

Exploration on Cooperative Governance of Village Enterprises from the Perspective of Sustainable Development

-- Wang Jia Cun Village Enterprise Cooperation Model

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Abstract

With the deepening of rural sustainable development, village enterprise cooperation has gradually become one of the main forms of industrial and commercial capital to the countryside. At the same time, village enterprise cooperation conforms to the balance of interests between multiple subjects, which is the internal need of the development of rural market economy and the common prosperity of urban and rural areas. In this paper, through the analysis of Wangjia village "villagers + village collective + company" development mode of cooperation and construction, in the practice pattern of villager autonomy as the basis, village collective economy as the support, the company operation as the core, to achieve agricultural and rural scale management and form a replicable sustainable green development road. However, Wangjiacun also presents a series of problems in the exploration of village-enterprise cooperative governance. From the perspective of cooperation and common benefits, the Party, the government and relevant departments need to improve the policy and regulation system of the village-enterprise cooperation mode, improve the highly efficient collaborative capital investment system, improve the multi-level and wide-ranging talent supply system, strengthen the ecological and environmental protection construction, respect and protect nature, and explore the diversified development mode.

Keywords

Village-enterprise Cooperation; Rural Sustainable Development; Village Collective; Rural Revitalization.

1. Introduction

With the development of the market economy, there is a huge gap between urban and rural areas in China, especially in the economic level, ideological level, social civilization and social construction. This phenomenon not only generates a series of negative effects, but also hinders the realization of the blueprint of the Chinese Dream and the goal of common prosperity to a certain extent. Based on this, in recent years, the CPC Central Committee and elites from all walks of life have been exploring effective and long term sustainable rural development governance plans and governance models. The No. 1 document of the Central Committee and the Guiding Opinions of The State Council on Promoting the Revitalization of Rural Industries all propose to encourage and guide industrial and commercial capital to the countryside and mobilize all market and social forces to participate in the revitalization of rural areas[1]. Indeed, China's current rural revitalization still needs to rely on the village enterprise cooperation model for the integrated development of the primary, secondary and tertiary industries, while winning benefits for themselves, achieve mutually beneficial development results, and strive to promote the sustainable and green development of the countryside[1][2]. This paper intends

to conduct a case study on Wangjia village's cooperative governance model of "villagers + village collective + company" to reveal the existing problems in rural sustainable development industry and put forward suggestions for improvement, so as to benefit the modernization of agriculture and rural development and form a replicable development road.

Countryside is a regional complex with natural, social and economic characteristics, with multiple functions such as production, life, ecology and culture. It promotes and co-exists with cities and towns, constituting the main space for human activities. When the countryside prospers, the country prospers, while when it declines, the country declines[4]. At present, the governance model of sustainable rural development in China can be divided into the following types from the governance subject: first, village-enterprise cooperative governance (capital to the countryside)[5], capital to the countryside, also known as village-enterprise cooperation, village enterprise joint construction and village-enterprise integration, village-enterprise cooperation is essentially that enterprises and villages through the form of cooperation to share their resources, combining the advantages of enterprise capital, ideas, technology and other resources elements of rural land, labor and so on, to realize common interests, mutual sharing. Second, rural governance under the guidance of Party building (cooperative governance)[6][7] It is a new cooperative with Party branch construction as the core, collective economy as the basis, villager autonomy as the basis, under the guidance of Party branch secretary, the integration of cooperative economy and collective economy, economic and social organizations, economic and social interests, long-term interests and practical interests. Third, the villagers can governance (elite governance)[8] It refers to delegating power to elites and competent people with outstanding ability to operate in the village collective operation and development, who formulate implementation rules and govern collective affairs on behalf of other members. Fourth, public service governance (public welfare organizations), mainly refers to farmers as the main body, with the construction of cooperatives as the goal[9] With the poverty alleviation fund as the stakeholder and the brand as the guide, it enables the local advantageous industrial chain and gathers various resource subjects to form an industrial consortium that makes joint efforts in the market. Second, Du Peng [10] From the mode of operation, the village enterprise cooperation mode is divided into land resource development mode, company management mode, mass mobilization mode and service outsourcing mode.

