Research on the Road of Healthy Development of New Rural Collective Economy Based on the "Three Links and Three Collections" Model -- Taking Xilong Village as an Example

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Abstract. With the deepening of reform, the original production model of the household contract responsibility system is insufficient to meet market demands. In this context, a new form of farmers' professional cooperatives has emerged. Under the background of rural revitalization, these cooperatives are supported by policies and governments, and their number and scale are increasing. Presently, however, these cooperatives grapple with challenges of participating in village collective advancement and enhancing income. How to overcome these issues and avoid risks? This paper selects Huinong Garden Farmers' Professional Cooperative in Xilong Village, Yibin City, a nationally exemplary cooperative, as a case study to investigate. By summarizing, refining and analyzing the pioneering operation of it under the "Three Unions, Three Revenues" model, we analyze the internal logic, optimize the development path, and discover potential threats. On this basis, construct the path under the "3+" model to foster the beneficial evolution of the agricultural economy.

Keywords: Rural revitalization, farmers' professional cooperatives, three links and three harvests, 3+ model.

1. Introduction

1.1. Background of the survey

Rural revitalization strategy puts forward the requirements of industry, organization, culture, talent and ecological revitalization in five aspects, of which industry and talent is crucial in rural revitalization, as the farmers' professional cooperatives naturally connect the two factors of industry and talent and play a pivotal role in helping the revitalization of the industry, in general policy of the state and the local government's policy support and encouragement, the farmers' cooperatives have flourished as With the support and encouragement of the general policies of the State and the policies of local governments, farmers' cooperatives have flourished. The root cause of this is that these cooperatives do not constitute cooperatives in the true sense of the word, but are alienated cooperative organizations [1]. In order to explore the development of domestic farmers' specialized cooperatives (hereinafter referred to as "specialized cooperatives") and the factors of success, we went to the Huinong Garden Cooperative in Xilong Village, Yibin City, Sichuan Province, several times to carry out field investigations, and conducted in-depth interviews with the cooperative leaders who had returned to their hometowns to start their own businesses as well as with local villagers and enrolled members, and through the investigations and research. Through investigation, research and in-depth interviews, we hope to find successful operational experiences that can be used by the majority of specialized cooperatives in theory and practice.

1.2. The significance of the survey

With the strong support of national policies and special funds from local governments, the number of cooperative societies in China is developing rapidly. By 2021, there will be 2,219,000 specialized cooperatives in China.
In February 2024, the "Opinions of the Central Committee of China on Learning and Applying the Experience of the "Thousand Villages Demonstration and Ten Thousand Villages Improvement" Project to Powerfully and Effectively Promote the Comprehensive Revitalization of Rural Areas" [2] (Document No. 1 of the Central Committee of the People's Republic of China in 2024) underlined the importance of "deepening the reform of the collective property rights system in rural areas, promoting the healthy development of the new type of rural collective economy, and strictly controlling the risks of rural collective management" [3]. To sum up, it is extremely important for specialized cooperatives to develop in a high-quality and sustainable manner.

1.3. Current status at home and abroad

Research Review: At present, domestic farmers' professional cooperatives are in a period of rapid growth, but also in a period of frequent problems. There is a big gap between them and the cross-regional cooperatives under the mature system in foreign countries. Compared with the comprehensive agricultural organizations represented by Japan, we lack comprehensiveness; compared with the professional cooperatives represented by Spain, we lack professionalism; compared with the farmers' professional cooperatives represented by the United States and Canada, we lack linkage. In cases selected in this paper, we hope to find out the source of the gap with foreign countries and analyze the potential problems, so as to provide the reference for their healthy and sustainable development.

(1) Accelerating growth and expanding scale
(2) Mixed quality and serious problem of "empty shell" operation
(3) Few external financing channels and unreasonable management and utilization of funds.

1.4. Research ideas

This paper starts from the special cooperative society to explore the effective relationship between it and the new rural collective economy and the villagers, and analyzes its operational mechanism by selecting the typical successful cases, finds the intrinsic linkage mechanism, grabs the core part of it, and organizes and proposes the relevant new model (Refer to Figure 1 Research ideas).

