

Original Paper

The Problem and Countermeasure of Party Branch leading Cooperative—A Case on A Rural Tourism Cooperative Led by Party Branch in B Village of Shandong Province

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Abstract

Taking the typical rural tourism cooperative led by the Party branch in B village of Shandong Province as an example, this paper discusses the causes, concrete practices, practical effects and existing problems of the party branch led rural tourism cooperative through case analysis with exploratory empirical research method. Research shows that: First, the motivation of the establishment of the cooperative led by the Party branch lies in the weakening and marginalization of the party branch, the decline of the industry and the collective poverty, and the weak collective consciousness of the villagers. Second, the party branch to lead the cooperative needs the village Party branch to raise energy and empower, integrate resources in the form of internal source and external transmission, and combine “internet +” intelligent management. Third, the party branch leads the cooperative to enhance the power of the party branch, industrial development file upgrade, community consciousness return. Research suggests that: In the new era, the party branch leads the cooperatives to promote the modernization of agriculture and rural areas, reorganize farmers and self-organize them, reconstruct the rural governance pattern and build a harmonious rural society. Its rise has realistic necessity and rationality.

Keywords

Farmer cooperative, Led by Party branch, Rural tourism

1. Introduction

In the process of poverty alleviation and rural revitalization strategy implementation, the successful practice of Party branch led cooperatives has attracted extensive attention from the academic community. Since 2017, the phenomenon of Party branch led cooperatives has rapidly emerged in

Yantai, Shandong Province, Bijie, Guizhou Province, Tongliao, Inner Mongolia and other places. The practice of Party branch leading cooperatives started earlier in Shandong Province and is now basically extended to all counties of the province. The Party represents the fundamental interests of the vast majority of the people, which not only eliminates monopoly interest groups and party interests, but also is not limited to local and short-term interests. The Party is the highest political leading force and the dominant leader of social governance at the grassroots level in our country. It not only corrects market failure and makes up for government failure, and has a leadership position that is beyond other multiple governance subjects. This natural beneficial poor organization is the ideal carrier of collective economic development that is used from modern to modern times in the rural areas of our country. The position and function of cooperatives are highly affirmed and supported. As the primary Party organization in rural areas, the village Party branch led cooperatives are the organizational embedding of the primary economy. They play the political leadership role of the Party, publicize the collectivist nature of cooperatives, grasp the development direction of cooperatives, and ensure that cooperatives are public rather than private. What is worth paying attention to is, why need Party branch lead to establish cooperative? How effective is the implementation of Party branch-led cooperative? In order to answer the above questions, systematic research should be carried out at both theoretical and practical levels. Based on this, the author went to B Village in Shandong Province to conduct field investigation, and combined with the data obtained, conducted an in-depth analysis.

2. Literature Review

2.1 Shandong Province Takes the Lead in Carrying out the Pilot Project

Domestic scholars have conducted empirical studies on the issue of “Party branch led cooperatives” based on specific cases, and Shandong Province is the first choice of research site. The existing Party branch led cooperatives in Shandong Province have two operation modes, namely, “branch + cooperative + farmer” mode and “branch + cooperative + farmer + enterprise” mode. The latter needs to introduce supporting enterprises and send capital to the countryside, and there is also a special mode of “branch + family farm + enterprise + people”. Has five kinds of common types, namely the grain cultivation professional cooperatives, fruit and vegetable planting professional cooperatives, rural tourism professional cooperatives, aquaculture professional cooperatives, seedling tree planting professional cooperatives, and three kinds of special type, namely the beef cattle cultivation professional cooperatives, medicinal herbs cultivation of professional cooperatives, agricultural products sales professional cooperatives (specialty food). On top of cooperatives, associations are formed in many places. Several neighboring villages in the same city are optimized and adjusted into the same Party branch through village Party branches, and professional cooperatives and associations are established, such as Agricultural Machinery and grain Cultivation Professional cooperatives and associations, which implement the traditional agricultural combination of agriculture, husbandry and fishery.

