



# 北京接诉即办改革 理论研究成果

(2026)

北京接诉即办改革论坛

2026.10 中国·北京



---

# 北京接诉即办改革 理论研究成果

---

(2026)

---

中国社会科学院首都治理研究院

2026.10 中国·北京



# 前 言

立足中国、放眼世界，城市治理与城市现代化是当前全球城市化进程中世界各国面对的重要议题。让人民更好地分享城市发展成果、更充分地参与城市治理，是世界各国城市共同肩负的重要使命。

近年来，北京市深入贯彻习近平新时代中国特色社会主义思想，持续深化接诉即办改革，积极解决群众急难愁盼问题，构建完善以市民诉求驱动城市治理的体制机制，不断增强人民群众获得感、幸福感、安全感。接诉即办改革构建了党全面领导城市工作的治理新范式，发展了全过程人民民主新实践，形成了践行党的群众路线新经验，构建了共建共治共享的治理新格局，汇聚了人民监督与自我革命的新动力。接诉即办改革走出了一条为了人民、依靠人民、以人民为中心的城市治理新路，赋予新时代城市治理新的动能与活力，为走深走实人民城市的发展道路提供了北京经验。

从中国共产党推进理论创新、实践创新和社会治理现代化的历史逻辑、理论逻辑和实践逻辑看，北京市坚持和发展新时代“枫桥经验”，创新接诉即办改革实践，使新时代“枫桥经验”在城市治理场域展现出新的理论形态和实践样态。接诉即办改革坚持党的领导这一根本保证，秉持“发动和依靠群众，坚持矛盾不上交，就地解决”的内核，面对城市治理中的新问题和新现象，适应新时代中国社会主要矛盾变化，强化满足人民群众美好生活需要的目标导向，更加突出系统治理、综合治理、主动治理。改革有效实现了“在法治下推进改革，在改革中完善法治”的辩证统一，探索了科技赋能城市治理创新的成熟路径。

推进新时代城市治理改革，需要不断回应城市化进程中的人民关切，从整体上提升城市治理的能力，把新时代“枫桥经验”在新的技术与社会条件下坚持好、发展好，持续走好以人民为中心的城市发展新道路，为全球城市治理贡献中国经验。在这部由中国社会科学院首都治理研究院组织完成的研究成果中，不同领域作者基于自身研究，从人民城市理念、跳出历史周期率的“两个答案”、法理逻辑、数智赋能、全球比较等多重视角，对接诉即办改革的理论基础、制度逻辑与实践经验作了系统阐释，以期为深化接诉即办改革研究、推进城市治理现代化提供有益参考。



# 目 录

践行以人民为中心的发展思想与人民城市理念的京华实践

——党建引领接诉即办改革暨新时代“枫桥经验”的首都实践……………张 翼 (001)

技术赋能、制度弹性与价值共识

——政务热线平台治理效能的框架建构……………赵萌琪 奥马尔·拉扎兹 (003)

跳出历史周期率的“两个答案”：人民监督政府和党的自我革命

——基于党建引领接诉即办改革实践……………龚 云 马正立 (005)

北京接诉即办的成功密码

——透过接诉即办读懂中国之治、中国之理……………北京市党的建设研究会 (008)

接诉即办：正确政绩观制度化实践的生成机制……………王炳权 (010)

使命型回应：接诉即办与超大城市的治理逻辑……………何艳玲 李 昊 (012)

人工智能大数据赋能城市治理的路径研究……………

……………中国社会科学院人工智能科研创新团队 (014)

从责任推诿到快速响应：北京市接诉即办改革前后诉求办理的比较研究……………

……………李文钊 曾煌烽 刘 伟 (017)

为民服务的法理逻辑：接诉即办与中国共产党处理问题化解矛盾的北京实践……………

……………贺海仁 (019)

全球比较视野下城市治理的理论与实践前沿……………刘志林 陈济冬 (021)

城市治理的纵向与横向协作模式：北京与纽约市民服务热线的比较研究……………

……………孟天广 严 宇 郑雅婷 (023)

认知—适配—共鸣：“接诉即办”的国际认同与跨域推介……………原 珂 黄腾龙 (025)



# 践行以人民为中心的发展思想与 人民城市理念的京华实践

——党建引领接诉即办改革暨新时代  
“枫桥经验”的首都实践

张 翼<sup>\*</sup>

**摘要：**习近平总书记“坚持人民城市人民建、人民城市为人民”的重要论述，开拓和发展了马克思主义城市治理学说，科学回答了“为谁建城、靠谁建城、建成什么样的现代化城市”等重大时代命题，形成中国式现代化城市发展原创性理论。新时代“枫桥经验”坚持和发展党的群众路线，坚持源头治理、多元化解、矛盾不上交，是中国基层社会治理的经典范式。北京立足人口大国首都战略定位，深入推进党建引领接诉即办改革，实现新时代“枫桥经验”在城市场域的创造性转化与创新性发展，依托12345市民服务热线搭建民意直达、闭环处置、源头治理的制度链条，将人民至上理念贯穿于城市规划、建设、治理、更新全周期。本文立足首都北京七年接诉即办改革实践，在阐释人民城市理念理论谱系过程中，对接诉即办改革作为新时代“枫桥经验”首都治理实践的内在逻辑进行了剖析，系统阐释了以市民诉求驱动城市治理现代化的运行机理，总结提炼可复制、可推广的中国特色城市治理经验，研判改革深化方向，为中国式现代化城市治理提供学理支撑。