![Figure 1. Research ideas](image)

2. Explanation of proper nouns

Explanation of the rationale for the "three links, three receipts" model

In the Central Document No. 1 released in February, the Central Committee of the CPC believes that: to do a good job in the "Three Rural Issues" in 2024 and in the coming period, we should learn from and apply the experience of the "Ten Million Projects" as a leader, ensure national food security, ensure that no large-scale poverty reduction will occur as the the bottom line is to enhance the level
of rural industrial development, rural construction and rural governance, strengthen the two-wheel drive of science and technology and reform, strengthen the initiative of farmers to increase their income, fight a good battle for the comprehensive revitalization of the countryside, draw a new picture of a pleasant countryside to live in, work in and enjoy, and better promote the construction of Chinese modernization by accelerating the modernization of agriculture and the countryside [4].

In the report of the twentieth Congress out that: comprehensively promote rural revitalization, adhere to the priority development of agriculture and rural areas, consolidate and expand the results of poverty alleviation, accelerate the construction of a strong agricultural country, and solidly promote the revitalization of rural industries, talents, culture, ecology and organizations [5]. In the new period of successive comprehensive promotion of rural revitalization, the development of new rural collective economy has entered a new stage, showing new characteristics and facing new challenges.

As contemporary young people, we have been thinking about and exploring a universally applicable way to rationally integrate local resources, give full play to the roles of different participating bodies and fully understand local development in the vast rural areas. Therefore, on basis of an extensive review of information, we have distilled the three main bodies that are now common in rural China, namely, the village collective, the specialized cooperative society and the farmers. Corresponding to the three main participants, we have extracted the vision blueprint of "modernization of agriculture and rural areas, common prosperity of farmers and rural areas, and high-quality development of rural economy" from the national strategy on rural development. It is hoped that through the three main parties to join together, to achieve the effect of the three parties have a profit. The effect of the "Three Links, Three Revenues" model (Refer to Figure 2 Xilong Village "three joint and three income mode") is summarized as follows:

![Figure 2. Xilong Village "three joint and three income mode"](image)

3. Typical Case Study

3.1. Xilong Village - Organizer of the "Three Links, Three Collections" Operational Model

We have traveled to Xilong Village several times to conduct field research, and have used interviews, questionnaires, Internet surveys, and other methods to delve into the lives of the people of Xilong Village. We hope to explore the secret of Xilong Village's development from a "provincial-level poverty-stricken village" to a "national model village for rural governance", so as to serve as a model for the vast rural areas of China to learn from and realize the goal of common development and common prosperity. In the process of research, we summarize the reasons why Xilong Village has been successively named "Municipal Garden Village", "Municipal Civilized Village", "Provincial Four Good Villages", "Provincial Model Village of Rural Revitalization" and "National Model Village of Rural Governance" as follows. The reasons why Xilong Village was successively named "Municipal Garden Village", "Municipal Civilized Village", "Provincial Four Good Villages", "Provincial Model Village for Rural Revitalization" and "National Model Village for Rural Governance" are as follows.
3.1.1 Organizational development and leadership strategies for village governance

Xilong village village party branch secretary to develop in line with the actual local development ideas, strengthen the construction of rural party organizations, innovation and exploration of the "three links and three transfers" model of interest linkage, to achieve the village's collective economy continues to grow, the collective strength has been greatly enhanced, the management of services to cover a wider range of people's lives happier effect of reality.

3.1.2 Industry optimization and development, transformation and upgrading have a way

Xilong Village to Yibin Yinhong Li birthplace as an opportunity to vigorously develop the Yinhong Li, citrus and other agricultural products planting industry as the main, colorful mountain chickens, crayfish, mountain pigs and other aquaculture as a complementary diversified rural industries, and actively drive villagers to return to their hometowns to start their own businesses, expanding the e-commerce, live bandwagon and other emerging sales methods, to strengthen the countryside industry branding, and gradually build the countryside industry boutique. In building the brand at the same time, Xilong Village to happy commune as a demonstration point for industrial innovation to establish the Yinhong plum industrial park, the construction of the national AAA-level tourist attractions, and actively docking with related enterprises to education, tourism and other aspects of the starting point, to promote the bed and breakfast, inns, tourism-related industries and docking of the tourism industry.

