

Research on Countermeasures for Rural Governance - A Case Study of Gaoyuan Village

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Abstract: Rural governance, as the core link in realizing the rural revitalization strategy, is of unquestionable importance. It is directly related to the stability of rural society and the achievement of sustainable development goals. In the process of advancing rural revitalization, the effective conduct of rural governance is crucial to ensuring the implementation of various policies and promoting the all-round economic and social progress of rural areas. This paper focuses on Gaoyuan Village in Xindu District, Chengdu, taking it as a typical research object. Based on the collaborative governance theory and the new public service theory, through various methods such as on-the-spot investigation, data collection and analysis, this paper systematically and in-depth analyzes the current situation and challenges of rural governance in Gaoyuan Village. The research finds that Gaoyuan Village faces many urgent problems in the process of rural governance. The structure of governance subjects is single, mainly relying on government leadership, and the participation of multiple subjects such as social organizations and villagers is insufficient; in terms of industrial integration, there is a lack of effective connection between the primary, secondary and tertiary industries, failing to form a good situation of coordinated development; cultural inheritance is interrupted, and traditional village culture is at risk of being lost; the efficiency of ecological governance is low, and environmental pollution and ecological damage still exist. In response to the above problems, this paper puts forward a series of targeted and operable countermeasures and suggestions. Strengthen Party building leadership, give full play to the fighting fortress role of grass-roots Party organizations and the vanguard and exemplary role of Party members, and

provide a strong political guarantee for rural governance. Construct a pluralistic governance system, encourage social organizations, enterprises, villagers and other multiple subjects to actively participate in rural governance, and form a good pattern of joint construction, joint governance and shared benefits. Promote the coordinated development of industries, strengthen the in-depth integration of the primary, secondary and tertiary industries, cultivate and expand characteristic rural industries, and improve the added value of agriculture. Activate the endogenous driving force of culture, thoroughly explore and inherit excellent traditional rural culture, carry out a variety of cultural activities, and enhance villagers' cultural identity and sense of belonging. Improve the ecological governance mechanism, increase the intensity of ecological environment protection, establish a long-term ecological governance and supervision mechanism, and realize the continuous improvement of the rural ecological environment. These countermeasures and suggestions aim to provide useful practical references for rural governance in the western plain areas and help the smooth implementation of the rural revitalization strategy.

Keywords: Rural Governance; Gaoyuan Village; Collaborative Governance; New Public Service; Rural Revitalization

1. Overview of Gaoyuan Village

Gaoyuan Village is located in the northern part of Xindu District, Chengdu, 25 kilometers away from the main urban area. This suburban location advantage has brought many opportunities for its development. The village covers an area of 4.8 square kilometers, governing 12 villager groups, with a registered population of 2,860 and a permanent population

of about 2,100. Although not large in scale, it has a unique rural charm. The terrain in the village is mainly flat and open plain, belonging to the subtropical humid monsoon climate, with an average annual temperature of 16.5°C. The climate is mild and pleasant, with distinct seasons and abundant rainfall, providing unique natural conditions for agricultural production. As a "Rural Revitalization Model Village" in Xindu District, Gaoyuan Village has actively given play to its own advantages, relying on the geographical convenience of the suburbs, and initially built an industrial pattern based on flower and seedling cultivation and characteristic fruit and vegetable planting. The flower and seedling industry has not only beautified the rural environment but also brought considerable economic benefits; the planting of characteristic fruits and vegetables has met the market demand for green and healthy agricultural products and improved the income level of villagers. However, under the background of the modernization of rural governance, Gaoyuan Village still faces some challenges, and there are obvious shortcomings in the modernization of the governance system. For example, the mechanism for multiple subjects to participate in governance is not perfect, and the villagers' autonomous capacity needs to be improved; the coordination between industrial development and rural governance is insufficient, and the industrial advantages have not been fully transformed into governance efficiency. Therefore, Gaoyuan Village needs to further strengthen Party building leadership, construct a collaborative governance system with multiple subjects, promote the in-depth integration of industry and governance, activate the endogenous driving force of the village, and improve various governance mechanisms such as ecology and culture to realize the all-round rural revitalization.

2. Current Situation of Rural Governance Development in Gaoyuan Village

2.1 Achievements in Governance Mechanism Construction

Initial strengthening of Party building leadership: In the practice of rural governance, Gaoyuan Village has actively promoted the innovative model of "Party Branch + Cooperative". By giving play to the core leading role of the Party branch, it has established a professional

cooperative for flower planting, deeply integrating the political advantages of the Party organization with the economic advantages of the cooperative. This model has successfully driven more than 300 households of villagers to engage in the development of the flower industry, forming a large-scale and professional operation pattern. Driven by this, the vitality of the village-level collective economy has been significantly enhanced, with an annual income increase of 40% compared with 2020. It has not only expanded the strength of the village-level collective economy but also increased the income of villagers, realizing the resonance of Party building and industrial development in the same frequency.