**关键词：**人民城市；接诉即办改革；新时代“枫桥经验”；首都治理；城市更新

---

<sup>\*</sup> 中国社会科学院首都治理研究院研究员。

# The Beijing Practice of Implementing the People-Centered Development Philosophy and the People's City Concept

——The Party building-led reform of Swift Response to Public Complaints and Beijing's Innovative Practice of the Fengqiao Experience in the New Era

*Zhang Yi*

**Abstract:** General Secretary Xi Jinping's important expositions "cities should be built by the people and for the people"—have advanced Marxist theories of urban governance, answered the major questions of our time—for whom cities should be built, who should build them, and what kind of modern cities should be built, and established an original theory of urban development under Chinese modernization. The Fengqiao Experience in the New Era upholds the Party's mass line, emphasizes preventive governance and diversified dispute resolution, and resolves conflicts at the grassroots rather than passing them upward, making it a classic model of China's grassroots social governance. Beijing, capital of a populous country, has advanced the Party building-led reform of Swift Response to Public Complaints, creatively adapted and developed the Fengqiao Experience in the New Era in a city context, and, through the 12345 citizen service hotline, built an institutional chain linking direct access to public opinion, closed-loop handling, and preventive governance, embedding the people-first principle throughout the full cycle of city planning, construction, governance, and renewal. Drawing on seven years of the reform's practice in Beijing and elucidating the theoretical lineage of the people's city concept, this paper analyzes the reform's endogenous logic as Beijing's practice of the Fengqiao Experience in the New Era, explains how citizens' demands drive the modernization of city governance, distills replicable and scalable Chinese experience, assesses directions for deepening the reform, and provides theoretical support for urban governance under Chinese modernization.

**Keywords:** people's city; reform of Swift Response to Public Complaints; Fengqiao Experience in the New Era; capital governance; urban renewal

**Author:** Zhang Yi is a Research Fellow at the Institute of Capital Governance, Chinese Academy of Social Sciences.

# 技术赋能、制度弹性与价值共识

## ——政务热线平台治理效能的框架建构

赵萌琪 奥马尔·拉扎兹<sup>\*</sup>

**摘要：**数字时代治理效能的复杂性催生了评估范式的革新需求。本文针对传统治理效能评估框架在动态性、协同性与价值整合方面的理论局限，构建了“民声诉求、智能解析、责任反馈”的三维评估分析框架，揭示了技术工具、制度调适与公共价值协同演进的内在机理。基于全球政务热线平台的比较研究发现，治理效能的提升不仅依赖关键要素的在场性，更取决于各要素相互间的动态协同质量。需要通过突破静态知识转化瓶颈进行技术赋能，并依靠压力传导与规则迭代的适配性提升制度弹性，进而通过诉求响应与政策调适的双向校准达成价值共识。本文提出的动态互构的评估分析框架，突破了传统研究对单维效率或价值理性的割裂认知，为解析数字时代治理现代化提供兼具解释力与实践穿透力的理论工具。

**关键词：**治理效能评估；VIA 评估分析框架；政务热线；数字政务平台

---

<sup>\*</sup> 本研究数据源自以北京市政务服务和数据管理局为代表的全球各政务服务热线主管部门的改革实践，特此致谢各国的政策创新者、制度设计者，以及每一位为数字化治理作出贡献的工作者，文责自负。赵萌琪为中国人民大学公共管理学院助理教授；奥马尔·拉扎兹（Omar Razzaz）为哈佛大学肯尼迪政府学院高级研究员、约旦哈希姆王国第42任首相。奥马尔·拉扎兹为本文通讯作者。本文的主要内容发表于《管理世界》，2025年第7期。

# Technology Empowerment, Institutional Resilience, and Value Consensus: Framework Construction of Governance Effectiveness of Hotline Platform

*Zhao Mengqi Omar Razzaz*

**Abstract:** The complexity of governance effectiveness in the digital era has given rise to the need to revolutionize the assessment paradigm. Aiming at the theoretical limitations of the traditional governance effectiveness assessment framework in terms of dynamics, synergy and value integration, this paper constructs a three-dimensional VIA assessment and analysis framework of Voice, Intelligence and Accountability, revealing the underlying mechanism of the synergistic evolution of technological tools, institutional adaptation and public values. Based on the comparative study of global government hotline platforms, it is found that the enhancement of governance effectiveness not only relies on the presence of elements, but also depends on the quality of dynamic synergy among the elements. Technological empowerment needs to break through the bottleneck of static knowledge transformation. Institutional resilience relies on the suitability of pressure transmission and rule iteration. Value consensus is realized by the bidirectional calibration of response to demands and policy debugging. The assessment and analysis framework of dynamic inter-construction proposed in this paper breaks through the traditional research on the unidimensional efficiency or value rationality, and provides a theoretical tool with both explanatory power and practical applicability for analyzing the modernization of governance in the digital era.

