

# Village Enterprises Work Together to Help Revitalise the Countryside

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## Abstract

**The revitalization of the countryside is a major task to achieve the great rejuvenation of the Chinese nation and a necessary path to achieve common prosperity. Since the 19th Party Congress put forward the strategy of revitalizing the countryside, private capital has been pouring into agriculture and rural areas at an accelerated rate, and the growth rate, proportion and total amount of private capital in agriculture have been increasing nationwide, becoming the driving force of rural revitalization and modern agricultural development. This paper takes Wangjia Village in Chengdu New District as an example, analyses the reasons and processes of private enterprises' participation in rural revitalisation, and proposes an innovative path for the sustainable development of the village. Through independent learning and exploration, Wangjia Village and the down-home enterprise Yuansu Youth Travel have reached a cooperation.**

## Keywords

**Rural Revitalization; Private Enterprise; Village Enterprise Alliance.**

## 1. Presentation of the Problem

The report of the 19th Party Congress proposes to implement the strategy of revitalising the countryside and to adhere to the priority development of agriculture and rural areas. The implementation of the rural revitalization strategy cannot be achieved without the participation of capital. The Opinions of the State Council of the Central Committee of the Communist Party of China on the Implementation of the Rural Revitalization Strategy clearly proposes to speed up the formulation of guidelines to encourage and guide the participation of industrial and commercial capital in rural revitalization, give full play to the guiding role of financial funds, and pry social capital to invest more in the rural revitalization strategy. The private economy has been involved in the development of agriculture and rural areas since its inception, and both the growth rate of private investment in agriculture and the proportion of private investment in agriculture to all private investment have been on the rise. The implementation of the rural revitalization strategy has provided a stronger policy environment and broader development space for private capital to enter agriculture and rural areas. At the same time, the entry of private capital will provide a more abundant financial guarantee for the rural revitalization strategy and lay a more solid foundation for the realization of a beautiful countryside with flourishing industries, pleasant ecology, civilized countryside, effective governance and affluent living.

At the beginning of private investment, Liu Pingqing (2004) reviewed and reflected on private capital investment in agriculture, arguing that private capital mainly invested in agriculture through the establishment of agricultural enterprises, the extension of industrial chains into the agricultural sector and through the capital market, and that private enterprises, mainly small and medium-sized enterprises, faced multiple barriers to entry at the time, and that the policy focus should be on optimising the environment.

In recent years, private capital investment in agriculture and rural areas has been a hot topic of discussion in academic circles, and this is mainly reflected in both the positive and negative effects of industrial and commercial capital going to rural areas on agriculture and rural areas. Tu Shengwei (2014) dialectically analyses the positive and negative effects of industrial and commercial capital going to the countryside, arguing that there are three positive effects of scale effect, knowledge spillover effect and social organization effect, as well as three negative effects of crowding out small farmers, damaging public interests and threatening industrial security, and proposes that industrial and commercial capital is suitable to enter the five major fields of breeding industry, agricultural products processing industry, agricultural production service industry, agricultural infrastructure. They suggest that business capital is suitable to enter the five major areas of farming, agricultural processing industry, agricultural production services, agricultural infrastructure and bulk agricultural reserves. Zhao Xiangyun and Zhao Xiaofeng (2016) studied the relationship between industrial and commercial capital and the "three rural areas", and found that industrial and commercial capital can positively contribute to agriculture, rural areas and farmers, while it can also have negative effects if not properly guided. Zeng Bo (2018) has reviewed the policy history of industrial and commercial capital investment in agriculture and found that from 2012 to the present, there have been nine central government documents on industrial and commercial capital in rural areas, the main content of which is to actively play the role of industrial and commercial capital in promoting agriculture and rural areas, and at the same time to strengthen supervision to prevent investment risks. In addition, there is also a separate analysis in the literature from the perspective of industrial and commercial capital going to the countryside. For example, He Xuefeng (2014) argues that there are serious security risks associated with the movement of industrial and commercial capital to the countryside, mainly in terms of the enclosure of land, competition with the people for profits, deagrarianisation, access to financially disproportionate resources and the impact on the social structure of rural areas.

