Develop and Strengthen the Rural Collective Economy and Effectively Resolve the Village Collective Debt

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Abstract. The development of most rural collective economy lags behind and the debt problem is prominent, which restricts the development of agricultural modernization. We should fully tap the advantages of rural collective resources, strengthen the "hematopoiesis" function of the village collective economy, actively explore the development mode of the village collective economy, strengthen the construction of the village collective system and innovate the organization and leadership mode, standardize the development of the village collective economy, effectively resolve the problems left over by the village level debts, and lay a foundation for the Rural Revitalization and modern rural development.

Introduction

The Rural Revitalization Strategy put forward in the report of the 19th National Congress of the Communist Party of China points out the direction for the realization of agricultural and rural modernization. Rural collective organizations play an important role in the process of rural modernization, but due to historical reasons, most rural collective economic development lags behind, relying on borrowing to survive, the debt problem is prominent, and the high level of village debt is an important factor restricting the development of rural economy and affecting the stability of rural society (Liu Junling, 2016). At present, the CPC Central Committee has raised the Rural Revitalization to the level of national development strategy, especially the Fourth Plenary Session of the 19th CPC Central Committee, which proposed that "deepening the reform of the rural property right system, developing the rural collective economy, and improving the rural basic management system are important tasks to adhere to and improve the socialist basic economic system and promote the high-quality development of the economy" (Jinfai, 2020). Jingzhou District, Hubei Province, has fully exploited the advantages of rural collective resources, strengthened the "hematopoiesis" function of the village collective economy, actively explored the development mode of the village collective economy, continuously expanded the scale of the village collective economy, effectively solved the remaining problems of the village debt, and laid a foundation for the Rural Revitalization and the modern rural development.

Village-level Debt Claims still Have a Rebound Trend, and There is a Long Way to Go to Resolve village-level Debt

The survey found that by the end of 2018, the total collective economic debt of 93 villages in Jingzhou district had reached 231.39 million yuan, the average debt of each village had reached 2.49 million yuan, 1 village with debt exceeding 10 million yuan, and 4 villages with "insolvency" of collective economy. The basic characteristics of village debt creditor's rights are as follows:

Large Amount, Wide Range and Long Time of Debt and creditor's Rights

From the beginning of 1990s to the end of 2000, the rural collective organizations were mainly responsible for the construction of rural public utilities, bearing the cost of grass-roots governance too much, the financial management system at the village level was not standardized, the external creditor's rights were not cleared in time, resulting in a large number of bad debts, most of the village collective lack of stable sources of collective economic income, unable to make ends
meetRepayment of external debt. The investigation found that some village level debt claims in Jingzhou District lasted for 30 years, and invalid claims amounted to 30.1 million yuan.

There is Still a Rebound Trend in Village Level Debt Claims

Since the end of 2000, Jingzhou District has carried out five major centralized debt actions, resolving the village level debt of 210 million yuan. However, in recent years, the village level debt still increased. At the end of 2018, the village level book of Jingzhou district increased the debt by 4.18 million yuan. The reason is that, on the one hand, the "one thing, one discussion" funds, water fees and other fees receivable by the village level in the year were not collected in time, resulting in the increase of receivables in the year and the decrease of actual disposable income. On the other hand, the management fee, cadre salary, farmland capital construction, public welfare construction and other expenses that should be paid in the year at the village level cannot be settled on time due to the decrease of actual disposable income, resulting in the increase of accounts payable in the year. At the same time, in recent years, there are many rural infrastructure projects, such as roads to villages, comprehensive improvement of environmental health, beautiful villages, etc., most of which require village level self-financing for supporting construction subsidies. However, many villages can only raise new debts to implement the project due to their own lack of financial resources, which makes the total amount of village level debts difficult to lock (Sun Zhaojun, 2019).

There is a Long Way to go to Resolve the Village Level Debt

There are loopholes in the financial management of village level organizations, and the settlement of a few local farmers is not timely or thorough, which leads to the discrepancy between the annual report of debt and creditor's rights and the actual check. In order to solve the debt by themselves, some village collectives realized a lot of village collective assets resources, which led to the regression of village collective economy. The only way to turn debt into debt is to clear up the debt, but it is difficult to clear up the debt, and the actual operation is difficult.