**Keywords:** governance effectiveness assessment; VIA assessment and analysis framework; government hotline; digital government platform

**Authors:** Zhao Mengqi, Assistant Professor of Renmin University of China; Omar Razzaz, Senior Fellow of Harvard Kennedy School, the 42nd Prime Minister of the Hashemite Kingdom of Jordan.

# 跳出历史周期率的“两个答案”： 人民监督政府和党的自我革命

——基于党建引领接诉即办改革实践

龚 云 马正立\*

**摘要：**跳出治乱兴衰历史周期率、夯实长期执政根基，是马克思主义执政党必须持续回答的重大命题。本文立足封建王朝治乱循环历史与世界社会主义运动兴衰经验，剖析历史周期率的生成根源与本质规律，梳理中国共产党破解历史周期率的百年探索，系统阐释人民监督、党的自我革命“两个答案”的理论演进、内在逻辑与辩证关系。以北京市党建引领接诉即办改革为实践样本，探析该改革立足超大城市治理困境，将“两个答案”有机融入基层治理，构建起制度化人民监督体系与常态化自我革命机制。研究表明，接诉即办实践实现了人民监督与自我革命从并列走向深度融合，既丰富发展了马克思主义执政党建设理论与实践，筑牢党的长期执政根基，破解了超大城市治理难题，畅通了中国制度优势向治理效能转化路径，也为世界政党治理与人类政治文明发展贡献了宝贵的中国方案。

**关键词：**人民监督；党的自我革命；党建引领；接诉即办。

---

\* 本文系中国社会科学院首都治理研究院 2025 年度城市治理重大专项研究课题“城市公共服务精准供给与美好生活指数研究”（项目编号：CASSICGZD25001）的阶段性成果。龚云，中国社会科学院习近平经济思想研究中心主任、二级研究员；马正立，中国社会科学院马克思主义研究院副研究员、博士。

# Two Answers to the Question of How to Escape the Historical Cycle of Rise and Fall: the People's Supervision Over the Government and the Party's Self-Reform

—A Study Based on the Reform Practice of Swift Response to Public Complaints Under Party Leadership

*Gong Yun   Ma Zhengli*

**Abstract:** Breaking free from the historical cycle of political order and disorder and of dynastic rise and decline, while consolidating the foundations for long-term governance, remains a major question that any Marxist governing party must continue to address. Drawing on the historical pattern of recurrent order and disorder under China's feudal dynasties as well as the experience of rise and decline in the international socialist movement, this article examines the origins and underlying patterns of the historical cycle and reviews the Communist Party of China's century-long efforts to overcome it. It further traces the theoretical evolution of the "two answers" and systematically elucidates the internal logic and dialectical relationship between them — the people's oversight of the government and the Party's self-reform. Taking Beijing's reform of Swift Response to Public Complaints under Party leadership as a practical case, the present study explores how the reform responds to the distinctive governance challenges of a megacity by integrating the "two answers" into grassroots governance. In doing so, it has established an institutionalized system of public supervision alongside a regularized mechanism for the Party's self-revolution. The findings indicate that the practice of Swift Response to Public Complaints has moved public supervision and the Party's self-revolution beyond a parallel relationship toward deeper integration. It has not only enriched and advanced the theory and practice of Marxist governing-party development and strengthened the foundations for the Party's long-term governance but also provided a practical response to the governance challenges of megacities and created a pathway for translating China's institutional strengths into effective governance. More broadly, this experience may offer a valuable Chinese approach to the study of party governance worldwide and contribute to the development of human political civilization.

**Keywords:** public supervision; the Party's self-reform; party leadership; Swift Response to Public Complaints

**Authors:** Gong Yun, Director and Secondclass Research Professor of the Research Center for Xi Jinping Economic Thought, Chinese Academy of Social Sciences (CASS) ; Ma Zhengli, Associate Research Professor and PhD at the Institute of Marxism, Chinese Academy of Social Sciences (CASS) .

# 北京接诉即办的成功密码

——透过接诉即办读懂中国之治、中国之理

北京市党的建设研究会<sup>\*</sup>

**摘要：**城市治理现代化是国家治理体系和治理能力现代化的重要内容。面对城镇化持续深化带来的治理难题，北京市自 2019 年以来坚持以市民诉求为驱动，创新实施并持续深化党建引领接诉即办改革，用一条热线撬动城市治理的系统性变革，走出了一条中国特色超大城市治理现代化的新路子。本文从坚持以科学理论指导、坚持以人民为中心、坚持党建引领、坚持全过程人民民主、坚持系统观念和法治思维、坚持数智赋能现代化治理 6 个维度，系统阐释北京接诉即办改革成功的密码，展示接诉即办体现的中国之治、中国之理。

**关键词：**接诉即办；人民城市；城市治理；市民诉求驱动

---

<sup>\*</sup> 本研究系 2026 年度首都高端智库决策咨询项目“深化党建引领接诉即办改革研究”的阶段性成果。执笔人：尤文虎，北京市党的建设研究所所长；李琰，北京市党的建设研究所副所长；张权，北京市党的建设研究所干部。