Throughout the above literature, private capital has both positive and negative aspects in promoting the development of agriculture and rural areas. However, on the whole, most scholars believe that through improving institutional mechanisms and strengthening supervision and management, the negative effects can be effectively reduced, thus guiding and encouraging private capital in the direction of promoting the rural revitalization strategy. Based on the existing literature, this paper analyzes the current situation of private capital supporting the rural revitalization strategy in China and Wangjia Village in Chengdu New District, and focuses on Wangjia Village as an example to analyze the factors of private capital promoting the rural revitalization strategy in Wangjia Village, and then proposes innovative suggestions to promote private capital supporting the rural revitalization strategy.

## **2. Factors of Village Enterprise Cooperation to Promote Villages Towards Sustainable Development**

### **2.1. Village Collectives have the Ability to Contribute to Development through Cooperation**

Based on a programme framework to consult the public, based on a spatial planning to solicit villagers to participate in the integration of idle resources programme, in the interaction with villagers, although will encounter all sides of the questioning, but also encounter all kinds of small calculations of farmers, but from a positive point of view, this gives the opportunity to transform the farmers from the outsiders and antagonists of the project into the participants of the project, and started the villagers subjectivity development process. As the interests of the village collective economy and the villagers turn out to be closer, the pattern of villagers' subjectivity being represented by the village collective can eventually take shape.

The process of village development in Wangjia Village is an intentional experiment in breaking down the difficulties in the overall use of resources due to their fragmentation and making it appear as a holistic use of resources. It shows the story of how to create a platform mechanism for the development of the village in a situation where the agricultural land is used in separate households, the residential land is left vacant due to the exodus of young adults, and the village collective is empty and therefore unable to invest in the village environment and public services. In the construction of this platform, as the interaction between various parties increased, the implementation and adjustment of ideas, programmes and schemes were not undertaken by an external consultancy or drawn up from top to bottom by government departments. Wangjia Village has an average and ordinary foundation, and as such it did not catch the eye of the street cadres from the outset. Checking the public information on the three agricultural work of Xinfan town in 2015 and 2016, the main focus is still on modern agricultural industrial parks, new business subjects and other development ideas that do not bring universal benefits. However, the general demand for improving the collective economy and the general trend of urban-rural integration development have made it possible to explore the way of development of ordinary villages in front of the street cadres.

And because of the chance opportunity to buy a house in the area where Wangjia Village is located and to make a company yard in Wangjia Village, Yuan Su Light Travel Company, although aware of the value of starting a business in the countryside, did not put the prospect of a profitable company in Wangjia Village based on its profitability goals. It was a combination of the development aspirations of Liu Huajie, the newly elected village director of Wangjia Village, the drive of the street party committee to find a way to revitalise the local countryside, and the entrepreneurial instincts that would not have sprung up in this era to take rural entrepreneurship as a direction, that started their many thought experiments in Wangjia Village.

Government support and project support are significant for the initiation of the development of a collective economic shell village, but what Wangjia Village did was not a project for the sake of higher authorities and the township government to show their performance, but to explore a village development path that could be followed. Therefore, the implementation model of this project, although using the procedural steps prescribed by the government, is tightly integrated with the development of the village's collective economy, the overall development of the village ecology and the village's step-by-step vision. Although the road explored may not be smooth at the beginning, because of the original intention, because of the organisational structure shared by many parties, and because of the learning and exploration initiated by several parties together for the purpose of exploring the road, it is not just a matter of opinion or limited to one project or one aspect of development.

The villagers themselves paid for the reconstruction of their own houses, and the extra area was entrusted to the village collective to run them on their behalf, a step that convinced some of them to participate. The villagers paid for the project and Yuan Su Light Brigade came up with the design, successfully creating several courtyards. Then, with the help of government projects, the environment was created and the infrastructure was improved, so that more villagers could see the hope. The villagers were then given the opportunity to see how they would benefit from the project. This became a more direct way to mobilise the villagers.