2.2 Collective Industry Upgrading and Asset Appreciation

The original rural collective economy development degree is not high, mostly rely on resources to eat, simple contract leasing, single channels to increase income, lack of development momentum, has been used to rely on. Party regulations clearly stipulate that the village party branch is assuming the responsibility of developing collective economy. In order to fulfill this economic responsibility, some villages set up a special fund pool and applied for support funds from it. In order to maintain the continuous operation of the cooperative, 20% of the funds in the pool became the feedback funds^[3]. At present, “X” can take various forms, such as farmers, enterprises, industrial parks and cooperatives, which organize farmers who work alone to make use of idle resources and concentrate scattered resources. “Party branch + cooperative +X” is to create a new model of collective economic development. Agricultural industry upgrading, resource integration, unified operation, village and enterprise cooperation to introduce technology, expand market^[4]. The improvement of supervision and evaluation system is also a new mechanism for collective economic development^[5]. Scholars generally agree that the Party branch led cooperatives have realized the development of a group and embarked on the road of strengthening the village and enriching the people.

2.3 The Power of Grass-Roots Party Organizations Is Enhanced

The Party branch leader needs the demonstration of the branch group and the leader of the party member cadres. According to the general theory of organizational force, the organizational force of rural Party branches is mainly reflected in five aspects, namely, structural force, guiding force, economic force, cohesive force and cultural force. The successful publicity and promotion of farmers to participate in the cooperative, clear the core leading position of the Party branch in the cooperative, embodies the structural strength; The successful establishment and continuous development of cooperatives reflect the guiding power; The cooperative realized the win-win situation of peasants and collective income increase, which reflected the economic power; The status of the Party branch in the minds of the people is improved, the credibility is improved, reflecting the cohesion; It has strengthened the consciousness of serving the people, improved the party spirit, greatly improved the Party building, and reflected the cultural power^[6]. In the process of forming cooperatives, Party members were reorganized and mobilized. Mobilizing Party members to do volunteer work rebuilds the sense of political honor. Meeting and discussion allow party members to participate in the village important decision-making and other grass-roots party building activities are the integration and mobilization of Party members. Cooperatives drive the construction of village collective economy and provide two preconditions for grassroots party building, namely, the business premise—political participation of Party members and ideological premise—reshaping of collective consciousness, and a backing -- strengthening of material backing^[7].

3. Cause of Establishment and Main Practices

In 2010, the founding meeting of the cooperative in B Village, Shandong Province, led by the Party branch, was unanimously approved by all the founders. The operation practice of cooperatives in B Village for more than ten years reflects the logical thinking of village-level governance, which has changed significantly before and after. The author divides it into the stage of big household leader and party branch leader. The stage of leading by large households began in the 1990s. In this stage, there was an irregular cooperative, which was led by individual large households and managed by themselves. The threshold for entering the cooperative was set. As the cooperative is a relatively independent economic cooperation organization, the Party branch of Village B does not have the actual right to operate within the original cooperative and cannot play the role of coordination and guidance, which leads to the tension between multiple subjects and conflicts. Setting the threshold of access, collective participation cannot be achieved, the villagers lack of community consciousness, collective economic development is powerless. The leading stage of the Party branch is from 2010 to now. Since 2009, B village has carried out the reconstruction work of the old village, supported by the government and the return of talents, which has actively changed the original rural governance pattern and formed a situation of multi-subject cooperative governance. At this stage, the Party branch will return to its original position and focus its economy on the collective specialized farmer cooperatives. At the same time, it will collect talent resources, explore natural resources and cultural resources, and revitalize the collective industry. In recent years, B village Party branch - led cooperative has become a provincial model.

3.1 Case of Establishment

3.1.1 "Hollow" Power of Party Branch

The "hollow" power of the Party branch refers to that the Party branch is marginalized, the power is weakened, the party branch has a name but no reality, has no appearance, lacks the actual power play, has low influence on the public affairs in the village, and the energy is limited. The Party branch at the village level is the core of the leadership of various affairs in the village, leading, commanding, coordinating and decision-making public matters in the village. However, such a situation existed in Village B at the beginning, that is, the Party branch did not get along with the masses, and villagers did not realize the role of the Party branch in their own life, so they could not carry out the mass work smoothly, and could not display their leadership and organizational ability in the village affairs. This damaged the power and authority of the Party branch in B Village, and formed the phenomenon of "hollow" power. The Party organization is rooted in the masses and has a firm mass foundation and perfect organizational structure system. However, B village could not bring this political and organizational advantage into play in the original cooperative construction.

