cadres did not get paid for their contributions. Most of them are raising funds to build bridges and roads and other public welfare undertakings, and are responsible for the mediation of conflicts between villagers. In the past two years, the construction of village roads and farmland irrigation facilities has been improved, and villagers' harvest and irrigation problems have been largely resolved. We hope to develop the economy and be able to make the changes in our village over the past few years visible. In recent years, a leisure park, cultural room, and basketball court have been established. While public facilities are increasing year by year, in addition to outsourcing fish ponds to increase income. In the past few years, it has also organized rural tourism activities, built farmhouse dining venues in Yewu Village to allow tourists to eat at farmhouse, turned more than 100 acres of primitive forest behind the village into a car camping base, and transformed fish ponds into recreational fishing places. After renovating some old houses in the village, they

can be converted into guest houses. Through the development of farmhouses, the collective economy of the village has increased by more than 700,000 yuan every year. We often go to the council to report problems and participate in meetings and discussions. Now everyone in the village is very active. Before, the village was relatively poor and could not develop. Everyone went out to work. No one cares about the development of the village, so there were few discussions and reflections. Now it's different, everyone is discussing the development of the village. The big problem is economic projects, and the small problem is some small conflicts and small disputes in the village. Those who are prestigious, young, capable, economical, and capable of development in the clan are the most suitable village cadres.

--C, Villager in Yewu Village, Shigutang Town, NO 20201014C

No 7:

Yewu Village is located in the northeast of Shigutang Town, about 8 kilometers away from the town government. There are 35 households with 175 people. It is a relatively small village in our town, but now it ranks high in collective income. In the past few years, the traditional aquaculture industry was used to develop the collective economy of the village. Now it is mainly to create rural tourism. Now it is still a very popular rural tourism. Many people come to relax during holidays. After the villagers' self-governance moved down to the natural village level, the village elected a villager council. The villager council spent two years to exchange and adjust the concentration of farmland, and promote the implementation of moderately large-scale operation and specialized division of labor. In the past two years, the average annual income of Yewu Village has doubled five times, from more than 2,000 yuan to 10,000 yuan. Now all of the 35 villagers in the village have houses and cars, and it is now a well-known "rich" village. After the new village officials reactivated the remaining 320 mu of mountainous land and more than 20 mu of fish ponds in the village, the village's income was several times higher than before. These changes are inseparable from the decision-making of the villagers' council after the lowering of autonomy. At present, the village council is composed of some young, hardworking, capable, thoughtful, responsible, and prestigious village cadres in the village. The leader of the village group Ye is an excellent village cadre. He is very prestigious in the village. Everyone wants to recommend him as the leader because the villagers trust him and believe that he can improve the economy of the village. He did not become a village cadre, but he did a good job in farming in the village, and many villagers followed his example. Later, after he became the group leader, everyone

followed him. He was a capable person who could develop the economy. Everyone knew him and trusted him. As the group leader, he was a good leader in the village. He also united with other village cadres of the Villagers Council, and everyone admired him very much. It is not easy for Yewu Village's self-governance to achieve such good results. They held 37 meetings in nearly a year, and even Ye's younger brother didn't understand him. He thought he was stupid and asked for trouble. It was through their patiently communication, and more importantly, when there is no experience to learn from, Ye personally took the lead in demonstrating, so that the villagers taste the sweetness and see the results, and then the villagers are really moved and willing to participate in land integration. A series of autonomous activities are coming. If it weren't for his patience to do ideological work with the villagers and gain the understanding and support of them, their autonomy would never develop. Young and capable people in rural areas go out to work and do business all the year round. Most of the people who stay in the countryside are the old and the children. It is difficult for some village groups to find strong, young, high-quality, enthusiastic, and prestigious people as candidates for the council or other village-level organizations. Our candidates from other village-level organizations. Different natural villages in our town have established councils, but the effect is different. For example, there is Ye in the Yewu group. He is far-sighted and willing to suffer losses. He first demonstrates the effectiveness of land integration. Everyone will support and follow up when they taste the sweetness, and the work situation will open up, but there are no such people in other villages. It is difficult to advance the work, and the effect is not good. This year's epidemic is a big challenge to our township staff. The township has guided the villages to carry out epidemic prevention and control. It is obvious that strong village officials can quickly and well implement prevention and control measures. Through this epidemic prevention and control, capable village officials have greatly increased the prestige in the village.