These concrete developments, though very specific, may only apply to Wangjia Village's current "Jili Garden" project. However, the universal implication is that the exploration of the road to rural revitalization needs to start with the full participation of all parties in the process, and only when all parties have their own share of the process, each in its own place and adding value collaboratively, can a reasonable solution finally be found.

## 2.2. Integration of Village Resources

The art specialises in a comprehensive inventory. The first is the villagers as the main body, the villagers take the resources out to do this. Secondly, the village collective is the leading body. Thirdly, the government should empower the villagers. The government should co-ordinate the resources in hand to precisely empower the villages with habitat environment and rural revitalization, and the efficiency of using the funds is very high. Lastly, the enterprises come in to make up for the shortcomings, not to settle the accounts of the villages, but to help them make up for the shortcomings. The sharing of the three households forms a large number of business ventures and professional asset operations.

Farmers and helpers plus turnover boosting innovations have achieved a drop and a rise for this merchant. Drop what, drop the cost of doing business. Because one of the several original sins of the death of this rural industry is the high cost of doing business. Because the industry's hot and cold disease, fixed operating costs are too high, it is easy to die before dawn. Doing rural industries are nodding their heads to do a drop and a rise. Up what? Up its survival rate.

The merchants that have been there since September 28th 2019 until now, there are still a large number of merchants in this that are doing the transition. This is still a relatively worthwhile figure for the sales industry to come up with, with a 100% survival rate. In fact, it is making a shared resource plate, with the village collective as the core cohesive organization to launch, with the villagers as the core, with the villagers' resources as the basic plate, and then form the initial resource plate. This initial resource plate determines the government's policy to have a place to cast merchants, a place to enter the operating body, and resources to operate, so the phrase "farmers as the main body" is correct. If you follow the traditional management of an industrial project, the operating costs would never be covered. But it is by the layout of various industries such as furniture engineering, building materials, fishing and so on around an industry like Gleaner's Courtyard. The profitability of these industries supports the existence of Gleaner's Courtyard today.

The Gleaner's Courtyard has two implications. Firstly, to form a benchmark, to be able to go out and do those local fisheries, engineering building materials and other design and so on, to have a greater business channel. Secondly, Gerry's Courtyard has to follow a path that follows the countryside and profits the countryside. At first, it was done according to the logic of Nongjiala, and later ran out of the turnover ratio of 56% of group customers, 44% of casual customers, and the profit contribution ratio of 91% of group customers, 9% of casual customers such data. Such data also brought about the direction of business, that is, not to focus on the casual customers, but to focus on the group customers, to do a good job in the content of such an industrial ecology.

It is because of the development process of Yuan Su Light Travel in the countryside that it has found some confidence and opportunities for development. Five visions for future development have been set: firstly, to enable farmers to achieve sustainable income growth. This is the basic plan, and secondly, to bring back talent. Without talent, the countryside cannot develop. Thirdly, let industries continue to flourish. The countryside is not for possession or second-hand idleness, but for business. Fourthly, to make the countryside beautiful. When the first three points are completed, the fourth point can be completed naturally. Fifthly, let the model achieve accurate replication. This is a very big vision, and we hope to export the model, thinking and value for enterprises, governments and teams in the rural revitalization sector who need it.

## 2.3. Rural Revitalization Depends on Talents and Practical Work

The revitalisation of villages requires the participation of various talents. The first is the importance of village cadres for village development. Liu Huajie, a village cadre from Wangjia Village, has found a suitable path for the development of Wangjia Village through independent study and exploration for the sake of village development, promoting the cooperation between