Innovating the Development Mode of Collective Economy and Enhancing the "Hematopoiesis" Function of Collective Economy

In order to implement the Rural Revitalization in an all-round way, Jingzhou District, in accordance with the idea of "adjusting the structure according to local conditions, one village, one product education characteristics", has initially explored and created three major village collective economic development models, effectively promoted the development of the village level collective economy in the whole district, increased the income of the village collective economy, and effectively resolved the village level debt, achieving remarkable results.

The Model of "Party Branch + Cooperative"

As the most important part of the village collective economy, land resources should be developed reasonably, the circulation of land should be accelerated, the sustainable development of the village collective economy should be realized, and the income of the village collective economy should be increased. The survey found that under the leadership of the village collective Party branch, 92 village collective (joint stock) economic cooperatives were established in Jingzhou District, including 33 joint stock economic cooperatives and 59 economic cooperatives. Shuangan village is led by the village branch, which uses special poverty alleviation funds to establish cooperatives and implement land transfer. The village collective obtains service income through services. In 2018, the village collective economic income reached 160000 yuan. Shuangma village in Mishi city innovates the land transfer mechanism. The village collective establishes a land share-holding cooperative. The farmers take the land as shares, introduce social capital through investment attraction, lease the cooperative land to the management subject, and the farmers make dividends according to the land. The village collective obtains service income by serving the management subject, and at the same time obtains use income through the use of collective public resources. In 2018, the village level collective economic income exceeded 400000 yuan.
Tonglinggang Vegetable Cooperative was established in Tongling village with the village collective as the main body. The villagers invested capital and land in the cooperative. In 2018, the village collective economic income exceeded 500000 yuan. Yangjing village develops vegetable industry through the establishment of "Jingyang Vegetable Cooperative" and "integrity Green Vegetable Cooperative", driving more than 400 farmers, and the collective economic income of the village is nearly 300000 yuan.

The Mode of "Industry Leading + Asset Leasing"

Zijing village has invested 20 million yuan to build a small industrial park covering an area of 1500 mu, which gathers 23 enterprises of machinery manufacturing, food processing, furniture manufacturing, etc., with an annual output value of nearly 200 million yuan, a tax revenue of more than 3 million yuan, and a collective economic income of more than 0.6 million yuan. Paima village adheres to the road of prospering the village, attracting investment and rolling development, and fosters leading industries such as papermaking, color printing, packaging and circular economy. In 2018, the village level industrial output value reached 1.75 billion yuan, profit and tax 150 million yuan, and the village collective economic income exceeded 10 million yuan every year. Yuhe village has introduced 26 enterprises such as textile, food and manufacturing through clearing and activating the stock assets such as factory buildings and land, realizing the transformation from direct operation enterprises to operation assets, with an annual rental income of more than 3 million yuan. LuoTan village and Xinfeng village, through the implementation of the national land consolidation project, moved the villages to vacate the land, leased the land to the large-scale breeding households with development potential, and developed large-scale breeding projects. The annual land rental income is more than 50000 yuan.

The Model of "Business Services + Urban and Rural Co-ordination"

Xinfeng village, Bailong village and Jingxi village develop the logistics service industry of colleges and universities for the "University City", build student apartments, markets and hotels, and increase the collective income of the village in the form of independent management or leasing. Relying on the regional advantages of being located at the junction of urban and rural areas and the market town center, Mishi village has actively participated in the development of Commerce and logistics industry, established economic entities, and invested in the construction of professional markets, commercial and residential communities and storage facilities in accordance with the law. The collective economic income of the village has achieved rapid growth.

The survey found that by the end of 2018, the total income of the village collective economy in Jingzhou district was 98.998 million yuan, including 74.398 million yuan of collective operating income and 24.6 million yuan of state policy subsidy income. The collective operating income of 10 villages exceeded 1 million yuan, and that of 14 villages reached 0.5-1 million yuan. In 2019, the village level collective economic income in Jingzhou district increased by 14.685 million yuan compared with last year, the total village level debt decreased to 21.673 million yuan, 14.666 million yuan less than last year, and the village level debt decreased by 0.797 million yuan, compared with last year. Through the development of collective economy, six villages in Jingzhou District have successfully paid off all debts, and two villages have reduced their debts to less than 100000 yuan.