Significant improvement of infrastructure: In the past three years, Gaoyuan Village has attached great importance to infrastructure construction, investing a total of 8 million yuan in projects such as road hardening and sewage pipe network transformation. The implementation of these projects has greatly improved the production and living conditions of villagers and enhanced the overall appearance of the village. Thanks to its outstanding achievements in infrastructure construction and human settlement environment improvement, Gaoyuan Village has been rated as a "Model Village for Human Settlement Environment Improvement in Chengdu", laying a solid foundation for the sustainable development of the village.

Gradual improvement of the autonomous system: To enhance the villagers' autonomous capacity, Gaoyuan Village has established a democratic consultation platform called "Villagers' Discussion Hall". In 2024, through full consultation on this platform, villagers successfully solved 12 people's livelihood issues, covering various aspects such as environmental hygiene and public facility maintenance. This initiative has effectively improved villagers' sense of participation and gain, with a public satisfaction rate of 85%, promoting the continuous improvement of the rural autonomous system.

2.2 Progress in Industrial Governance Coordination

Initial development of agriculture-tourism integration: Gaoyuan Village has actively promoted the integrated development of agriculture and tourism, and carefully built the "Sweet Osmanthus Culture Festival" relying on

its advantageous flower industry. In 2024, the cultural festival was successfully held, attracting 50,000 tourists for sightseeing and realizing tourism income of 3 million yuan. However, at present, the integration of agriculture and tourism is still in its initial stage, with a single format, mainly focusing on ornamental tourism, lacking in-depth experience projects, resulting in a secondary consumption rate of less than 15% for tourists, which limits the further development of agriculture-tourism integration.

Cultivation of new business entities: To promote agricultural modernization, Gaoyuan Village has actively introduced 2 agricultural enterprises and developed the "Enterprise + Farmer" order agriculture model. This model has driven more than 200 villagers to find employment at their doorsteps and increased their income. However, at this stage, the interest connection mechanism between enterprises and farmers is relatively loose, and the cooperation between the two parties lacks depth and stability, which is not conducive to the long-term development of the industry.

2.3 Exploration in Cultural and Ecological Governance

Attempts at cultural protection: Gaoyuan Village has made initial attempts in cultural protection. It has invested funds in the traditional dwellings with historical and cultural value in the village. At the same time, it has set up a "Sweet Osmanthus Culture Exhibition Hall" to focus on displaying the historical, folk and other cultural elements related to sweet osmanthus, trying to inherit and carry forward the local culture.

Practice of ecological governance: In the field of ecological governance, Gaoyuan Village has actively implemented the "River Chief System". By clarifying the main responsible persons, strengthening the daily supervision and governance of rivers, it has successfully completed the dredging work of 2 kilometers of rivers, improving the water quality of rivers and the surrounding ecological environment.

3. Existing Problems in Rural Governance of Gaoyuan Village

3.1 Single Structure of Governance Subjects

In the process of rural governance in Gaoyuan Village, there is a situation of excessive government leadership and serious lack of social

participation. The village Party committee and village committee assume the main governance responsibilities, undertaking almost all affairs from policy implementation to project promotion. However, the development of social organizations is extremely lagging behind, with only 1 elderly association, which is difficult to play an effective role in rural governance. In terms of capital investment, in the village-level projects in 2024, government funds accounted for as high as 75%, while social capital investment only accounted for 15%. This unbalanced capital structure further restricts the participation of social forces, resulting in a lack of vitality and innovation of multiple subjects in rural governance.

The weakness of villagers' autonomous capacity is also an important manifestation of the single structure of governance subjects. The average age of members of the villagers' council is 58 years old, with an aging age structure, and only 10% have a college degree or above, resulting in limited knowledge level and innovation capacity. At the same time, the outflow rate of young villagers is as high as 60%. A large number of knowledgeable and dynamic young people leave the village, making the governance subjects show prominent characteristics of "aging" and "hollowing out", and it is difficult to form an effective pattern of villagers' autonomy.

3.2 Low Efficiency of Industrial Governance

The flower industry in Gaoyuan Village is mainly based on seedling cultivation, lacking deep processing links, resulting in a short industrial chain and low product added value. The per mu output value is only 12,000 yuan, which is 60% of the average level of modern agricultural parks in Chengdu. The industrial development efficiency is not good, and it is difficult to drive villagers to increase their income and become rich. The interest connection mechanism between enterprises and farmers is loose, mostly adopting the "minimum guarantee purchase" model. In 2024, farmers' share in the net profit of enterprises was only 8%, and farmers gained limited benefits from industrial development. The effect of industrial-driven income increase is not obvious, which affects the enthusiasm of farmers to participate in industrial development.