--W, Shigutang Town Government Staff, NO 20201014W

No 8:

I am a villager in Xincheng Village, Xiniu Town. It has a population of more than 130 households with more than 600 people. It used to be a poverty-stricken village designated by the province, mainly relying on planting. Our environment used to be very poor, the economy was poor, the land was deserted, and the output was low. The young went out to work, and the

old and the weak stayed at home. The law and order in the village is not good, there are frequent quarrels, the relationship between neighbors is not good, and there are more conflicts. The collective economy in the village is unmanageable, and no one is willing to contract for the fish ponds in the village even for 3,000 yuan because they are afraid of being stolen. For those who have contracted mountain forests, the villagers do not take good care of them, but directly cut down trees for money. Some poor families even cut down other people's trees and sell them for money. Some villagers occupy the land by planting bamboo and building huts. A few years ago, Qingyuan began the reform of villagers' autonomy downward. That year, we had suffered from poverty and "dirty, chaos, and poor" actively elected the village council. I also participated in the voting. We want to elect economically rich, educated, young, and prestigious among the villagers, and these elites to join the council. We hope to change this poverty situation. The newly-elected council members are among the best in the village and are recognized by everyone. They are enthusiastic and motivated in leading villagers to carry out self-governance, and have a certain ability to drive economic development. Since the beginning of self-governance, villagers have been called on to contribute money and efforts, build some village roads, build cultural stations, improve the appearance of the village, and think of ways to develop what we plant in our village. The original Xincheng Village was also very poor. We didn't even have money to rebuild the ancestral ancestral hall. Under the guidance of the new village cadres, we dared to think about changes and boldly proposed that more than 1,600 acres of mountain forest land in the village should be put under collective management. The farming conditions are poor in the high mountains, we contracted those land out to expand the collective economy and solve the problem of funding for the repair of ancestral halls; while the farming conditions are good, we contracted out inward to develop the villagers' large-scale production and planting of sugar oranges. After tasting the sweetness, they intensively constructed the dry land and fish ponds that had been contracted out on this basis, and adjusted the 300 mu of water and land according to the headcount, and the villagers' meeting agreed to adjust it every ten years. Collective management of land, integration of resources, and fishing ponds on the mountain and the ground greatly increased the collective economic income of the village. As villagers, we hope to have such young village cadres who can help us develop our economy and increase income. These cadres we select are familiar cadres and prestigious cadres. We know that these cadres will help us with practical tasks. I have been to the board of directors to report problems and participate in conference discussions, and the issues reflected and the topics discussed at the conference, including road repairs, cultural stations, and ancestral temple repairs. Villagers are more

active in reporting problems and participating in meetings and discussions, because the rights and interests of the villagers are involved. There are leaders in the village to get rid of poverty, and the collective economy is becoming more and more prosperous. The fish ponds that no one was willing to contract for 3,000 yuan are now close to 30,000 yuan for a year. In addition, the village has effectively integrated the original land and introduced local characteristic economic planting. The collective income of our village has soared. By 2019, the collective income of the village increased to 200,000 yuan, and the per capita income increased by about 15,000 yuan. In the first batch of beautiful villages in Qingyuan City, Xincheng Village was rated as a three-star beautiful village-"Special Village". As a result, Xincheng Village became famous. We are very proud now. As villagers of Xincheng Village, our income is higher, the environment is better than before, and our villagers are also harmonious. In fact, everyone's income has increased, everyone feels comfortable, and our relationship is better. Daily life trivial matters still exist, but the newly promoted village cadres know the basics of us and know how to coordinate the contradictions between us. Of course, the relationship is much better.