3.1.3 Development of cultural construction and new ideas for rural civilization

Culture is an important pillar for promoting high-quality rural development. In order to further strengthen the two civilizations of the Village, on February 18, 2022, the Village of Xilong once again revised the Village Rules and Regulations. Through the "Three Meetings and One Law", opinions are summarized at the group meeting, then discussed at the two committee, then considered at the party meeting, and finally revised by the village's legal adviser to conform to the actual situation of the village rules and regulations. The village's rules and regulations are revised by the village's legal adviser to conform to the actual situation. The village advocates the establishment of new customs and the breaking of old ones, opposes wastefulness and promotes thriftiness.

3.2. Huinong Gardening Specialized Cooperative - the core of the "Three Links and Three Collections" operation model

3.2.1 Talent pool

Huinong Garden Agricultural Cooperative through years of its own development, continues to optimize the team structure and the talent level, and members also to other industries. The deputy director of the Women's Federation of the Four Seasons Flower and Fruit Agricultural Development Co, Ltd. currently holds the position of deputy secretary of the village, while one of the original founders started his own Yibin Fruit Gift Company, and every day he leads the team to help the fruit farmers open up their sales channels through the e-commerce platform, and sends the Inverness plums to all parts of the country. In 2023, there is a large increase in the production of inebriated plums compared to previous years, and it is expected that this year's sales could reach $30 million.

3.2.2 Diversification

In recent years, the cooperative through the "four help a share" policy - helps to build houses, help employment, help entrepreneurship, help industry, share earnings continue to "build up", in line with the trend of e-commerce vigorously develop e-commerce enhance the marketing;and again in response to the national call to develop rural suburban tourism industry, successful combination of agriculture and tourism, transformation and upgrading; the cooperative also set up the "Happy Commune" brand, and gradually built the Happy Commune Farming Culture Ecological Park.
3.2.3 Diversified cooperation

The cooperative cooperates with primary and secondary schools (Yibin No. 1 Middle School) and universities (Yibin College) to create practical education bases for students, to carry out study tours, farming culture experience bases, etc., to create revenue; and cooperates with the Yibin City Wenshuan Education and the Yibin Bright Sword Enterprise Management Co. Ltd. to set up Yibin Military Expansion Training Base--Suzhou District Happy Commune Liang Jian Military Expansion Training Base, to carry out summer camps, extracurricular social practice for students and other activities to promote the common development of education and economy.

3.3. Analysis of the "Three Links, Three Collections" operating model

3.3.1 "Three Links"

(1) Village collectives and villagers' associations

Strengthen the leading power of Party organizations. The establishment of a village-level organizational system based on village Party organizations as leaders, villagers' self-governing organizations as foundations, collective economic organizations and farmers' cooperative organizations as links, and other economic and social organizations as supplements. Selecting the best and strong village two committees to provide organizational safeguards for good governance in the countryside [6].

Enhance the cohesion of the village population. Established a system of democratic deliberation and decision-making, a system of reporting and publicizing major matters, and a system of evaluating village cadres by party members at the end of each year. Adhere to the system of regular meetings of villagers' representatives, open democratic management channels [4].

(2) Village Collectives and Specialized Cooperative Societies

The village collective to lead the cooperative society to strengthen the organization, the cooperative society in the village characteristics of industrial development to move forward. The village committee of Yibin Xilong Village participates in the construction of Huinong Garden through equity participation. At the end of the year, when dividends are paid or when the cooperative is expanding its premises, the village collective will give strong support to the cooperative, as well as corresponding benefits and subsidies, and the village collective will receive a guaranteed dividend of 3% of the corresponding income. Village group relations from the one-way management to the transformation of shareholding cooperation, and it has been revitalization of the collective assets and resources of 16 million yuan.