At present, the new countryside has gradually separated from the homogeneity structure and has the characteristics of heterogeneity. Most people in traditional rural areas have the same surname, forming families with the same surname and living together. As an organization in the traditional sense, a clan

or family has a patriarch with management responsibilities in the organizational structure. The patriarch leads a clan, the clan is united, the tradition is taken as the criterion, the society is organized by ethics^[8], and the decision and will of the patriarch are put first. In the new rural society, Party organizations, government, social organizations, market subjects and individual villagers all participate in the governance of rural society. These subjects come from different regions, belong to different units, represent different interests, and gradually show heterogeneity. There was no patriarch in the new rural society, and some villagers were estranged from each other. At that time, the actual power of the Party organization in B village was “hollow”, which did not play a unified and leading role in time.

Cooperative society is the carrier of village collective economy development. In terms of rules, the work regulations of the Party’s rural grass-roots organizations stipulate that the rural grass-roots Party organizations should promote the development and growth of the collective economy and lead and support the collective economic organizations according to the local conditions. It can be seen that the Party branch leading cooperatives have the significance of rules; In fact, the operation of agricultural modernization cooperatives needs standardized and specialized unified management. Party branches put the interests of the masses first, pursue common prosperity, have advanced theories keeping pace with The Times, seek truth from facts, and adhere to the truth-seeking and pragmatic work style, which is of practical significance to lead the operation of agricultural modernization cooperatives.

3.1.2 “Empty Shell” of Collective Economy

The “empty shell” of collective economy is manifested in industrial decline and collective poverty, which are mutually causation. The collective economy of Village B declined and its development declined. The single agricultural income was not enough to support the family life, and villagers went out to work, leading to a large outflow of population, serious aging and lack of sufficient labor force. Due to the villagers’ participation in public affairs is low, lose faith in collective economy development, unable to public funds raised from the villagers, village collective exist large debt, failed again, B collective with poor village industry formed a vicious circle, goods of the collective economy also can become a “shell” and purse economy. Jump out of the vicious circle of circles need to retain the rural labor force, the development of various resources, to booming and profitable agricultural modernization, promoting collective income, this requires leaders to develop mass work and give play to the role of political - economic role - play a party branch in rural collective economy with new leadership in the development of agricultural professional cooperatives fusion, Both go hand in hand, this is the village party branch has two basic, legal, unique job responsibilities and belong to the power. The cooperative originally established in Village B was led by large households and jointly operated by enterprises, namely the form of “villagers + enterprises”, without collective participation. Both have the essential characteristics of “economic man”, seeking the realization of their own interests, rather than seeking a strong sense of belonging and identity from the village collective. Large households with control rights in cooperatives set a higher entry threshold, absorb only professional farmers and technical experts with large-scale resources, exclude small farmers, widen the income gap, and fail to

increase the income of villagers and increase the value of collective assets. Therefore, the phenomenon of collective poverty still cannot be changed, nor can it jump out of the vicious circle of “collective poverty - industrial decline”.

The operation mode of the Party branch led cooperative in B Village is “Party branch + villagers + enterprise”. The three components respectively represent the leadership of the Party branch, collective participation, and enterprise investment and development. Party branch play a leading role to join the cooperatives has been clear about the development direction, made by the first party branch leadership results show the villagers, attract village to the villagers to join new cooperatives, but is not limited to the original a few professional farmers, enterprises has changed from original dominance to auxiliary and self-developed technology and capital resources status, Under the leadership of the Party branch of Village B, the villagers and enterprises jointly discuss the operation of the cooperative. The new cooperative has the same value concept, unified management concept and clear development goal, which is gradually changing the “empty shell” phenomenon of collective economy.