--H, Villagers of Xincheng Village, Xiniu Town, NO 20201018H

No 9:

I am a villager in Xincheng Village, Xiniu Town. It takes more than ten kilometers from Xiniu Town to the northwest. We are still far away from the city. Before, the village was full of mud-brick houses, with sewage flowing in front of the house and in dilapidated conditions. Not only was the environment "dirty, chaotic" and public order was also very bad. We are in the rural areas of northern Guangdong. There are more than 100 households with about 600 villagers. We have more than 600 mu of arable land and more than 1,600 mu of mountain forest land. We live on agricultural cultivation. Due to the poverty and weakness of the village, the outflow of labor, the waste of land, low output and other reasons, our village has previously become a designated poor village in Guangdong Province. Because the villagers are not united, the village is dilapidated, chaotic, and often looked down upon by neighboring villages, and it is difficult for young people to find spouse. Even the old people in the village feel that our generation is unworthy and loses the face of our ancestors. A few years ago, Qingyuan began the villagers' autonomy downward reform. Our whole village actively elects the village council, and I also participated in the vote. We want to elect the economically rich,

educated, young, and the prestigious. These elites join the council and we hope to change such a poor situation. The newly elected council members are recognized by everyone. They are enthusiastic and motivated in leading villagers to carry out self-governance work, and have a certain ability to drive economic development. The new team members have established and improved the democratic decision-making, major and general decision-making mechanisms, so that all major events in the village, especially those closely related to the vital interests of the villagers, are submitted to the village representative meeting for discussion, and decisions are made according to the opinions of the majority. At present, the Xincheng Village planning aims to create an "upgraded version" of a tourist agricultural zone and a farmhouse leisure resort with the goal of leisure farmhouse boutique resorts. Our village plans to plant seasonal flowers, upgrade field roads, undertake tourism and weddings and other activities, build bicycle greenways centered on the public service station in Xiaowan area, and add agricultural experience, build rural swimming pools, and add additional facilities in jurisdictions including Xincheng Village. Those young, prestigious cadres who can help us develop our economy have helped our village change a lot. Our income has doubled in recent years. It used to be a large administrative village. The village cadres may be cadres from other natural villages. They do not understand the situation in our village and are not very familiar with the things and people in our village. It is difficult to find a suitable way for our village to develop the economy. Only those who are familiar with us, young and prestigious are our village cadres, can we develop the economy of our village. I have often been to the council to report issues and participate in conference discussions. The issues reflected and the topics discussed at the conference include road construction, village economic development, crops planting, ancestral temple repair, and village system construction. I am very positive about things in the village. I think we must all work together to manage the village well, because it involves the rights and interests of the villagers. Regarding the opinions of the villagers, I think the council is still doing a good job of coordinating and communicating. It can unify the opinions of most of the villagers and can listen to our opinions. In this way, we can express our opinions more actively. In this respect, the villagers are now doing better than before. For example, keeping fish ponds is also a waste, and villagers suggest that fish ponds should be contracted out to increase income. With the leader of poverty alleviation and prosperity as the village cadre, the village can actively find contractors to contract out fish ponds and cultivated land. In recent years, our per capita income has increased by about 10,000 yuan. Today, our village is actively exploring ways to strengthen the village by industry, using integrated land to develop greenhouse fruit and

vegetable planting projects. Through the model of "company + cooperative + farmer + base", 100 mu of cherry tomatoes are planted. Now the village collective income has doubled several times. Capable, motivated, and willing village cadres are very important. They know how to develop the village economy and can help us make a fortune. Their prestige in the village is growing, and we respect them.

--C, Villagers of Xincheng Village, Xiniu Town, 20201018C

No 10:

The former Xincheng Village was also very poor. We didn't even have money to rebuild the ancestral hall. Seeing that my village was so poor, I wanted to do something for my village, so I came back to participate in the election of council members, mainly because I wanted to lead the villagers to develop our hometown together. After graduating from university, I have been working in a company in Guangzhou, and the salary is acceptable, but I see the chaos, poverty, and poor in the village. I hope to unite the villagers to develop my hometown. Our newly elected village cadres are relatively young, willing to work, and want to improve the economy of the village. Our natural village is not too big or small, with 609 people. Everyone wants to find someone who is familiar with the situation in the village and has prestige to be the village cadre. I am a college student in the village. When I was in college, I studied agronomy. After I came back and was elected as a village cadre, I boldly proposed to collect more than 1,600 mu of mountain forest land in the village under collective management. In the mountains, we have contracted out to expand the collective economy and solve the problem of funding for the repair of ancestral halls. When this idea was first put forward, some villagers agreed with it and some opposed it. But the villagers are all small villages, and everyone actually wants to make the village better and the villagers' lives better. To the villagers who oppose my opinion, I do ideological work one by one. Everyone knows that I am a college student and I have cultural knowledge. The most important thing is that I am studying agronomy and know how to develop agricultural economy. After two or three months of hard work, everyone finally supported me to do it. Integrate resources through collective land management. Relying on the mountains and the ground to rely on fish ponds has greatly increased the collective economic income of the village. Our village collective income has changed from a poor, chaotic, and poor village of tens of thousands of yuan to a village collective income of more than 490,000. Yuan's village. The purpose of autonomy is to develop one's hometown well. Everyone's income has increased, their lives have improved,