(3) Linkage between villagers and specialized cooperatives

Currently, Huinong Garden has more than 140 members, 90% of whom are farmers. Farmers participate in specialized cooperative society in the form of land transfer. In 2011, when the specialized cooperative society was initially established, it was involved in mass land transfer, and the decision was made through meetings, voting and balloting by the village committee, and the land transfer contract with the farmers was signed at once until the year 2029. When the subsequent development takes off, the villagers can rent different lands to the Specialized Cooperative Society through the land transfer: cultivated land 700 yuan/acre, forest land 200 yuan/acre, land 300 yuan/acre; at the same time in the continuous growth of the economic scale, the ordinary villagers can become shareholders therein, and get a considerable portion of incentives, land transfer contracts, the minimum will guarantee 700 yuan/acre. Villagers can join the Huinong Garden Specialized Cooperative Society through land contracting or land shares in the relevant economic activities, and at the same time, the Specialized Cooperative Society will be through the guaranteed dividends as well as the end of the year, the second dividend to achieve the villagers to increase their incomes.

In addition to the land transfer contract, the interaction between the cooperative society and the villagers also include the provision of employment opportunities for villagers, the cooperative society's brand of industry - happiness commune most of the employees are members, in the wage level and the relevant welfare benefits are preferential. Inconvenient transportation, the villagers go
out to work in the form of severe, Huinong Garden Cooperative Society to provide employment, is for the villagers to provide a guarantee of economic resources.

### 3.3.2 "Three Collections"

1. Income-generating model cooperative societies

![Figure 3. Timeline of Development Path of Xilong Village](image)

Huinong Garden Cooperative Society, centralized transfer of 1200 acres of land, planting hundreds of thousands of flowers, 1200 acres of valuable flowers and trees, annual output value of more than 5 million yuan. In 2011, the group development preparations for the formation of professional cooperative, in 2013 into the development of the right track, specializing in cooperatives of 140 members, to achieve the village of five changes: fields into parks, villagers into shareholders, the mountains into work, barren mountains into industry, local goods into special products. Highlighting the advantages and focusing on integration, in 2014, the professional cooperatives achieved an output value of more than 3 million yuan, realizing an average household income of 60,000 yuan. The development of e-commerce, improves marketing, four help and one share: help build houses, help employment, help entrepreneurship, help industry; share income. Successfully in 2018, the breakthrough brand awareness, the cooperative was named "national farmers demonstration society", happy commune was named provincial ecotourism demonstration area, three-star forest home. The Happy Commune scenic spot realizes annual tourism income of more than 10 million yuan. 2021 through the enterprise to build scenic spots, collective facilities, ticket income rebate, visitor center dividends, viewing platform shares, passenger car joint venture, realize collective economic income of 1,489,400 yuan (Refer to Figure 3 Timeline of Development Path of Xilong Village).

2. Xilong Village was honored as a model village

In recent years, Xilong Village focuses on industrial revitalization, talent revitalization, cultural revitalization, ecological revitalization and organizational revitalization [7], stimulates the vitality of rural development, and strives to build a common governance and sharing pattern of rural governance, and constantly enhances the people's sense of access, happiness and security. The village has been awarded as "Municipal Garden Village", "Municipal Civilized Village", "Provincial Four Good Villages", "Provincial Rural Revitalization Demonstration Village "National Rural Governance Model Village".

Adopt the "cooperative society + farmers" mode, Huinong Garden Cooperative Society to develop according to local conditions into a piece of the flow of collective land 1200 acres, the village party branch for five consecutive years to provide free seedlings, mobilizing the masses of planting high-quality fruits, driving farmers into a piece of the planting of Inverness 3000 acres of plums, tarocco blood oranges more than 2,000 acres, 1200 acres of flower seedlings, the annual output value of more than 30 million yuan, the village party branch to provide free seedlings, mobilize people to plant quality fruits. The annual output value reaches more than 30 million yuan. Cultivate 2 large breeding households, breeding more than 3,000 colorful pheasant, with an annual output value of 300,000 yuan.
Xilong village, was once a locally known as "poor hillside "Provincial poverty-stricken village, jumped to become a well-known "happy village". The establishment of the national rural governance model village, continues to motivate, inspire Xilong village party organizations to take over the baton of rural revitalization.