Theoretically, sustainable development is a social and economic development mode pursued and explored by all mankind. It is of great significance and value for the long-term development of the rural revitalization strategy to construct a sustainable village-enterprise cooperation mode that integrates standard type, flexibility, specificity and universality. From the perspective of reality, the village-enterprise cooperative governance mode is the most efficient, feasible and widely implemented mode to realize agricultural and rural modernization and rural revitalization. Based on the background of rural revitalization, this paper explores how Wangjia Village and Yuansu Light Travel Company carry out the "village-enterprise marriage", analyzes the internal operation logic and process of the village enterprise cooperation mode, and excavates the scientific plan for sustainable rural development. In the existing domestic and foreign literature, there are few research literatures on village-enterprise cooperative governance under the background of sustainable development. This paper fills the deficiency in this field.

2. Village-enterprise Cooperation Model Theoretical Mechanism

2.1. Theoretical Mechanism

The hypothesis of economic man means that individuals, no matter what position they are in, are essentially the same, that is, they pursue their own interests and satisfy the maximization of their own interests. When a person is faced with several different choices in economic

activities, he is always inclined to choose the opportunity that can bring him greater economic benefits, that is, he always pursues the greatest interests. First of all, from the perspective of the village collective, the village needs rural construction, rural governance, the development of industry, with their own strength and resources is difficult to complete, so with the help of enterprise model and enterprise resources combined with their own advantages and disadvantages, adhere to the case by case analysis in order to obtain the sustainable development of the village collective. Secondly, from the perspective of enterprises, if enterprises want to survive and develop in the ever-changing market environment, they must respond to the call and policies of the state. Under the mission of rural revitalization and seeking their own maximum interests, the countryside is the world for enterprises to make great plans.

The empowerment theory refers to the use of external forces to enable the recipient to obtain the power, resources and capabilities of the development. It is proposed that empowerment is an activity that social workers and clients participate in together, with the aim of reducing the "sense of empowerment" of vulnerable groups. Enabling between village and enterprise mainly includes the following aspects: First, factor enabling means that enterprises provide land, equipment, labor and other production factors as cooperative subjects such as the government and farmers, so that they can break the resource bottleneck of agricultural raw materials and realize the improvement of raw material acquisition ability. Second, brand empowerment refers to the village enterprises through improving product quality, integrating business channels, using brand culture and other behaviors to build the brand, to achieve the enhancement of rural characteristic industry brand radiation ability.

2.2. Characteristics of the Model

1. Party and government recognition, correct guidance. After the village-enterprise cooperation "Shili Courtyard" project, preliminary achievements have been made, but mature development experience has not been formed. Although it can learn from the successful concept model of other regions, specifically, it cannot implement the local situation. Therefore, the key to the success of village-enterprise cooperation lies in the strong support and correct guidance of the Party and the government, and the development planning suitable for local conditions according to the resource situation, geographical location and special circumstances.

2. Interaction between cadres and groups and interaction between village and enterprise. In this paper, the cooperation mode between village and enterprise shows the important rules of cooperation between external enterprises and villagers, and the cognition of these rules is what pathfinder seeks in the exploration. Although the Ba Ba meeting, home visit and individual talk only fit in with the villagers' communication habits under the living style of Linpan in western Sichuan, they contain the universality of village-enterprise cooperation development, that is, the rural revitalization is not just a discussion but a scientific development law. It is this kind of interaction that ultimately leads to the realization that the exploration of rural revitalization requires full participation of all parties from the very beginning. Only when all parties have their own benefits, their own positions, and collaborative value added, can they finally find a reasonable operation mode and a reasonable solution to form a strategic community.