# The Secret of Beijing's Success in Swift Response to Public Complaints: Understanding China's Governance and Its Underlying Logic

*Beijing Municipal Society for the CPC Building Studies*

**Abstract:** The modernization of urban governance is integral to the modernization of China's system and capacity for governance. In response to the governance challenges arising from deepening urbanization, since 2019, Beijing has been advancing a Party building-led reform of Swift Response to Public Complaints (Jiesu Jiban) , driven by residents' requests. With a single hotline, it has leveraged systemic changes in urban governance, opening a new path for the modernization of megacity governance with Chinese characteristics. This paper systematically elucidates the secret of the reform's success from six dimensions — Adhering to Sound Theoretical Guidance; Adhering to a People-Centered Approach; Upholding Party Building Leadership; Practicing Whole-Process People's Democracy; Applying Systems Thinking and Law-Based Thinking; Empowering Modern Governance with Digital and Intelligent Technologies — and demonstrates how Jiesu Jiban embodies China's governance and its underlying logic.

**Keywords:** Swift Response to Public Complaints (Jiesu Jiban) ; People's City; urban governance; citizen appeal-driven

**Authors:** You Wenhui, Director of the Beijing Municipal Institute for the CPC Building Studies; Li Yan, Deputy Director of the Beijing Municipal Institute for the CPC Building Studies; Zhang Quan, staff member of the Beijing Municipal Institute for the CPC Building Studies

# 接诉即办：正确政绩观制度化实践的生成机制

王炳权<sup>\*</sup>

**摘要：**政绩观体现着执政理念、价值取向和治理方式，正确政绩观的实践转化是新时代提升党的执政能力和国家治理效能的重要课题。北京市接诉即办改革以党建引领为保障，以群众诉求为入口，以快速响应为机制，以群众评价为尺度，以主动治理为深化方向，形成了正确政绩观融入基层治理的制度化实践路径。正确政绩观通过人民立场确立政绩创造方向，通过组织体系保障治理责任落实，通过群众评价检验治理实际成效，通过主动治理提升长期发展能力。接诉即办推动政绩创造由关注工作完成转向关注群众获得，由依靠行政推动转向依托制度运行，为理解中国共产党执政理念转化为治理效能提供了重要实践样本。

**关键词：**正确政绩观；党建引领；接诉即办；人民立场；基层治理；治理效能

---

<sup>\*</sup> 王炳权，中国社会科学院政治学研究所研究员，中国社会科学院首都治理研究院副院长，中国社会科学院大学政府管理学院教授、博士生导师。

# Swift Response to Public Complaints: The Generative Mechanism for the Institutionalized Practice of the Correct View of Political Achievements

*Wang Bingquan*

**Abstract:** The view of political achievements embodies the governing philosophy, value orientation, and governance approach. The practical transformation of a correct concept of political achievements is an important issue in enhancing the governing capacity of the CPC and the efficiency of national governance in the new era. Beijing’s “receiving complaints and handling them immediately” reform, guided by party-led as the guarantee, takes public complaints as the entry point, rapid response as the mechanism, public evaluation as the yardstick, and handling complaints before they are even received as the direction for deepening, has formed an institutionalized practical path for integrating the correct view of political achievements into grassroots governance. The correct view of political achievements establishes the direction of political achievement creation through the people’s standpoint, ensures the implementation of governance responsibilities through the organizational system, tests the actual effectiveness of governance through public evaluation, and enhances long-term development capabilities through proactive governance. “Swift Response to Public Complaints” promotes the shift of political achievement creation from focusing on work completion to focusing on public gains, from relying on administrative promotion to relying on institutional operation, providing an important practical sample for understanding the transformation of the CPC’s governing philosophy into governance efficacy.

**Keywords:** correct view of political achievements; Party building-led; Swift Response to Public Complaints; people’s standpoint; grassroots governance; governance efficiency

**Author:** Wang Bingquan is a Research Fellow at the Institute of Capital Governance, Chinese Academy of Social Sciences.

# 使命型回应：接诉即办与超大城市的治理逻辑

何艳玲 李 昊\*

**摘要：**超大城市治理的难点，不仅在于公共事务规模庞大，更在于持续获得并处理分散的需求信息。既有回应性研究多将“是否回应”视为政府可裁量的策略选择，难以说明治理实践中回应何以成为不可回避的制度责任。本文基于北京接诉即办案例提出“使命型回应”，用以指称回应义务的政治来源：回应不是政府可以权衡取舍的策略选择，而是由政党使命规定、须持续履行的制度义务。这一义务经由“接办分工”获得制度结构：全量接诉取消受理门槛，分类办理划定资源配置与责任边界，评价、回访与立法将政治承诺转化为可执行、可监督的制度责任。回应由此成为政府持续在场的制度事实，在日常互动中累积治理合法性、吸纳社会风险和重塑政府—社会关系。论文的贡献则在于将政党使命、制度化回应与时间政治纳入同一分析框架，解释回应义务的来源及其制度化机制。