and the officials have become more motivated. The unique experience and brand-new development methods have attracted investigators, visitors and scholars from all over the country. Recently, it has been listed by the state as a pilot project of villagers' autonomy with village groups or natural villages as the basic unit. It is also a famous example in the field of accelerating rural revitalization. In the next step, I think we still have to develop the village economy with innovative ideas, maybe more flexible ways to do it, and lead our village to a better future. We are now in the information age, and science and technology have advanced a lot. We have to learn more to keep up with the development of society. The towns, counties, and cities all give us training, and we are also actively participating in training.

--D, Member of the Village Council of Xincheng Village, Xiniu Town, NO 20201018D

No 11:

I am a villager in Xincheng Village, Xiniu Town. Let me tell you how our village used to be. Our village is relatively large. There are several buildings on the left side of the ancestral hall. On the right side of the ancestral hall are rows of dilapidated mud-brick and blue houses. In front of the ancestral hall is a swamp covered by lush weeds. Except for a small stone street at the door of each household, it is almost full of weeds and mud. The "streets" in the village are covered with black and greasy drainage ditches, sewage flows across, the smell is pungent, and the flies are buzzing. Whenever I think back to the past, our village was indescribably poor and the living environment was particularly poor. When many young men went out to find a girl to take home, they refused to enter the house at the entrance of the village. Some went to live in a hotel in the town, and some turned around and ran away. At that time, someone introduced a girl to a young man who was farming at home, as long as the girl heard that he was from Xincheng, she would turn away. Villagers with a slightly better economy would rather go out to buy a house than build a house in the village. After the downward of the villager's autonomy, our whole village actively elected the village council, and I also participated in the vote. We want to elect the capable, the educated, the young, and the prestigious. These elites join the council and we hope to change the poor situation. After the council was joined by these elites, the meticulous organization of village cadres and the concerted efforts of the whole village to promote the village business, Xincheng Village has been built as a beautiful "characteristic village" in Qingyuan in March 2017 and was successfully established as a Guangdong Province Demonstration Village in democratic rule of law, Guangdong Province Health Village and Civilized Village. Nowadays, there is no mud

brick house in Xincheng Village. The supporting facilities in the village are very complete. The village is clean and tidy, with birds and flowers, and the village is very lively during the festivals. A sense of happiness is revealed on the smiling faces of every villager. I have often been to the board of directors to report issues and participate in conference discussions, the issues reflected and the topics discussed at the conference, including many aspects, economics, life. Regarding the opinions of the villagers, the villagers' council has done a good job of coordinating and communicating. It can collect opinions and coordinate to solve problems. The economically savvy people in the village led the villagers to grow sugar tangerines. More than 30 households in the village with their own orchards also built new buildings by growing sugar tangerines. With money, the construction of ancestral halls and villages will be no problem. Nowadays, Xincheng Village is actively exploring ways to strengthen the village through the use of integrated land to develop greenhouse fruit and vegetable planting projects. This year, it has planted a lot of cherry tomatoes, and the benefits are still good. At present, what our council members need to organize and lead villagers to carry out self-governance is to have political consciousness, to be able to unite the villagers and those who have prestige, culture, economic strength and rich brains, and to be able to interact with the higher-level village committees and townships. So the current changes in our village are so great. Now the reconstruction of our Xincheng Village in the past few years has become a model and won many honors.