3. Learn from practice and practice from study. Through hundreds of times of running-in with enterprises, the village has defined the industry to be developed and the content of the first step project; Through many discussions with the government, the village has made clear how to combine government resources with the existing resources of the village within the framework of government support resources. Through many times of negotiation with the community, the village clarified the organizational form of village collective entering into cooperation with enterprises, and established Moshang Business service company under the village stock cooperative economic Association, as the market subject of docking with enterprises and

developing foreign cooperation. Through continuous learning and repeated practice, we found a variety of non-standard farmer household resources for standard quantification methods and took villagers as the intermediary body connecting the company with the village collective. This is the result of active learning initiated by the village cadres, and the result of thousands of repeated deduction, tireless learning and even practical trial and error.

4. Recruit talents and compile the team. To revitalize rural areas, talent is the key, and hard work is the most important. In the process of village-enterprise cooperation, elite governance and rich people will be adopted to cultivate professional and practical talents and improve their service guarantee ability. The talents not only bring advanced technology and scientific management, but also brand new ideas and ways of thinking, which promotes the talent strength of the village enterprise cooperation team to take on a new look.

3. The Generation Logic of Village-Enterprise Cooperation Model

3.1. The Internal and External Conditions of Village Enterprise Cooperation Mode Operation

First of all, the external conditions mainly refer to the policy support, the guidance of the Party building. In June 2018, the CPC Central Committee and The State Council issued the Opinions on Implementing the Strategy of Rural Revitalization, which encouraged and guided industrial and commercial capital to participate in rural revitalization, giving new vitality to rural revitalization. Under the strong support and guidance of the major national policies, the goals of village-enterprise cooperation and the participation of all walks of life in rural vitalization are clearer, the working conditions are better and the working attitude is more positive. Secondly, the internal conditions mainly refer to elite governance, talent drive, mature technology and sufficient funds. From its cooperation mode, we can see that the leaders encourage and drive, showing their outstanding governance ability; Oriented incubation of returnee youth entrepreneurship, training of rural industrial talents; Cooperate with well-known universities to develop intelligent management system to improve villagers' satisfaction; Encourage the villagers and the government to invest and solve the problem of capital chain.

3.2. Operation Logic of Village-Enterprise Cooperation Model

Before the cooperation between village and enterprise starts, the initial cooperation mode has been formed between village and enterprise through communication: villagers + village collective + company. That is, based on the villagers' autonomy, relying on the village collective economy and taking the company's operation as the core, the resource elements are connected and coordinated with each other. After the beginning of village enterprise cooperation, although the cooperation model exposed problems such as imperfect cooperation mechanism, low utilization efficiency of government resources and serious resource exhaustion, it was gradually improved with the efforts of the main bodies of all walks of life in the later period, and the final benefit coordination reached a state of cooperative balance and strive to realize the rural sustainable development model.

4. Practice Pattern: Operation Process of Village-Enterprise Cooperation

4.1. Case Overview of Village Enterprises

Wangjia Village belongs to Xinfan Sub-district (formerly Xinfan Town), Xindu District, Chengdu City. There are 35 villages in the sub district, among which Wangjia village is a complete agricultural village. The village is located in the remote location of Xinfan Street, which is more than one hour away from Chengdu city. The village is small, with a population of only 1800 people and a land area of only 2.5 square kilometers. The per capita income of the village is less

than 20,000 yuan, among which the main income people are strong people who work outside. The living environment in the front and back of the house is very bad, the farmland is abandoned, and the collective is unable to make ends meet. Wangjia village is very representative and universal, with inconvenient transportation, prominent environmental problems, single industry, serious aging population, and difficult government dismantling. Formerly known as Chengdu Yuansu Light Travel Company, Yuansu Light Travel was established in 2018 with a registered capital of 5 million yuan, and its legal representative is Li. Its main business projects include software development, Internet sales, urban park management, food and beverage management and hotel management. The company only in a short period of two years from a single company gradually to the group. Since it made its first bucket of gold in 2015, the company is now focusing on the development of rural industries and the sharing of leading enterprises in the countryside.