**关键词：**接诉即办；使命型回应；接办分工；超大城市治理

---

\* 项目：国家自然科学基金面上项目“生成式人工智能驱动的基层治理‘人民算法’模型建构与应用”（72574224）；中国人民大学人工智能专项项目（YJXM20251208）。何艳玲，中国人民大学吴玉章讲席教授；李昊，中国人民大学公共管理学院博士生。

# Mission-Oriented Responsiveness: Swift Response to Public Complaints and the Governance Logic of Megacities

*He Yanling Li Hao*

**Abstract:** The governance challenge of megacities lies not only in the scale of public affairs, but in how to continuously obtain and process dispersed demand information. Research on responsiveness tends to treat “whether to respond” as a discretionary strategy available to governments, and thus cannot explain why responsiveness has become an unavoidable institutional responsibility in China’s governance practice. Drawing on the case of the Swift Response to Public Complaints (jiesu jiban) reform in Beijing, this paper proposes the concept of “mission-oriented responsiveness,” which refers to the political source of the obligation to respond: responding is not a strategy the government may weigh and choose, but an institutional obligation prescribed by the Party’s mission and continuously performed. This obligation acquires its institutional structure through the “division between complaint intake and handling”: intake without threshold removes the selection at the intake stage, classified handling defines the boundaries of resource allocation and responsibility, and evaluation, follow-up visits and legislation translate political commitment into enforceable and supervisable institutional obligations. Responsiveness thus becomes an institutional fact of the government’s continuous presence, accumulating governance legitimacy, absorbing risks and reshaping government–society relations through daily interactions; the contribution of this paper lies in integrating Party mission, institutionalized responsiveness and the politics of time into a single analytical framework that explains the source of the obligation to respond and the mechanisms through which it is institutionalized.

**Keywords:** Swift Response to Public Complaints; mission-oriented responsiveness; division between complaint intake and handling; megacity governance

**Authors:** He Yanling is Wu Yuzhang Chair Professor at the School of Public Administration and Policy, Renmin University of China; Li Hao is a Ph.D. candidate at the School of Public Administration and Policy, Renmin University of China.

# 人工智能大数据赋能城市治理的路径研究

中国社会科学院人工智能科研创新团队\*

**摘要：**数智时代，人工智能、大数据等技术应用提高了城市治理效能，形成了城市治理的新范式和新路径。本文基于“结构融合—功能优化”的分析框架，以北京12345接诉即办为典型案例，结合《北京市接诉即办工作条例》的规范要求，论证人工智能和大数据赋能超大城市治理的路径。研究发现，人工智能并非单纯提升效率的技术嵌入工具，而是在党的领导与人民需求的引导下，能够实现制度调适与关系重构的“准行动中介”。在结构融合维度，将分析人工智能如何通过流程平台化与数据协同化重构条块分割、央地关系与党政关系，平衡政府、市场、社会的边界，为“共建共治共享”提供数字化基础设施；在功能优化维度，将考察人工智能如何在智能决策、智慧监管与社会共治中构建“感知—认知—行动”的闭环，破解社会风险加速形成与制度回应结构性滞后之间的“治理时差”，提升公共服务效能。接诉即办改革的深层意义，不仅在于提升了城市治理对民众诉求的响应能力，更在于它以“技术嵌入+程序规范”的创新方式有效践行了新时代“枫桥经验”，并坚持以制度规范保障接诉即办机制有序运行，为“十五五”时期数智赋能城市治理提供了先行样板，也向世界展示了中国治理的有效经验。

**关键词：**数智治理；接诉即办；结构融合；功能优化；新时代“枫桥经验”

---

\* 执笔人：朱迪，中国社会科学院社会学研究所研究员；钟洲，中国社会科学院数量经济与技术经济研究所副研究员；左鹏飞，中国社会科学院数量经济与技术经济研究所副研究员；周辉，中国社会科学院法学研究所副研究员；赵金旭，济南大学政法学院教授。

# Pathways for Empowering Urban Governance with Artificial Intelligence and Big Data

*Zhu Di   Zhong Zhou   Zuo Pengfei   Zhou Hui   Zhao Jinxu*

**Abstract:** In the digital-intelligent era, the application of artificial intelligence, big data, and related technologies has enhanced the effectiveness of urban governance and fostered new paradigms and pathways for governing cities. Based on an analytical framework of “structural integration–functional optimization”, this study takes Beijing’s Swift Response to Public Complaints mechanism as a representative case and, in conjunction with the normative requirements of the “Regulations of Beijing Municipality on Swift Response to Public Complaints”, examines the pathways through which artificial intelligence and big data empower the governance of megacities. The study finds that artificial intelligence is not merely a technological tool embedded in governance to improve efficiency. Guided by the leadership of the Communist Party of China and the needs of the people, it can function as a “quasi-actor intermediary” that facilitates institutional adaptation and the restructuring of governance relationships. From the perspective of structural integration, the study analyzes how artificial intelligence reshapes fragmented vertical and horizontal governance structures, central-local relations, and Party-government relations through platform-based processes and coordinated use of data, while recalibrating the boundaries among government, market, and society and providing digital infrastructure for “joint contribution, joint governance, and shared benefits.” From the perspective of functional optimization, it examines how artificial intelligence establishes a closed loop of “perception–cognition–action” in intelligent decision-making, smart regulation, and collaborative social governance, thereby addressing the “governance time lag” between the accelerated emergence of social risks and structurally delayed institutional responses and improving the effectiveness of public services. The deeper significance of the Swift Response to Public Complaints reform lies not only in strengthening the responsiveness of urban governance to public demands, but also in effectively applying the Fengqiao Experience in the New Era through an innovative combination of technological embedding and procedural regulation. By ensuring the orderly operation of the mechanism through institutional norms, the reform provides a pioneering model for digital-intelligent empowerment of urban governance during the 15th Five-Year Plan period and demonstrates effective Chinese governance experience to the world.