(3) Income generation by villagers for the well-off

The village party branch through the convening of out business workers symposium, recommended the project and other forms of guidance outside the capable person back to the village of innovation and entrepreneurship. Since 2017, the village cumulative return to lead back to their hometowns to start their own business personnel more than 130 people. Such as outside workers Li Hong returned to his hometown to establish a happy commune, annual output value of more than 10 million yuan; college students Li Xingke returned to the village to develop "fruit gift" e-commerce platform, annual sales of more than 20 million yuan.

In order to learn from the experience of advanced regions, every year the village will select to send rich people to participate in vocational skills training, has been in the village of agricultural planting, breeding and other areas of cultivation of "local experts," "field experts "At present, more than 20 experts have been trained in the fields of agricultural planting and breeding in the village. Focus on the "go out, please come in, help up" approach, through the implementation of the "Returning Geese" "Hongyan" "group of geese through the implementation of the "Returning Geese", "Hongyan", "Qunyan" three projects, to strengthen the construction of village-level development of talent team, the comprehensive activation of the development of endogenous momentum (Refer to Figure 4).

Figure 4. Explanation of the "Three Joint Payments and Three Receipts" Model Principle in Xilong Village

4. Apocalypse

From provincial poverty towards the national rural governance demonstration society, from no income to full pockets, Yibin Xilong villagers in the village organization, led by the village economic organization, industry, talent, culture, ecology, organizational revitalization has been vigorously promoted. Villagers have continued to increase their income in all channels.

4.1. Analysis of measures to address generalized problems

Currently, there are many other villages in China that are facing revitalization dilemmas, and they are generally characterized by the sluggish development of specialized cooperatives.

4.1.1 Addressing "hollowing out"

The generalized problem of specialized cooperatives is the inadequacy of their management teams and their low cultural quality [8]. The management team of most specialized cooperatives is not sound,
often with one person in charge of the whole package. The management of cooperatives composed of purely farmers has almost no specialized knowledge of production and management.

Huinong garden management team professional, with a perfect chairman of the board of directors, chairmen of the board of supervisors, as well as archivists, accountants and other professional positions, dedicated Women's Federation, and has a clear constitution and the system of rules for each position, to strengthen the exchange of talent and learning, and the surrounding cooperative societies and the excellent team to learn management knowledge, talent training.

4.1.2 Break through "hollowing out"

The general status of farmers' cooperative societies, the composition of the share capital is relatively single, by the rich leader initiated the establishment of the specialized cooperative societies, the beginning is often a sole proprietorship [9]. The specialized cooperatives formed by the village community, its investment capital is often policy-oriented project development funds, farmers generally do not have the funds to invest. As a result, members of cooperatives do not have a strong sense of ownership.

In response to this problem, Huinong Gardening through the land transfer, the guaranteed dividend and the end of the year the second dividend in the form of members into the special cooperative society's equity base, so that every member of the community to become shareholders, shareholders awareness gradually strengthened. The happiness commune protects the relevant needs of its members.

4.1.3 Dealing with "hollowing out"

Agricultural production is inherently risk-averse and subject to high risk from natural factors [10]. Cooperatives, as a kind of mutual aid organization, are also subject to the same risks. Since 2011, Huinong Garden has been committed to transformation and upgrading to cope with market risks and fluctuations. Xilong village synchronized operation of the two cooperatives, and Huinong Garden contrast with another obvious problem is: the main industry is diverse, including flour mills, fruit planting, tourism, etc., industrial diversity but substitutability is strong, does not have characteristics.

4.2. Model building

4.2.1 Building the framework: "3+ model"

Yibin City, Xilong village through the combination of Huinong garden farmers specializing in cooperatives, the village collective and the villagers of the three main, common construction, and ultimately was awarded the second batch of the National Rural Governance Demonstration Villages, Huinong garden specializing in cooperatives was awarded the national farmers cooperatives demonstration society, from the provincial level poverty-stricken villages ultimately succeeded in poverty alleviation to become rich and run to a well-off, the success of the "three associations and three income" model Path for a number of rural governance, specialized cooperatives to build income generation provides experience and learning ideas. In order to comply with the "14th Five-Year Plan" to promote the modernization of agriculture and rural areas, we summarize the "Three Links and Three Revenues" model, and on this basis, we have newly built the "3+" model (PAE) (Refer to Figure 5), which is expected to provide the best opportunity for the majority of rural areas to explore the revitalization of rural areas. We hope to provide a reference for rural areas to explore the path of rural revitalization.
4.2.2 Exploring general development pathways under the "3+" Model