4.2. The Operation Process of Village Enterprise Cooperation

1. Start-up cooperation period: tripartite cooperation, villagers' communication and capital investment

In 2017, Secretary Liu, then director of Wangjia Village, refused to go with the flow and tried to pursue the development of Wangjia Village by himself. Through his own efforts, he finally seized the opportunity. Secretary Liu and the legal representative of the enterprise Li Mou after hundreds of opinions exchange, finally determined the ordinary village business, with the street party committee, village party branch to build a "villagers + village collective + enterprise" co-construction mode. After the operation logic is determined, how do the villagers cooperate with the village collective? How does the village collective cooperate with the enterprise? What type of talent is suitable for communicating with villagers on behalf of the enterprise? A number of issues need to be addressed, such as how to invest government funds. After thinking through many aspects, it is finally determined that villagers can be entrusted with the right of use (land management right) quantitatively through the separation of three rights. The village collective has the integrated right to use, and is the "mother family" of the enterprise. The returning youth serve as the communication bridge between the enterprise representatives and the villagers mainly because the village is a society of clansmen and acquaintances. Government funds are invested in industries in advance, taking into account the investment in living environment and rural revitalization. In the initial period, the "Shili Courtyard" project was finally determined, which only involved 29 villagers in total. It was a way of "residential and commercial integration". This approach brought a sense of gain and happiness to the villagers. Through continuous integration, negotiation and investment, more and more villagers are attracted to the project. Relying on this project and the subsequent residential environment improvement project, we will focus on improving the ecological environment and lay a good foundation for investment promotion and management.

2. Sustainable development period: the village subjectivity can grow through the initial development of collective economy

Exploring the road to rural vitalization is not just a matter of sitting down and talking about the road, but of taking action. Under the leadership of Secretary Li, the West Sichuan Forest Pan project was finally applied for by the street and tested by Wangjia Village. The principle of aggregating the idle resources of Wangjiacun, taking the benefit of villagers as the basis and promoting the collective development of the village has become a consensus in the interactive scheme of several parties. Although the 54 dam and dam meetings are in line with the communication habits of the villagers under the living style of Linpan in western Sichuan, each dam and dam meeting is exactly the process of testing and revising the plan. As Mr. Li, the person in charge of the enterprise, said, it is the farmers who make him and Yuansu Light Travel Company. Just as Secretary Liu said, it was in the work of farmers that the cooperation mode

and distribution mode of "Picking up the garden" in Wangjia village was gradually defined. The mode of village-enterprise cooperation may only be applicable to Wangjiacun's current "Shanli Courtyard" project, but it contains a universal law. That is to say, the exploration of rural revitalization requires the full participation of all parties from the very beginning. Only when all parties have their own benefits, their own positions, and collaborative value added, can a reasonable solution be found eventually. The process of Wangjia village seeking village development is intended to break the overall utilization difficulties caused by resource dispersion, and make it present a stage test of the overall utilization of resources. It shows how to create a sound development platform mechanism for the village development under the condition that farm land is used by individual households, the homestead is vacant due to the outflow of young and middle-aged people, and the village collective shell has no ability to invest in the village environment and public services.

3. Mature sustainable development stage: explore theories in practice and form sustainable development theories

The development story of Wangjia village shows how a village changed its mind to pursue development without favorable conditions and resources to embark on the road of positive development. Although the entry of enterprises is a key step for the development of Wangjiacun, from the perspective of the village, through this kind of cooperation, they can understand themselves, understand the macro conditions of development, understand the feasible framework of external cooperation and gain subjectivity in the study, and gradually get rid of the development restricted by the unfavorable structure and open up a new destiny that they can master. At the same time, the most important thing on the road of exploration and development is to obtain a road that can promote the sustainable and green development of rural areas, which provides referential experience for the development of other villages and lays a solid foundation for the subsequent development.