village enterprises and village development, and is a virtuous and talented leader of the village collective. Secondly, the role of returning youths is brought into play. The operation of the Gerry Courtyard Company set up in Wangjia Village relies heavily on returning youths from Wangjia Village. On the one hand, returning youths communicate with villagers on behalf of enterprises and merchants, participate in the management of the villagers in the Gang Gang, and become intermediaries between villagers and the outside world; on the other hand, they are engaged in the middle management and day-to-day operational coordination of the company, and are growing into the main operating body of Wangjia Village in the future. The training of local talents, the cultivation of business talents and the organisation of surplus labour have promoted industrial development. In response to problems such as villagers' distrust of outside companies and a lack of contractual spirit, Yuansu Light Brigade has played the role of a leader among young people returning to their hometown. Wangjia village daughters-in-law like Li Zhongli were recruited as partners to join the pick-up yard, communicating with village cadres in households and through repeated work with farmers. In response to the reluctance of some villagers to fund the renovation of their own houses, the government was coordinated to use special funds for habitat improvement. This also prompted more villagers to start accepting the pilot project. Finally, the importance of the villagers is that village development must put the interests of the villagers in the first place in order for them to participate voluntarily in the construction of the village and to increase their enthusiasm for participating in all kinds of public affairs within the village, ultimately because the strength of the village collective has grown to bring benefits to the villagers, and therefore the villagers have the concept of maintaining and developing the collective.

### **3. The Process of Village Enterprise Cooperation to Promote Villages Towards Sustainable Development**

In the context of integrated urban-rural development, when rural environmental resources, living space and cultural resources, show further market value, external subjects including the government want to enter the countryside to make use of these resources, they are still faced with the problem of scattered resources. In Wangjia village, rural house bases are unused, illegal constructions are constantly being built, and the living environment is dirty and disorderly. The village collective also does not have the considerable construction land and collective accumulation under its control to induce villagers to join the resource consolidation. First of all, the village cadres have something to decide. Developing and utilizing collective resources is first and foremost the responsibility of the Party's rural grassroots organization, the villagers' autonomous organization, and its leaders. It is up to the village cadres to start the journey of exploring and seeking to change the fate of the village through rural revitalization. The village cadres who are willing to beg for village change are the number one resource owned by the village collective.

When village cadres are mobilised, a second resource that village collectives possess becomes apparent. That is the legitimacy of the village collective, as the owner of the village house base, to mobilise and integrate unused house base resources. The support given to Wangjia Village by Xinfan Street to encourage village cadres to seek change and innovation has given villagers a little confidence in the development of their village. Every village has financial support from the government to support the collective economy, but if the village cadres can take the initiative to use it in conjunction with the actual village, they have the power to mobilise villagers' resources. Such villagers' resources may be trust, advice, unused house bases and other resources in their hands. These resources are available in all villages, and all village committees are in all villages, and all local governments are doing everything they can to find village teams that can get on the ground and make things happen, that are willing to do things actively and that can make

things happen. As long as the two village committees show their roles and demonstrate their efforts, they will be able to embark on the road to development, the so-called "zero threshold" of the Wang family village experiment. But this requires the full will of the village cadres to develop as a prerequisite.

The efforts of Wangjia village cadres and the support of Xinfan Street impressed Li Biao's Yuansu Light Travel Company, a capital company that was seeking to go to the countryside. This also started the process of Wangjia Village learning from many sources to explore the path of village development. Through hundreds of meetings with Li Biao, the village was able to identify the industries to be developed and the content of the first projects. Through many discussions with the government, the village was able to identify how to combine government resources with the village's existing resources within the framework of government support resources. Through many consultations with Li Biao and the street, the village clarified a reasonable form of organisation for the village collective to enter cooperation with the enterprise, and set up the Stranger Business Service Company under the village cooperative economic association, as a market body to interface with the enterprise and develop external cooperation. This is the result of active learning initiated by the village cadres, and is the result of thousands of iterations of deduction, tireless learning and even practical trial and error. Faced with the idle and scattered resources in the hands of the villagers, with the public identity of the two village committees, the collective public welfare objectives of the village, and strong government support, these innate resources can be tried to pry. So, they held dozens of dam meetings with villagers and countless home visits and individual conversations. After the villagers presented their requirements and considerations, they began to think about how to calculate the possible resources to be integrated, how these resources could be added to the existing organisational structure, how to implement each step and how to distribute them among the parties, which stimulated a new learning process.