**Keywords:** digital-intelligent governance; Swift Response to Public Complaints; structural integration; functional optimization; the Fengqiao Experience in the New Era

**Authors:** Zhu Di is Professor at the Institute of Sociology, Chinese Academy of Social Sciences; Zhong Zhou is Associate Professor at the Institute of Quantitative & Technological Economics, Chinese Academy of Social Sciences; Zuo Pengfei is Associate Professor at the Institute of Quantitative & Technological Economics, Chinese Academy of Social Sciences; Zhou Hui is Associate Professor at the Institute of Law, Chinese Academy of Social Sciences; Zhao Jinxu is Professor at the School of Political Science and Law, University of Jinan.

# 从责任推诿到快速响应：北京市接诉即办改革前后诉求办理的比较研究

李文钊 曾煌烽 刘 伟\*

**摘要：**本研究以北京市“接诉即办”改革为研究对象，旨在解释集中统一治理何以克服科层惰性。既有研究多从行政碎片化解释此类问题，本文则将其重新置于高监督成本下的委托—代理框架中。研究发现，改革遵循一条具有先后次序的因果链条：政治嵌入首先激活绩效约束机制，而算法核验则为该机制的有效运行提供技术条件。随后，二者的结合显著降低核验成本，并推动条块关系由代理失灵下的责任推诿转向受监督的协同工作。本文进一步将数字平台概念化为“政治治理技术”，即旨在消除信息不对称的制度工具，由此揭示了在发展中情境下，数据驱动的反应机制如何被策略性地重新配置，并用于强化政治遵从。

**关键词：**比较过程追踪；地方政府；城市治理；数字治理；委托—代理问题

---

\* 本研究由国家自然科学基金面上项目（72174199）支持。李文钊，中国人民大学公共政策系教授；曾煌烽，中国人民大学公共政策系博士生；刘伟，中国人民大学公共政策系教授。本文的主要内容以英文发表于《*Journal of Comparative Policy Analysis: Research and Practice*》，2026年第4期。

# From Buck-Passing to Rapid Response: A Comparative Study of Beijing's Complaint Handling Before and After the Swift Response to Public Complaints Reform

*Li Wenzhao   Zeng Huangfeng   Liu Wei*

**Abstract:** This study examines Beijing's Swift Response to Public Complaints reform to explain how centralized governance overcomes bureaucratic inertia. While existing literature often focuses on fragmentation, the article reframes this as a principal–agent problem under high monitoring costs. It identifies a sequenced causal logic where political embeddedness activates a regime of performance discipline enabled by algorithmic verification. This interaction drastically reduces the cost of verification, reconfiguring tiao–kuai relations from agency failure (buck-passing) to monitored cooperation. By conceptualizing digital platforms as “political technologies” – instruments designed to eliminate information asymmetry – this study reveals how data-driven responsiveness is strategically repurposed to enforce political compliance in developing contexts.

**Keywords:** comparative process tracing; local government; city governance; digital governance; Principal–Agent problem

**Authors:** Li Wenzhao is a professor at the School of Public Administration and Policy, Renmin University of China. Zeng Huangfeng is a PhD student at the School of Public Administration and Policy, Renmin University of China. Liu Wei (Corresponding Author) is a professor at the School of Public Administration and Policy, Renmin University of China.

# 为民服务的法理逻辑： 接诉即办与中国共产党处理问题 化解矛盾的北京实践

贺海仁<sup>\*</sup>

**摘要：**接诉即办是新时代党处理问题、化解矛盾政策策略的北京实践，是全面依法治国在城市社会治理领域的制度创新。对接诉即办的制度逻辑与实践机理进行法学分析，须类型化建构交办、委办、承办、协办等诉办法律关系，区分矛盾型诉求与发展型诉求、形式解诉与实质解诉的层次差异，厘清管控型、回应型与服务型治理的递进关系。循此进路，深入剖析市民诉求驱动的治理范式及新型政民关系重塑的深层内涵，建构以党同人民群众的血肉联系为源表达的叙事体系、以新时代“枫桥经验”城市基层治理为逻辑集的知识体系和以以人为本为价值目标的概念体系等，打造为民服务的自主学理体系，为新时代中国城市社会治理现代化提供理论支撑。