4. Operation results; Business resumption, the formation of a development model.

First of all, the villagers should awaken the internal motive force. The first villagers as the main resource, trusteeship of their idle resources, a total of 380,000 yuan in the past two years. The second villager is the main entity of reserve management, and the company has become the most important entity of management through directional incubation of local young people returning to their hometowns. The third villager, as the main body of daily operation, innovates the mechanism of the Help group. The fund income of the Help Group is 350,000 yuan in 2019, 897,000 yuan in 2020 and 1.174,000 yuan in 2021. The second is the formation of a number of surrounding upstream and downstream enterprises, and the group development of companies in the countryside. At present, the company has entered into the group development, usually adopt merger and acquisition, purchase for stock and so on.

5. Conclusion and Suggestions

Implementing the rural revitalization strategy is the inevitable choice for the Chinese people to achieve common prosperity. The village-enterprise cooperation model is the only way to implement rural revitalization. Under the basic national conditions of limited resources and dense population, how can ordinary villages find a replicable way to achieve scale operation while ensuring sustainable and green development? In the actual "virtual" state of collective economy, how to promote the collective economic policies and regulations into the policy agenda, how to solve the problem of capital chain fracture, how to solve the serious shortage of rural talents and how to balance efficiency and green have become several "characteristic" problems that need to be solved in the development of modern agriculture and village construction in China. The following experiences can be summarized from the cooperative governance experience of Wangjiacun village enterprises.

First, improve the system of policies and regulations. At present, there are relatively few documents about village-enterprise cooperation in the related policies and bills issued by China on rural revitalization, which lack the support of corresponding policies. Therefore, first of all, government departments need to formulate the management methods and fund operation mechanism of village-enterprise cooperation projects, improve the incentive mechanism of relevant departments, and develop a dynamic and effective supervision and management mode. At the same time, local governments at all levels should introduce specific measures based on their own actual conditions, and strive to improve the enforcement of the system to ensure the sound operation of the village-enterprise cooperation model mechanism.

Second, improve the efficient and coordinated fund investment system. We will guide more financial resources to support rural revitalization, make full use of policy funds and allocate private capital wisely, so as to better implement the rural revitalization strategy. Its basic model is: policy funds + enterprise funds + merchant funds. First of all, we should improve the mechanism of fiscal expenditure and investment in agriculture, and make flexible use of the policy funds invested by the government as a safety net in case of fund shortage. Secondly, we should encourage and guide social capital to help village-enterprise cooperation develop better, expand the areas of industrial and commercial capital investment, and standardize and guide social capital into rural areas.

Third, we should improve a multi-level and wide-ranging talent supply system. With the development of market economy, a large number of elite talents flow to developed urban areas. There are relatively few professionals in rural revitalization, most of which remain at the theoretical level and lack input in field observation and practice, as well as methodology that combines theory and practice. Based on this, relevant subject departments should focus on the key areas of agricultural development and relevant actual needs, through the combination of introduction and cultivation, material needs as the guarantee, guide and encourage talents of different levels and fields to participate in the comprehensive development of agriculture and rural areas to provide talent support for the comprehensive promotion of rural revitalization. Secondly, we should strengthen the construction of rural talents and encourage social talents to participate in rural construction.

Fourth, respect and protect nature. Natural resources are irreversible. Once damaged, they cannot be restored. At the same time, natural resources also have the "resource curse effect", that is, the invisible or explicit chain reaction or influence. Therefore, in order to achieve sustainable development in modern rural construction, we must firmly establish and practice the basic concept that clear waters and lush mountains are gold and silver mountains, and adhere to the law of respecting nature, conforming to nature and protecting nature. We should promote the revitalization of rural ecology, and build a beautiful, ecologically livable countryside with a clean and beautiful living environment, a stable and healthy ecosystem, and harmonious coexistence between man and nature.

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