--W, Villagers of Xincheng Village, Xiniu Town, NO 20201018W

No 12:

The fame of Xincheng Village is that it has experienced a development process from chaos to great governance to harmonious development. However, after the downward reform of villager's autonomy, Xincheng Village seized the opportunity of beautiful rural construction, comprehensive rural reform, and the change of the "two committees" of the village. Xincheng Village has focused on publicity and education on the content, standards, functions and significance of the construction of democratic and legal villages, so that more villagers can understand and participate in the construction of democratic and legal villages. The members of the village council are all doing well and are motivated. They often hold meetings to discuss issues related to village construction and development. The villagers' enthusiasm for participating in self-governance has obviously improved. They changed from a

passive attitude to an active attitude. They used to think of themselves as bystanders, but now they regard themselves as participants. They like their positive speeches. Expressing ideas and participating in the process of autonomy, this change is very obvious. The village cadres elected by the council are all people with prestige and the ability to bring wealth in the local area, so they have a rallying power, and the villagers will trust that they are willing to follow them. It also means being young, educated, and knowing how to lead everyone out of poverty and messiness. Only those who understand the local difficulties, understand the difficulties in the village, and understand the needs of the villagers can be village leaders to develop the village well. It is best for people with high cultural quality and professional and technical talents to be village cadres. Of course, this is an acquaintance society. People with prestige are village cadres. Everyone is willing to listen to him. Only in this way can the village develop well. Because many villages have their own planting and breeding industries, lack of professional and technical talents is not good for the development of their villages. After all, they have an economic foundation to develop their businesses. Villagers' self-governance with a shift in focus is carried out, and villagers actively research and decide on village development issues. The quality of the members of the board of directors should be enhanced, and some capable, young people who understand the development of the village's collective economy and have prestige in the village are elected. These are the village cadres that our villagers want to elect, because this can make things happen in the village. The most important change is that the villagers' income has increased and their lives have improved. Xincheng Village is a good example. After the villagers' self-governance moved down, Xincheng Village elected a new villager council. The newly elected leaders played the role of the "main backbone", leading a group of cadres, one after another, and doing everything possible to call on the villagers to develop economic and actively participate in village construction. Along the way, they care about everyone and their family, both the village affairs and their own production. However, with the trust of the whole village, they are responsible, democratic and transparent, work hard, set an example, and finally they won the support of the villagers with their sincerity and the effect of village changes, and continuously improved the appeal of the village team. Villagers' autonomy also has some problems. Some villager groups (natural village) council members may still be slightly older and lack professional talents, because many villages have their own planting and breeding industries. The lack of these talents is not good for the development of their villages. After all, there is an economic foundation to develop the cause of the village. If there are villages with these talents, we must find a way to get them back to develop the village economy and drive the

village to become rich. Township governments have also stepped up efforts to cultivate these talents, and cultivate more practical talents needed in rural areas. They are young and practical talents who can develop the economy, are capable, motivated, developed, and educated. Only such talents can be recognized by the villagers and establish prestige.

--X, Staff of Xiniu Town Government, NO 20201019X

No 13:

The Municipal Party Committee has clearly realized some problems in villagers' autonomy in our city, and has taken a series of measures to strengthen villagers' autonomy. But the most important thing is people. Without the right people to lead villagers' self-governance, good results cannot be achieved. Cultivating outstanding leaders and elites takes a long time. We suggest that townships and towns continue to mobilize capable people who go out to come back to develop their hometowns, and strive to attract more outstanding people back to their hometowns, and train them to be "Leaders" of rural development. Qingyuan's agricultural-related public services, the construction of a three-level network service platform of "county, town, and village" and agricultural-related public service stations, all provide substantial convenience for the people. In the past, cadres seldom had contact with the villagers, and the villagers were not clear about the work process, and the efficiency was very low. Agriculture-related public services have been moved downwards, and the past problems of "difficult access, ugly faces, and difficult to solve" have been resolved. Let the cadres help the people, and the cadres will naturally blend into the people and become a member of the people. These "acquaintance societies" in the village are quick to do things. Knowing who to look for, and letting people who can manage things in the village can really solve the problems of the people. The people really benefited and satisfied, they will naturally participate in self-governance. They think the village council is useful and can help everyone. In the past, a large number of villagers in the village did not care about the village's resolutions and did not participate in villagers' meetings. Even most people believed that they did not play a role in villagers' self-governance. The awareness of being the master of the country was still lacking, resulting in less concern about autonomy. The work support of the council is low. However, a small number of villagers do not have an accurate understanding of autonomy. They think that village autonomy is to let village cadres and councils take charge of all matters in the village, especially to help the people solve the funds needed for development or solve the specific difficulties of each household. These problems cannot be