Strengthen the Construction of Village Collective Organizations and Lead the Development of Collective Economy

The survey found that the current rural collective economic development in Jingzhou district is facing difficulties: first, the village collective property management system is not effective. For a long time, due to the nonstandard management of "three assets" at the township and village levels and the lack of effective management means and supervision mechanism, some public assets and resources have been lost, non-performing debts have increased, some local public assets and resources have been misappropriated, defaulted and damaged, and public assets and resources have been contracted and sold at low prices. Second, there is a lack of pillar industries to promote the development of village
level collective economy. Many villages with weak collective economy are located in remote geographical conditions, with few resources available for development and utilization. Some villages have no capital, technology, talents, and cannot drive the development of village level pillar industries. The space for economic development is limited. Third, the village collective organization is not complete. For a long time, the rural collective economic organizations have been entrusted by the rural villagers' committee, but there are still many problems in the division of work responsibilities and the listing of institutions. Some villages have weak collective economic foundation, poor environment, frequent replacement of village level cadres, insufficient impetus for village level cadres to develop collective economy, and collective economic organizations cannot really carry out their work.

In view of the problems existing in the development of the village collective economy, Jingzhou District has strengthened the construction of the village collective system, innovated the organizational leadership mode and standardized the development of the village collective economy.

**Strengthen the Construction of Village Collective System and Standardize the Development of Village Collective Economy**

First, improve the financial management mechanism. Jingzhou District strictly implements the financial management system of separating village and enterprise, establishes the village level financial audit system, implements the economic responsibility audit on the main village cadres, and strengthens the binding force on the village cadres to distribute and use the collective funds.

Secondly, standardize the democratic decision-making mechanism. implement" Four discussion and two publicity" System: all decisions on major issues related to the collective economy of the village must be proposed by the villagers, proposed by the Party branch of the village, deliberated by the two committees of the village, deliberated by the party members&aposs; Congress and decided by the villagers&aposs; Congress, so that the proposed issues, procedures, results, implementation plans and results of implementation are made public to all villagers, so that democratic decision-making and democratic management are truly implemented.

Finally, establish incentive and support mechanism. Formulate land, tax, finance, projects, etc10We will give full play to the role of policy guidance and fund leveraging to provide strong support for the development of village level collective economy. We should link the remuneration and welfare of village cadres with the actual performance of the development of the collective economy, establish and improve the incentive mechanism for the development of the collective economy at the village level, and make clear the political status and economic treatment. At the same time of continuously improving the salary and treatment of village cadres, expanding the scope of village cadres enjoying the treatment of career cadres after retirement, and continuously stimulating the enthusiasm of village cadres for Entrepreneurship (Wu Ling, Sheng Denghua, 2020).

**Innovate Organizational Leadership Mode and Lead the Development of Collective Economy**

We will build a strong core and battleground to lead the development of the village&aposs; collective economy by building a system, laying a foundation, building a platform, gathering talents, selecting squad leaders and supporting groups. First, we should innovate the organizational setup, promote the forms of "branch + professional cooperation organization" and "branch + association", and actively promote the establishment of Party organizations in the industrial chain and industrial chain. At present, there are more than 80 Party organizations in professional cooperation organizations, industry associations and industrial chains in the whole district, which greatly improves the organizational level of the development of village collective economy in our district. The second is to implement the "leading geese" project, select and optimize the leaders to strengthen the development of the collective economy. Adhere to the principle of "capable people governing villages", and select a group of excellent talents with good quality, understanding of operation and good management as the party secretary of the village. Third, we will implement the "return project" and "double training project" to reserve and develop the collective economic talent pool. We should pay attention to the selection of outstanding members of the graduates, retired soldiers, and migrant workers and
businessmen into the village cadre team, so as to reserve sufficient talents for the development of the
village collective economy.

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