3.1.3 Weak Collective Consciousness

The weak collective consciousness is reflected in the villagers fighting alone, only care about their own “three acres of land”, only care about their own income, and indifference to collective affairs, which has become a psychological factor hindering village governance. The rural land system adopts the household contract responsibility system, and the fields are divided into households. The farmers have the autonomy of land management, and the income lies in the harvest of their own land, and the economic foundation belongs to themselves, which undoubtedly weakens the villagers’ dependence on the collective. The rejection of small farmers by the former large - household - led cooperatives also leads to polarization among villagers. The collective consciousness and community consciousness of villagers in Village B are gradually losing. The communication among villagers is limited to relatives and neighbors, and they will not negotiate over public affairs and collective economy. The self-governance issues become superficial and gradually formalized. Therefore, only established on the basis of the interests distribution between the villagers benefit correlation mechanism, professional investors and technical experts to spread knowledge, technology, market channels to development small, produce benefit to close, collective consciousness returned, the villagers would get to really step in village public affairs, and to be organized again. The cooperative led by the Party branch is the re-organization of the masses by the Party organization, and plays the role of self-organization after the villagers join the cooperative. Reorganization has always been an important function of the Party to mobilize the masses and connect the masses, which is to organize the decentralized and fragmented individuals. Villagers’ initiative to join, provide resources, actively negotiate and accept management of cooperatives is the embodiment of villagers’ self-organization under the guidance of the Party^[9].

3.2 Main Practices

3.2.1 The Party Branch Is Empowered

To enhance energy and empower means to improve the governance ability of Party organizations and expand the scope of Party organizations' power radiation, which requires the dual strategy of "carrot and stick" combining authority shaping and rule application. The promotion of village Party branch mainly depends on structural empowerment. Through the organization embedding of shoulder to shoulder of Party branch secretary and chairman of the board of directors, and cross-serving of the branch team, the actual operation of the cooperative is controlled. Since the board of directors and the Board of supervisors are set up in accordance with institutional rules, leading the operation of the cooperative, the members of the Party branch group acting as directors and supervisors have reasonable and legal corresponding ability and authority. B village with the director a new cooperative, by the township, is the legal representative of the cooperatives, has presided over and is responsible for all the conference, signed membership investment certificate, signed managers, financial personnel and technical personnel, employment letter, organize the implementation of the resolution and supervise the implementation of the functions and powers, measures for the administration of specified coop director is responsible for cooperative work comprehensively. Members of the Party branch group are fully interspersed into the various positions of the cooperative, in addition to the chairman, but also involved in accounting, cashier, supervisor and members of the supervisor. There is formal power operation in the exercise of authority, and the informal effect of shaping authority is achieved.

B village Party branch led cooperatives to implement "six unified" management rules. Under the leadership of the Party branch, association and cooperative management include unified marketing, unified reception, unified settlement, unified service, unified management and unified construction. Always adhere to the party branch team to take the lead in raising funds, mobilize the masses into the club, responsible for the management of sales. Adhering to the unified design of the Party is conducive to the implementation of the party's resolution into the cooperative. Party branches are empowered in the establishment, planning, coordination, distribution and supervision of cooperatives, strengthening the all-factor leading role of Party branches in multi-subject, public affairs and various resources. While endowing the Party branch with power, it stimulates its internal driving force, enhances the power ability and energy of grassroots party organizations, and strengthens the Party's effective participation in rural society.

3.2.2 Integrate Internal and External Resources

The existing industry is the economic foundation for the establishment of cooperatives, and the existing industry needs to be built on the basis of the existing local resources. The existing resources that can be developed and utilized are the development direction of cooperatives. Revitalize the existing resources, the first need internal review, that is, internal source. B village is located in the mountainous area in the southeast of Shandong Province, which has the innate mountain resources and the mountainous landscape formed over time. Therefore, the first choice is to develop rural tourism. The village

collective under the management of the Party branch contracts the villagers' land, pays the villagers the contract fee of the corresponding area every year, and uses the idle land resources as collective shares for the unified planning of scenic spots and the construction of supporting facilities; By the villagers in the form of monetary or non-monetary valuation of personal equity; Villagers build small farmhouses or large villas based on their own homes to receive tourists.