**关键词：**接诉即办；新时代“枫桥经验”；服务型治理；法伦理学；政民关系

---

<sup>\*</sup> 贺海仁，中国社会科学院全面依法治国智库枫桥经验与社会治理研究部主任、中国社会科学院法学研究所研究员。

# The Legal Logic of Serving the People: Swift Response to Public Complaints and the Beijing Practice of the Communist Party of China in Addressing Issues and Resolving Conflicts

*He Hairen*

**Abstract:** The “Swift Response to Public Complaints” initiative represents a Beijing-based implementation of the Party’s policy and strategic approaches to addressing issues and resolving conflicts in the new era; it constitutes an institutional innovation within the framework of law-based governance in all respects of urban social governance. Conducting a legal analysis of the institutional logic and practical mechanisms underlying this initiative involves categorizing the legal relationships associated with various complaint-handling procedures—such as assigning, delegating, undertaking, and assisting—differentiating the hierarchical distinctions between conflict-oriented and development-oriented demands, as well as between formal and substantive resolution of complaints, and clarifying the progressive relationship among control-oriented, response-oriented, and service-oriented governance models. By examining the governance paradigm driven by citizens’ demands and the profound implications of reshaping the new type of government–citizen relationship, this study constructs a narrative system rooted in the organic bond between the Party, the state, and the people; a knowledge system grounded in the urban grassroots governance principles of the Fengqiao Experience in the New Era; and a conceptual system oriented toward a people-centered value framework. Together, these efforts aim to establish an independent theoretical system dedicated to serving the public, thereby providing theoretical support for the modernization of urban social governance in China during the new era.

**Keywords:** Swift Response to Public Complaints; The “Fengqiao Experience” in the New Era; Service-Oriented Governance; Legal Ethics; Government–Citizen Relations

**Author:** He Hairen is the Director of the Fengqiao Experience and Social Governance Research Department at the Think Tank for Comprehensive Rule of Law Development under the Chinese Academy of Social Sciences, and a Research Fellow at the Institute of Law, Chinese Academy of Social Sciences.

# 全球比较视野下城市治理的理论与实践前沿

刘志林 陈济冬\*

**摘要：**全球城市化与数智技术发展正在重塑超大特大城市的治理条件。本文从回应性、公平性与包容性、参与性和协调性四个方面概括城市治理的核心挑战，并比较巴尔的摩、芝加哥、纽约、首尔、新加坡和北京等城市市民热线的制度演进。研究发现，市民热线已由非紧急事项分流和公共服务统一入口，逐步拓展至流程管理、绩效监督、跨部门协调和反馈驱动的主动治理，成为连接公众诉求与政府行动的治理基础设施。数智技术主要通过重构政府与居民之间及政府组织内部的两重信息流，提升需求感知、行政回应和协同治理能力。但信息优势能否转化为治理成效，仍取决于责任体系、协调权限、组织激励、行政问责和政策学习机制。由此，数智城市治理研究需要超越技术决定论，从比较视角考察技术与制度的互动，并重视数据代表性、制度适配性和治理创新的可持续性。

**关键词：**超大特大城市治理；数智技术；市民热线；技术—制度关系；国际比较

---

\* 本研究由北京市习近平新时代中国特色社会主义思想研究中心“研究阐释党的二十届四中全会精神专项”委托课题重大项目（25LLZZA50）、国家自然科学基金（72474114、72522003）、清华大学文科建设“双高”计划创新方向建设专项（2023TSG0801）支持。刘志林，清华大学公共管理学院长聘教授；陈济冬，清华大学公共管理学院长聘副教授。本文的部分内容发表于《Journal of Comparative Policy Analysis: Research and Practice》，2026年第4期。

# Theoretical and Practical Frontiers of Urban Governance from a Global Comparative Perspective

*Liu Zhilin    Chen Jidong*

**Abstract:** Global urbanization and the development of digital and intelligent technologies are reshaping the conditions of governance in megacities and other large cities. This article identifies four core challenges of urban governance—responsiveness, equity and inclusion, participation, and coordination—and compares the institutional evolution of citizen hotlines in Baltimore, Chicago, New York City, Seoul, Singapore, and Beijing. The findings show that citizen hotlines have evolved from mechanisms for diverting non-emergency calls and providing unified access to public services into platforms supporting process management, performance oversight, interdepartmental coordination, and feedback-driven proactive governance. They have consequently become a form of governance infrastructure connecting citizen demands with government action. Digital and intelligent technologies enhance governments’ capacities for sensing public needs, administrative response, and collaborative governance primarily by restructuring two information flows: the flow between government and residents and the flow within government organizations. Whether these informational advantages translate into effective governance, however, depends on systems of responsibility, coordinating authority, organizational incentives, administrative accountability, and policy-learning mechanisms. Research on digital and intelligent urban governance must therefore move beyond technological determinism, examine the interaction between technology and institutions from a comparative perspective, and pay greater attention to data representativeness, institutional fit, and the sustainability of governance innovation.

**Keywords:** mega-city governance; digital-intelligent technology; citizen hotline; technology-institution nexus; international comparison

**Authors:** Liu Zhilin is a professor at the School of Public Policy and Management, Tsinghua University. Chen Jidong is an associate professor with tenure at the School of Public Policy and Management, Tsinghua University.