Once the business project is in a position to be leased to the public and joint venture, assisting the market operator to actually start the business, getting the envisaged business model moving and actually forming a viable way of distributing the benefits is another subject that needs to be specifically explored. In this process, the management of the company set up by the 29 households and 156 households in the second phase of the village collective, as well as the sharing relationship and operation with the market players, and the further planning of the development of the whole village on this basis, are the lessons that the two village committees are learning. The initial result of this is a model for the distribution of benefits between the investment interests of the parties involved in the integration of resources. Although Wangjia Village has no mountains or water, no advantageous resources, and no particular transportation location, this learning mechanism and interaction mechanism is inadvertently creating an advantage that is not often seen. This advantage is an important outcome of the Wangjia village experiment. This advantage lies in the fact that ordinary villages can acquire scientific industrial development planning through uninterrupted learning about the direction and mode of industrial development of the village.

#### **4. Innovative Paths to Promote Private Enterprises to Support Wangjia Village's Rural Revitalization Strategy**

##### **4.1. Expanding Access to Private Investment in Agriculture and Promoting Deeper Participation of Private Enterprises in Agricultural Modernization**

Clarify the scope and path of investment access for private enterprises in agriculture. Wangjia Village should establish as soon as possible a catalogue of private capital entering the agricultural and rural areas for investment as well as introduce a negative list of private investment in agriculture, so that private investment subjects have clear policy expectations for

entering the agricultural and rural areas, thus further increasing the proportion of private investment in the agricultural and rural areas. At the same time, typical cases of private capital supporting rural revitalisation should be publicised and promoted, and specific paths and implementation details for private capital to enter the agricultural and rural sectors should be clarified, so as to enhance the willingness and confidence of private investment subjects to invest. Private capital should be encouraged to participate in the construction of agricultural and rural infrastructure, the provision of agricultural production services, the creation of agricultural industrial clusters, as well as the development of leisure and tourism agriculture, the improvement of agricultural and rural supply chains, and the construction of special villages.

#### **4.2. Optimize the Policy Environment for Private Enterprises to Participate in PPP and Promote the Influx of Private Capital in Agriculture**

As one of the important financing methods for the rural revitalization strategy, whether agricultural PPP projects are attractive to private capital determines the extent of private capital's participation in the rural revitalization strategy, and the formation of attractiveness depends on the mechanism design and policy environment of PPP projects. To this end, while encouraging state- controlled enterprises, private enterprises and enterprises with mixed ownership to participate in PPP projects, the government should give private enterprises more opportunities, open up project areas with high returns to them, expand the development space of private enterprises, and crack the "glass door" through an open, transparent, standardized and reasonable PPP operation process. The PPP operation process is open, transparent, standardized and reasonable to break the "glass door" and "spring door" barriers, remove unreasonable additional conditions, and promote fair competition among private enterprises. Strengthen the guidance and incentives for private enterprises, give full play to the role of the Federation of Industry and Commerce and private economic associations, and promote more qualified private enterprises to participate in PPP projects. Improve the exit mechanism for private enterprises, and rely on the increasingly mature equity trading and property rights trading markets to provide market-based exit mechanisms such as equity transfer and asset securitisation for private enterprises investing in PPP projects. By creating a favourable PPP policy environment, promote the influx of private capital into agriculture and rural areas in a bid to provide financial support for the rural revitalisation strategy.

#### **4.3. Accelerate the Improvement of Policy Measures Supporting System, Cultivate and Expand the Scale of Agricultural Private Enterprises**

At present, private agricultural enterprises in Wangjia Village are mainly small and medium-sized enterprises. There is an urgent need to accelerate the improvement of the supporting system of policies and measures, adopt policy support, preferential land use, tax relief, credit assistance, perfect certification system and efficient public services, and other policy measures to promote private agricultural enterprises to accelerate the establishment of a modern enterprise system, so as to promote the accelerated development and growth of small and medium-sized private agricultural enterprises and become an important force in supporting the rural revitalisation strategy. The project aims to accelerate the development and growth of small and medium-sized private agricultural enterprises and make them an important force in supporting the rural revitalisation strategy. Implement the project of cultivating and strengthening private agricultural enterprises, and promote private investment to support the rural revitalisation strategy through cultivating and strengthening private enterprises Strategy. First, support the development and growth of medium and large agricultural private enterprises, formulate implementation opinions to support the development and growth, transformation and upgrading of medium and large private enterprises, and promote changes in the quality and efficiency of private investment in agriculture through structural transformation and quality improvement. The second is to improve the construction of the agricultural private