Human resources include the input of labor force and the support of talents. Different from external entities such as government and enterprises, organizations established in rural areas emphasize the main role of economic talents and good people in the village^[10]. Economic experts and technical experts can often play a powerful role in the collective economic development, demonstration and guidance. Now B village Party branch secretary is the village has a high prestige of economic talent. The establishment of the cooperative first relies on the secretary to give up his own business and establish a professional rural tourism cooperative, invest money with his family to make achievements, and then attract other economic talents and good people in the village to participate, and appeal to the whole village villagers to join continuously by virtue of their prestige and the achievements of the cooperative.

For the shortage of resources, Village B chooses to export resources and seek external help, which mainly involves insufficient development funds. Under the guidance of the Party branch, the cooperative actively carries out investment attraction and has attracted investment of 120 million yuan to build a three-star hotel. Few and scattered resources are insufficient to support the sustainable and efficient development of cooperatives, and resource integration is particularly important. B Village effectively integrates the scattered land resources in the hands of villagers, develops scale economy and intensive economy, builds supporting facilities and plans scenic spots, and creates a scenic spot with coordinated scenery.

3.2.3 Introduction of "Internet +" Smart Management

"Internet +" rural new formats to fusion, docking modern agricultural science and technology, to capture market information, the popularization of mobile payment, an investment of 50000 yuan, to establish rural information management system, open WeChat number and a public website, summary of scenic spot with tourist information management as a whole, the user can query one button. Tourists can directly access information, such as geographical location information and routes, contact information, opening hours, tourism projects, but also can exchange experience, reservation and purchase tickets, to achieve the consultation center, farmhouse, tourists three interconnected communication. With the help of the intermediary role of the Internet, the scenic spot features are simultaneously publicized in the form of text, pictures and videos, so that tourists can get an advance understanding before arriving at B Village. The reception situation of the farmhouse is updated in real time, and the cooperative understands the operation situation of each farmhouse through the information management system, so as to balance the diversion of tourists. The creative mode of "Internet + Rural tourism" has the advantages of fast transmission speed, wide range, low cost, strong

timeliness, rich and comprehensive content bearing. Through highly efficient Internet communication, it has expanded the audience of rural tourism, not only limited to the surrounding urban areas. The “Internet +” mode not only enhances the internal overall management, but also realizes the connectivity between the village and tourists. “Internet + Cooperative” has achieved the compatible development of intelligent management and online marketing.

4. Effectiveness of Implementation

4.1 Reconstruction of Party Branch Authority

The reconstruction of authority comes from the social benefit obtained by the reconstruction of public credibility through the coordination of the Party and the people, the political benefit obtained by the improvement of organizational power and the improvement of governance efficiency, and the economic benefit obtained by the restoration of economic leadership and the good efficiency of the cooperative are the results of three functions. As the nerve endings of the Party, the grass-roots party organization of B Village takes root among the masses and regards serving villagers as its main task and basic responsibility. The Party branch insists that the core of cooperative operation lies in serving members, and the functional orientation of cross-appointment is shifted from control and command to service and management, and from one-way notification to two-way interactive consultation. The Party and the people respect and trust each other, and credibility will be rebuilt accordingly. In the face of the rising social subjects in rural areas, rural grass-roots party organizations should not only maintain cooperation with them, but also adhere to the Party’s advanced nature and take independent action strategies. By empowering the grassroots party organizations of Village B, the political leadership, self-innovation, organizational coverage, mass cohesion and development impetus of the leadership team are enhanced^[11], and the function, resource and value integration of Village B is integrated, realizing the systematic construction of governance elements in rural society. The Party branch leads the cooperative, which stimulates the primary Party organization’s subjectivity in the rural work. In the face of the continuous maturity of various social forces, the primary Party organization is bound to have the organizational power and leadership of the rural society gradually strengthened.