In ancient Chinese philosophical thought has always existed in the "one life two, two born three, three born everything" point of view, the "three" in this paper corresponds to the Xilong village of the three main bodies (special cooperative society, the village collectively, the villagers), each other joint joint construction, and together to get the results of the tripartite benefits! Path typical case study. At the same time, "three" stands for "many", corresponding to the current rural areas in China, as well as cooperatives, family farms, village committees and so on.

Under the "3+" model, villages around the world can, according to the actual situation, the geographical distribution of villagers, the level of the economic development, topography, development history, etc., have several major subjects to join together to participate in the construction of the mechanical, scientific, industrial, information, sustainable and other aspects of the payment of the action, to change a win-win situation for the participation of the main body of the cooperation, the village collectivity, the effectiveness of the benefits. Benefit from the effectiveness of the village to realize the village out of poverty and build a beautiful countryside. To explore how to realize the practical application and landing of the "3+" model under the general development path, we can start from the following aspects:

First of all, the first actors, is the main body of the multi-party linkage. Not limited to the three main, each village in accordance with local conditions, the organization of joint societies, family farms, cooperative groups and other subjects to participate in the construction of village organizations, the government and the market altogether joint, for the healthy development of the collective economy of the village to help the construction of farmers' cooperatives exemplary concentration of all the villagers, members of the joint efforts.

Secondly, there are clear objectives and actions, and the "5 Harmonization" are being built together. Efforts should be made in mechanization, scientification, industrialization, informationization, and sustainability.
sustainability, to consolidate and improve the basic rural business system, and to promote high-quality and high-efficiency agriculture, livable and livable countryside, and affluent and prosperous farmers.

Finally, it will achieve the desired effectiveness. Different regions and villages, different development conditions, economic subjects, and special industries and cultures are explored under the general road, which is substituted into the "3+" model to realize convenient transportation, convenient life, improved service quality, and a better environment, and to realize the establishment of model-level cooperative societies, beautiful rural governance, and ecological, economic, and cultural enrichment of villagers' lives. The strategy of rural revitalization has been comprehensively promoted, and important progress has been made in the modernization of agriculture and rural areas.

4.3. Vision for the future

In order to achieve an effective connection between consolidating and expanding the results of poverty eradication and rural revitalization, enhance the endogenous development capacity of poverty-stricken areas, and enable the people who have escaped poverty to lead a better life and gradually embark on the road to common prosperity. To realize the modernization of farmers' agriculture, the high-quality development of farmers' economy, and the common prosperity of farmers and the countryside. Transform from traditional agriculture to modern agriculture, base agriculture on modern science, equip agriculture with modern science and technology and modern industry, and manage agriculture with modern economic science. Management and development mechanisms will be improved, the capacity of collective economic organizations for sustainable development, internal governance and the ability to serve their members will be significantly enhanced, new results will be achieved in the supervision and management of collective assets, new steps will be taken in the development of a new collective economy, and a new situation will be opened up for the common prosperity of peasants and the countryside.

5. Conclusion

This paper combines the current situation of farmers' cooperatives at home and abroad for reference, and selects Huinong Garden Farmers' Specialized Cooperative as a typical case, and explores the operation mechanism under the mode of "Three Links and Three Revenues" in connection with the village collective of Xilong village and the farmers' households. Cooperative through diversified development and training of talents, broaden the income channels of farmers and village collectives, farmers also due to land transfer and other increased fixed income, but also actively participate in the construction of cooperatives, indirectly solving the employment problem, and the Xilong village collectives, village committees and so on have become the connection between the two "bridge". There are successful ways to develop, but there are also rugged paths and potential dangers, and finally, our proposed healthy development path and the "3+" model theory can, to a certain extent, be used as a reference for the future development of other similar cooperatives.

References