3.3 Lagging Cultural and Ecological Governance

There are only 4 inheritors of traditional crafts such as sweet osmanthus weaving, all of whom are over 65 years old. The younger generation has low participation willingness, leading to the risk of loss of intangible cultural heritage projects and the interruption of cultural inheritance. The control of agricultural non-point source pollution only covers the areas around the main roads, and the resource utilization rate of domestic waste is less than 30%. A closed-loop treatment system has not been formed, and ecological governance shows fragmented characteristics, making it difficult to realize the continuous improvement of the ecological environment.

3.4 Lack of Governance Guarantee Mechanism

The village Party committee and village committee lack professional talents in agricultural technology, cultural and tourism operations, etc. No college students have been introduced to return to their hometowns for entrepreneurship in the past three years. The shortage of talents restricts the improvement of rural governance level. 80% of the governance funds rely on financial appropriations, and the village-level collective economy is weak. The operating income in 2024 was only 500,000 yuan, and the shortage of funds has become a major bottleneck in rural governance.

4. Countermeasures and Suggestions for Rural Governance in Gaoyuan Village

Further improving the level of rural governance in Gaoyuan Village is the core content of this paper. Therefore, to solve the current deficiencies in rural governance in Gaoyuan Village, we put forward four major countermeasures targeting its problems: constructing a pluralistic collaborative governance system, promoting the quality and efficiency of industrial governance, activating the endogenous driving force of cultural and ecological governance, and strengthening the construction of governance guarantee mechanisms, aiming to help improve the predicament faced by Gaoyuan Village as shown in Figure 1.

4.1 Construct a Pluralistic Collaborative Governance System and Gather Governance Synergy

Strengthen the core role of Party building

leadership: To give full play to the leading role of the Party organization in rural governance, Gaoyuan Village implements the "Top Leader Project". Through a strict selection process, it selects personnel aged between 35 and 45 with high political quality, strong work ability and good mass base from outstanding young Party members in the village to enter the village Party committee and village committee. To improve their governance capacity, a personalized training plan is formulated, adopting the model of "university training + enterprise apprenticeship". University training focuses on cutting-edge theories of rural governance, interpretation of policies and regulations, and industrial development planning, inviting well-known experts and scholars to give lectures; enterprise apprenticeship arranges them to study advanced management experience and marketing strategies in relevant enterprises, broaden their horizons, and improve their ability to solve practical problems. At the same time, establish a "Party Branch + Grid + Farmer" governance network, scientifically divide the whole village into 6 grids, and assign a Party member as the grid leader for each grid. The grid leader is responsible for collecting the needs and opinions of farmers in the grid, timely coordinating and solving various problems, and regularly reporting the work progress to the Party branch to ensure that the Party's policies can be accurately conveyed and implemented.

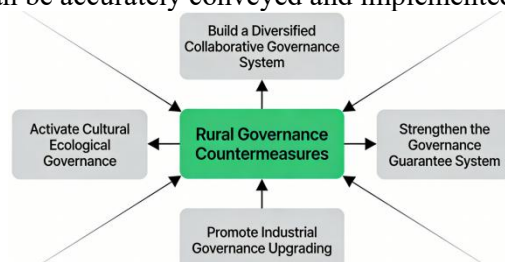


Figure 1. Countermeasures for Improving Rural Governance in Gaoyuan Village

Cultivate pluralistic governance subjects: Actively introduce social organizations and jointly cultivate the "Gaoyuan Village Development Council" with the Xindu District Social Work Association. The council extensively absorbs social forces such as enterprises and township sages to participate in rural governance. Enterprises can bring funds, technology and market channels, while township sages can use their prestige and influence to offer suggestions and build bridges for rural development. To stimulate the enthusiasm of

villagers to participate in rural governance, implement the "point system" governance. Villagers can accumulate points by participating in public affairs such as discussions and environmental improvement, and the points can be exchanged for living services, agricultural materials and other products. By establishing detailed point evaluation standards and exchange rules, let villagers truly feel the benefits of participating in governance, and strive to increase the villagers' participation rate to more than 50% by 2026.