entrepreneur team, formulate a training plan for agricultural private entrepreneurs, actively organise private entrepreneurs to study advanced experience in developed regions, enhance the capacity and vision of entrepreneurs through study and training, and continuously improve the scale and quality of private capital to support rural revitalisation.

#### **4.4. Improve the Mechanism of Linking the Interests of Agricultural Enterprises and Speed up the Pace of Farmers to Get Rid of Poverty and become Rich**

Establish a mechanism for linking shared interests and effectively protecting the common rights and interests of farmers and private capital. The leasing of farmland by downstream capital should be regulated through the open market, with downstream capital signing standardised transfer contracts with farmers and specifying the purpose of land transfer, risk protection, land reclamation, the possibility of mortgage guarantees and re-transfer, fully respecting the laws of agricultural and rural development, fully respecting farmers' wishes for development, and fully integrating with the reality of rural development; increasing the benefits of enterprises and promoting farmers' income. Establish a mechanism for linking the interests of farmers and enterprises, so that farmers who cooperate with leading enterprises can share more industrial profits. Explore the mode of cooperation between leading enterprises and farmers to ensure that farmers involved in the cooperation will sell their agricultural and livestock products and ensure that their income will increase. Accelerate the establishment of an integrity system that is closely linked to the mechanism of linking the interests of farmers and enterprises. Deepen the reform of the collective property rights system in rural areas, expand the right of farmers to earn income from collective assets and contracted land management, increase the categories of elements for sharing income, and effectively increase the number of assets and capital for farmers to participate in industrialised operations, so that farmers can gain more benefits.

#### **4.5. Using Private Enterprises to Stimulate the Endogenous Power of Rural Education**

Rural education is an important part of the revitalisation of the countryside and sustainable development, as it undertakes the task of training people for regional economic development and cultural heritage. At present, there are several major problems in rural education: one of them is the large gap between the development of urban and rural youths. The shortcomings of education in China's rural areas are both a matter of geographical environment and a reality that has to be faced by the development of the urban-rural dichotomy. Compared to urban areas, rural areas are economically disadvantaged, infrastructure is weak and talent in all fields is relatively scarce, thus making the educational environment a wide gap and making it difficult to carry out educational work. Secondly, the stability of the teaching force is poor. At present, many rural schools have a shortage of young teachers and are unable to maintain a year-round "one teacher per class" subject structure, which affects the quality of teaching. Thirdly, rural education has not been able to take advantage of its characteristics. As rural agricultural development is different from urban industrial development, teaching should also be different. At present, some rural education models have not explored the local characteristics and taken advantage of the local strengths of rural children, thus making it difficult to nurture future rural talents who have a strong sense of rural cultural identity and belonging, and who can actively integrate into the modern life of the city, but are also willing to contribute to the revitalisation of the countryside.

If private enterprises want to participate in rural revitalization through rural education, they need to think about how to activate the endogenous power of rural education and put it in the context of community education and cultural revitalization for overall planning. The revitalisation of rural education should help the countryside to develop a new culture that



combines modernity and good traditions. The content of rural education can go beyond general knowledge and skills to actively explore and pass on localised knowledge and culture. For example, through platforms such as village schools, regional cultural resources can be widely collected and collated, and rural historical memories recorded. On this basis, courses such as regional history and culture, traditional folk crafts, songs, dances and dramas can also be developed for different groups of people to evoke villagers' cultural memories, so that the originally gradually disintegrating rural cultural scene can be revitalised. Secondly, participation is enhanced. In community education, villagers can share their culture and knowledge according to their personal experience and expertise, and enhance their sense of participation in the transmission, which helps to awaken the main awareness of rural community residents to participate in rural cultural activities.

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