solved by the council alone. They require the participation of all villagers. However, some villagers still do not understand and have doubts about the leadership of the council to carry out autonomy. This has also led to the low enthusiasm of some villagers to participate in the management of village affairs. Whether you listen to the suggestions of the village council and support the work of the council, the key lies in whether the council has a prestigious and capable person to take the lead, and if the council's people have brains, can develop, and are willing to do things for everyone, and they will naturally listen to him. If everyone on the board of directors is sloppy, who will believe what they say? In some villages with no collective income, the willingness of villagers to pool money for public construction is not high, and rural development is slower; some villages revitalize land resources through autonomy, lease collective land to increase income and then use it to ensure infrastructure construction. With the support of the government, good results were quickly achieved. Therefore, for rural development, the villagers' own wishes are the foundation, the organization and leadership of the council is the driving force, and policy support will be effective incentives and support.

--L, Chief of Organization Department of Municipal Party Committee, NO 20201024L

No 14:

Hello, I am a villager from Hutougang Village, Wangbu Town, Yingde City. The population of our village is about 600. The economic income is mainly from planting sugar cane and tea. There are also some young people who go out to work. Generally speaking, the economic income of our village is not bad. I know that the members of the council are all uncles and brothers, and they are familiar with each other in daily life. They are all people who are enthusiastic about the affairs of the village, and their family finances are good, and they are also enthusiastic to help others. When our village was electing the members of this council, I participated in the vote. I also mobilized my relatives and several familiar uncles and brothers and neighbors to vote. The selected cadres are basically the people in my mind. These people have the ability to become rich and have the enthusiasm to lead the villagers to develop the village. In my opinion, we need to be financially rich, well-educated, knowledgeable and educated, young, prestigious among the villagers, and familiar with the affairs of the village. These elites should join the council. The newly-elected council members are among the best in the village and are recognized by everyone. They are enthusiastic and motivated in leading villagers to carry out self-governance work, and have a certain ability to

drive economic development. Since the initiation of self-governance, villagers have been called on to contribute money, build some village roads, build cultural stations, improve the appearance of the village, and find a better market for the tea and sugar cane through economic cooperatives. I think they can lead the villagers to get rich. I have been to the board of directors to report problems and participate in meetings and discussions, about once every three months. The issues reflected and the topics discussed at the meeting, including road building, cultural station building, trading of agricultural products. As far as I know, the villagers are more active in reporting problems and participating in meetings and discussions, because the rights and interests of the villagers are involved. Regarding the villagers' opinions on the development of their hometown and rural areas, I think the council has done a good job of coordinating and communicating. It can unify the opinions of the majority of villagers and can also do the ideological work of dissident villagers. The last meeting of the board of directors decided to consolidate the land and cut off the crops that planted without compensation. I had an opinion, and the bamboo I planted was chopped the next day. To be honest, I was a bit angry. But it seems that everyone else is doing this, and the people on their board of directors take the lead in cutting off their own. I can't say anything. However, it was later discovered that after the integration of the land, our income has increased, so we naturally understand that the village council is helping us increase our income.

--Z, Villagers of Hutougang Village, Wangbu Town, NO 20201028Z

No 15:

Our village mainly grows sugar cane and tea. Our land is relatively fertile and the output of planting is relatively high. Depending on planting, the income is relatively good. We have no industry, a good environment, and no pollution. Everyone lives comfortably, and in recent years we have been engaged in beautiful rural construction and rural revitalization, which have brought many opportunities for the development of our village. Our village has really gotten better and better in recent years. In the past, the roads in our village were not good, and the things we produced might not be sold. Now that the roads have been repaired, we can sell all the things we grow, so of course our lives will be better. In the village, I am familiar with the members of the village council. They are all uncles and brothers. We often talk about family affairs. These people are familiar to us, and they are all elected by us. The people in our village are familiar with them, so we can choose them. If we are not familiar with them, how can we choose them as village cadres and what if we do not help the village? Only when