4.2 Promote the Quality and Efficiency of Industrial Governance and Consolidate the Foundation for Development

Extend the industrial chain and improve added value: Relying on the rich flower resources of the village, actively develop the flower deep processing industry. Introduce aromatic essential oil enterprises, build a "Sweet Osmanthus Workshop", conduct deep processing of sweet osmanthus and other flowers, and develop a series of products such as sweet osmanthus essential oil, sweet osmanthus perfume, and sweet osman tea. Through cooperation with scientific research institutions, continuously improve product quality and added value, and realize that deep-processed products account for 30% and the per mu output value increases to 18,000 yuan by 2026. At the same time, build a smart planting demonstration area, using technologies such as the Internet of Things and big data to realize integrated water and fertilizer management and intelligent early warning of diseases and pests. Through sensors to real-time monitor soil moisture, nutrient content and other information, accurately control the supply of water and fertilizer, and use intelligent equipment for the monitoring and prevention of diseases and pests, reduce the use of pesticides by 20%, and improve the quality and efficiency of flower planting.

Improve the interest connection mechanism: Implement the "minimum guarantee income + dividend by shares" model, encouraging farmers to invest in enterprises with land management rights. In addition to giving farmers a minimum guarantee income, enterprises also withdraw a dividend fund at 5% of sales volume, allowing farmers to share the fruits of industrial development, and strive to increase the farmers' share ratio to 15% by 2025. In addition, guide farmers to transform idle farmhouses into

characteristic homestays, and the village collective provides operation training to help farmers improve their service level and management capacity. By building a cluster of characteristic homestays, enrich the supply of rural tourism products, cultivate more than 20 characteristic formats by 2025, and promote farmers' income increase.

4.3 Activate the Endogenous Driving Force of Cultural and Ecological Governance and Build a Livable Village

Strengthen cultural protection and innovation: Establish an "Intangible Cultural Heritage Workshop" and invite inheritors of traditional crafts such as sweet osmanthus weaving to teach on-site. Formulate a systematic training plan to cultivate a new generation of inheritors, training 10 inheritors by 2025. At the same time, improve the popularity and influence of intangible cultural heritage projects by holding intangible cultural heritage exhibitions, cultural festivals and other activities, receiving 10,000 research teams annually.

Optimize the ecological governance system: Implement the "Comprehensive Cleanliness" campaign, divide the village into several responsible areas, and let villagers contract the garbage cleaning work in the responsible areas. Establish an assessment mechanism to reward villagers with outstanding performance, and realize the agricultural waste recovery rate of 80% by 2025. Promote the "organic fertilizer instead of chemical fertilizer" project, and the government provides a subsidy of 200 yuan per ton to encourage farmers to use organic fertilizer, reduce the pollution of chemical fertilizers to soil and water sources, reduce the use of chemical fertilizers by 30% by 2026, and promote the sustainable development of agriculture.

4.4 Strengthen the Construction of Governance Guarantee Mechanism and Provide Solid Support

Construct a talent support system: Implement the "Township Sages Return" plan, set up township sages' workstations, provide policy consultation, project docking and other services for township sages returning to their hometowns for entrepreneurship, and give a maximum subsidy of 500,000 yuan to returning entrepreneurship projects to support them in developing characteristic industries and

participating in rural governance. Cooperate with vocational colleges to set up "Rural Revitalization Classes", training 50 planting experts and e-commerce talents every year according to the needs of rural development, providing talent guarantee for rural industrial development.

Broaden the channels of fund raising: Establish a "Rural Governance Fund" through government investment, social donations and other methods, with a scale of 3 million yuan by 2025, to support small and micro governance projects and stimulate the enthusiasm of villagers to participate in rural governance. Explore the "resources to assets" model, integrate and package resources such as collective forest land and idle homesteads, and realize the efficient use of resources through investment promotion and cooperative development. The operating income of the village-level collective economy will exceed 1 million yuan by 2026, enhancing the strength of the village-level collective economy.

5. Conclusions and Prospects

In the process of promoting rural governance, Gaoyuan Village should take the collaborative governance theory as the core guiding ideology. The traditional single governance model can no longer meet the needs of current rural development, and it is necessary to break this limitation. By promoting the collaboration of multiple subjects, letting the government, enterprises, social organizations, villagers and other forces participate together to form governance synergy; promoting the in-depth integration of industries, organically combining agriculture with the secondary and tertiary industries to improve industrial added value; activating culture and ecology, exploring rural cultural connotations, strengthening ecological protection, and realizing the coordinated development of culture and ecology; strengthening the guarantee mechanism, providing strong support from talents, funds, policies and other aspects, so as to build a modern rural governance system.

Gaoyuan Village can also actively explore the application of digital technology in rural governance. For example, build a "smart governance platform" to integrate various governance resources and information, and realize efficient and precise governance. Through this exploration, it can provide

valuable experience that can be learned from and replicated for rural governance in the western plain areas.

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