# 城市治理的纵向与横向协作模式： 北京与纽约市民服务热线的比较研究

孟天广 严 宇 郑雅婷\*

**摘要：**跨部门协作如何塑造城市治理仍是一个有待深入探究的议题。本文通过构建一个包含领导力、制度结构与运行机制的三维分析框架，以填补现有研究的空白。在此框架下，本文对北京与纽约的市民服务热线进行比较分析。研究发现，北京采取以行政整合为导向的纵向协作模式，依托较为完备的制度体系与跨层级协作运行机制；而纽约则呈现以技术导向为核心的横向协作模式，其制度结构相对松散，合作方式以契约化协作为主。这两种协作模式的差异，有助于解释两市在城市治理绩效上的差异。

**关键词：**城市治理；协作模式；政府回应性；比较分析；市民服务热线

---

\* 孟天广，清华大学社会科学学院教授，清华大学计算社会科学与国家治理实验室副主任；严宇，北京师范大学政府管理学院讲师；郑雅婷，北京师范大学政府管理学院硕士研究生。本文的主要内容以英文发表于《Journal of Comparative Policy Analysis: Research and Practice》，2026年第4期。

# Vertical and Horizontal Modes of Collaboration in Urban Governance: A Comparative Analysis of Citizen Service Hotline in Beijing and New York City

*Meng Tianguang   Yan Yu   Zheng Yating*

**Abstract:** How inter-departmental collaboration shapes urban governance remains insufficiently explored. This article contributes to the scholarship by proposing a three-dimensional analytic framework: leadership, institution, and mechanism. Using this, the article conducts a comparative analysis of citizen service hotlines, one of the most vital projects, in Beijing and New York City (NYC) . Beijing adopts a vertical mode characterized by a centralized and administrative-oriented leadership, comprehensive institutions, and cross-level cooperation. In contrast, NYC follows a horizontal mode marked by a technology-oriented leadership, fragmented institutions, and contractual cooperation. These modes of collaboration help explain variations in the performance of urban governance across the two cities.

**Keywords:** urban governance; modes of collaboration; government responsiveness; comparative analysis; citizen service hotline

**Authors:** Meng Tianguang is a Tenured Professor at the School of Social Sciences, Tsinghua University; Yan Yu is an assistant professor at the School of Government, Beijing Normal University, and the Vice Director of the Tsinghua Lab on Computational Social Science and State Governance; Zheng Yating is a second-year graduate student at the School of Government, Beijing Normal University.

# 认知—适配—共鸣：“接诉即办”的国际认同与跨域推介

原 珂 黄腾龙\*

**摘要：**在全球化深入发展的当下，各国治理经验的跨文化流动与互鉴，已成为推动全球治理体系变革的重要动力。基于治理共鸣视角，聚焦治理效能的国际传播与认同构建，以 2022 年和 2024 年接诉即办改革论坛为关键节点，探究国际社会对接诉即办的认同规律与跨域推介路径。通过收集海外评论语料、计算价值共鸣度、构建传播特征词云与语义网络、绘制共鸣度趋势图等方式，构建“接诉即办”的“基础认知—效能体验—价值共鸣”三阶认同模型，并提出差异化推介策略，推动中国治理经验的国际认知与交流对话。

**关键词：**接诉即办；国际传播；基层治理；价值认同

---

\* 本研究由对外经济贸易大学中央高校基本科研业务费专项资金资助项目支持。原珂，对外经济贸易大学政府管理学院教授；黄腾龙，对外经济贸易大学博士研究生，山东农业大学马克思主义学院讲师。本文发表于《中国行政管理》2026 年第 4 期。

# Cognition, Adaptation, and Value Resonance: The International Recognition and Cross-Domain Promotion Strategies of Swift Response to Public Complaints

*Yuan Ke   Huang Tenglong*

**Abstract:** In the context of deepening globalization, the cross-cultural exchange and mutual learning of governance practices among nations have emerged as a pivotal driver for the transformation of the global governance architecture. From the perspective of governance resonance, this study focuses on the international communication and construction of recognition regarding governance effectiveness. Taking the 2022 and 2024 Forums on Beijing “Swift Response to Public Complaints” as critical reference points, it investigates the patterns of international recognition and pathways for cross-domain dissemination of the immediate response mechanism. By analyzing overseas commentary corpora, measuring value resonance, generating communication keyword clouds and semantic networks, and mapping resonance trends, a three-stage recognition model—comprising basic awareness, experiential validation, and value resonance—is proposed for the immediate response mechanism, along with differentiated dissemination strategies. This contributes to enhancing international recognition and cross-cultural dialogue regarding China’s governance experience.

**Keywords:** Swift Response to Public Complaints; international communication; grassroots governance; value identification

**Authors:** Yuan Ke is Professor at School of Government, University of International Business and Economics; Huang Tenglong (Corresponding Author) is Ph. D. Candidate at University of International Business and Economics, Lecturer at School of Marxism, Shandong Agricultural University.