we find familiar people to be village leaders, we can rest assured. We have to make sure that they can help us with practical matters and help our village develop. They have ideas and can help the village. The cadres we recently elected are relatively young, and they all have ideas and will develop the economy of the village, otherwise our village will not be so good. Our village needs someone who have the ability to become rich economically and have prestige among the villagers, everyone thinks him good, and these elites should join the council. It is best to be young and energetic, not to be lifeless. If there is no vitality, you will not think of ways to develop the economy. If you are too old, you are afraid that their health will affect their work. If everyone thinks that he is good, it is really good. The village cadres we elected are all economical, enthusiastic, and responsible. Now our village is getting better, the products can be bought at a good price, and our income will be much higher. At present, the tea and sugar cane we grow has found a better market through economic cooperatives. Life in our village is still very good now. In the village, we have also made suggestions on issues such as road building, cultural station building, and trading of agricultural products. Our villagers are relatively active in reporting problems and participating in meetings and discussions. Everyone is familiar with them. We dare to talk about any problems. I think the council is still doing a good job of coordinating and communicating with the villagers on the development of their hometown and rural areas. Yes, it can unify the opinions of most of the villagers, and for the villagers who do not agree with the opinions, they can also communicate with each other. In the end, everyone finds that they can save money and their lives are better. The people in the village often have a little bit of grudges and grievances. Although they are all from the same village, there are many discords between this family and another family. Sometimes many conflicts cannot be resolved at once, causing many things in the village cannot reach a consensus, and naturally they can't do some things. Everyone hopes that the elected chairman and members of the council have the resources, ability, and prestige, so that they can resolve some existing contradictions, and put aside prejudices and form consensus to achieve rural development. Such a person must have the ability to deal with the government, have a role model for development and get rich, and even have a certain amount of power in the village. In fact, it is really hard to find.

--Y, Villagers of Hutougang Village, Wangbu Town, NO 20201028Y

No 16:

I was elected as a council member to serve everyone. Over the years, the villagers have

had many ideas for developing their hometown and rural areas, but they couldn't unify their opinions. As a result, they missed many development opportunities. I hope that through the establishment of the council, we can build our village with everyone. I think that currently our council members organize and lead villagers to carry out self-governance need to have political consciousness, be able to unite villagers, bring those who have prestige, culture, economic strength, and rich brains into the council, as well as cooperation and communicate with higher-level village committees and townships. I think that the current situation of villagers participating in this development of villager self-governance is still good. Everyone has actively participated in the several projects proposed by the villagers' council and contributed money and efforts. However, I think it is difficult for the villagers to unify their opinions when discussing matters, and there is a need for improvement in discussion and communication. At present, villagers can use villagers' autonomy correctly, knowing that villagers' autonomy is to give full play to the power of everyone in the village to do big things. Autonomy is to develop their hometown, and everyone is very motivated. I think that the villagers' self-governance development situation is very good, especially after the establishment of the council, under the leadership of the council members, the business of our village has been developed in an orderly and effective manner. The appearance of the village has been improved, the infrastructure has been gradually improved, and economic projects have continued to be updated. In general, the focus is the effect of the downward of villagers' self-governance is better than expected. In my opinion, the following elites need to join the village council: those with high political consciousness, able to support the party's cause, with a relatively high level of education, especially some college students, with a certain degree of economic ability, willing to lead the villagers to seek development, and those who are prestigious and convinced by the villagers that able to achieve good communication with the county and town. The ones that come into play now are generally those who have prestige and appeal in the village, those who are able to get rich have the ability to bring wealth, and some have hometown feelings. Actually, the city government, county government, and township government have all introduced policies to attract talents back to the village for development, increase the income of some village cadres, strengthened the training of talents and train talents in various aspects such as skills training and management ability training. I think that Hutougang Village still has difficulties in developing autonomy. Some older villagers with low education level need to improve their autonomy thoughts and consciousness. They do not fully understand the meaning of autonomy, common prosperity, and win-win cooperation. This is reflected in the cooperation with the village. The members of the council are not active

enough in their work, and it is not efficient enough to participate in discussions and reach consensus. In this way, our village cadres must find these villagers who do not participate in the discussion or express their opinions one by one, and understand their ideas, which will increase our workload and difficulty.

--Q, Member of Hutougang Village Council, Wangbu Town, NO 20201028Q

No 17:

I am a villager from Hutougang Village, Wangbu Town, Yingde City. Our village is a natural village with a relatively large population of about 600 people. It is a fairly large natural village. It mainly grows sugar cane and tea. There is no industry here, and it mainly depends on planting because the land here is relatively fertile. The yield of planting is relatively high, relying on planting, we can live well. In the village, I am familiar with the members of the village council. They are all uncles and brothers. I often talk about family affairs. In fact, everyone knows the affairs of every household in the village. Our village is not very big or small, and members of the village council know the affairs of each of our households, because they are all acquaintances, they can do things at ease. During the election, I voted for the most capable person in the village. They are all in the same village. Everyone can see if they have the brain and ability. Since he wants to lead everyone to do things, the chairman of the board must be strong enough. If he doesn't have the prestige and ability, he will be unable to do anything in the end, so the head of the board is the most important. He not only needs to be capable and prestigious, but also willing to work for the whole village and solve problems. People who do not have a fair mind can't do it. I hope that the president we elected can organize everyone to achieve their goals, actively seek funds from the government, solve everyone's development difficulties, and lead the development of hometown and increase income. At that time, I participated in the voting and elected the members of this council because we wanted them to be. They know the situation of each of our households and every family, so it is easy to find them. These people we selected have the ability to become rich and have the enthusiasm for leading the villagers to develop the village. I need people who are financially capable, educated, young, and prestigious among the villagers. Let these elites join the council. Our village mainly relies on planting. If these sugar cane and tea cannot be sold, we will lose a lot. Of course, we need some young people who can help us find good buyers and can help us sell our products to be village cadres. The village cadres we elected are all economical, enthusiastic, and responsible. Since the

beginning of self-governance, we have united in the construction of beautiful villages. Now our village roads are spacious and it is convenient to sell agricultural products. We can enter the market early if not our income will be reduced. At present, the tea and sugar cane we grow has found a better market through economic cooperatives. Life in our village is very good now. We villagers are more active in reporting problems and participating in meetings and discussions, because the rights and interests of the villagers are involved. Everyone speaks out if they have problems. Everyone is from the same village. Everyone is familiar with each other. They know each other's situation, say everything and put forward their opinions. Regarding the villagers' opinions on the development of their hometown, I think the council We did a good job in coordination and communication. We were able to unify the opinions of most of the villagers. We selected these young and thoughtful people who can develop the economy as village cadres. They can think of many ways to help us solve the problem. The income of the village is high, and we are also happy. In fact, sometimes, everyone has different views on some issues, but the village cadres are familiar with everyone's situation and will analyze the pros and cons of the issues and give us a listen. In fact, all of us are willing to listen and receive opinions. In the past few years, our village has developed well.

--P, Villagers of Hutougang Village, Wangbu Town, NO 20201107P

No 18:

Since the implementation of the villagers' self-governance with the shift of focus, villagers have actively participated in self-governance activities. Many villages have been very active, especially in Hutougang Village, they have effectively organized and led the villagers to carry out self-governance in development. Villagers, especially the members of the village council, have done a good job. Everyone is motivated. They often hold meetings to discuss issues related to village construction and development. Currently, their village construction has achieved relatively good results. The establishment of the council can effectively organize and lead the villagers to carry out self-governance. Because the members of the council are all elected, they are all people with prestige and have the ability to bring wealth in the local area, so they have the appeal, and the villagers will trust them more and they are willing to follow them. At present, some villager groups (natural villages) in the town may still have a slightly older council members, and there is a lack of culturally qualified and professional talents, because many villages have their own planting and breeding industries. If these talents are lacking, it is not good for the development of their village. After all, there is an economic

foundation to develop the cause of the village. If you want to carry out villagers' autonomy with a shift in focus, you should first raise the awareness of villagers' autonomy, let them know the meaning of autonomy, let them play the role of villagers themselves, and make suggestions for the development of the village, and actively study and decide on the development of the village. The second is that the quality of council members still needs to be enhanced, because most of the young people in the village go out to work, each village is hollowed out to varying degrees, and the quality of the leaders is still slightly worse.

--H, Wangbu Town Government Staff, NO 20201107H