4.2 Activate Collective Industry

The cooperative led by the Party branch of Village B activated the collective industry, upgraded the rural tourism industry, increased the value of collective assets and increased the income of villagers. At first, the party secretary of Village B called on the villagers to control the mountain and water, improve the ecological environment, build tourism facilities, seize the trend of returning to the wild culture, and develop the leisure rural tourism based on the farmhouse music platform. By 2020, the village has built 38 farmhouse, each household annual income of more than 200,000 yuan, rural tourism radiation role has driven more than 150 farmhouse in the surrounding areas. In recent years, the cooperative has developed a variety of scenic spots with characteristics of picking gardens, art galleries and village history hall, as well as various activities such as picking festival, beer festival, art festival and cultural

exhibition. In 2019, the visitor flow of Village B reached 150,000, and the per capita income reached 34,000 yuan. In 2020, the per capita income increased to 36,000 yuan. It should be emphasized that 80% of the villagers in Village B have achieved home-based employment, which greatly reduced the outflow of population and kept the vitality of rural manpower. The Party branch of Village B, as the leader of poverty alleviation and the development of rural tourism industry, worked hard in the process of running the cooperative. The secretary sought policy support for many times, took the lead in solving problems, expanded the thinking of the branch team, integrated resources, unified management, and activated the upgrading of agricultural industry.

4.3 Return of Community Consciousness

The return path of community consciousness of village B is divided into three parts. Through the cross-appointment of the branch team, the organization is embedded in the cooperative, coordinating and supervising the operation of the cooperative according to the six unified management principles; Collective income and industrial prosperity, collective economic spring; Villagers join cooperatives one after another, forming interest links. As the organization and operation mode of cooperatives is to share property rights with the villagers (members) of beneficiaries as investors of cooperatives, the income of each member is closely related to the performance of other members, so they have the power to supervise each other. With the gradual increase of contact opportunities, members are more familiar with each other, the relationship is closer, the sense of identity and belonging is enhanced, and the sense of community gradually returns.

With the return of the sense of community, villagers realize their ownership of the cooperative and take the initiative to share resources. With mutual trust between the Party and the people, villagers perceive the increasingly important status and role of Party branches in their lives, and the Party's resolutions are closely related to them. They gradually increase the frequency of political participation and participate in consultation on self-governance issues, forming a governance pattern of Party and the people co-governance. Village B presents a path for grassroots party organizations to gradually improve the social governance ecology of rural villages by starting with lead cooperatives. (See Figure 1)

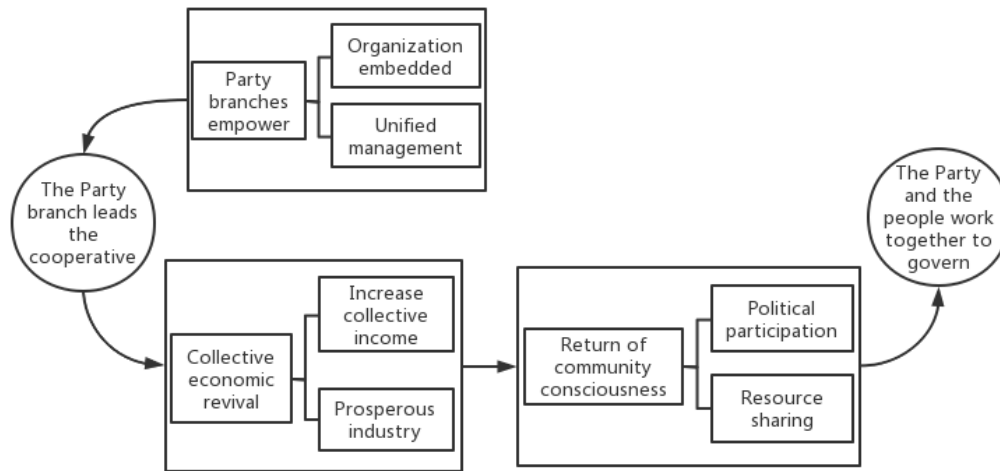


Figure 1. The Development Path of Synergy and Co-Governance

5. Conclusion

The Party branch leading cooperatives are the construction road of modern farmer specialized cooperatives with Chinese characteristics. The realization and consolidation of the leadership of the Party in rural society, in the economic field to lead the construction of farmers specialized cooperatives for the specific starting point. The Party branch is the superstructure of the farmer specialized cooperative, forming a solid organizational guarantee. Therefore, primary-level party organizations hold the leadership of the economic work of rural society, implement rural revitalization, achieve common prosperity, leading cooperatives has become a due meaning in the title. The so-called Party branch leadership means that the Party branch should not only “steer” but also “paddle” during the establishment, growth, development and transformation of the cooperative. “Steering” means that Party members operate first and provide practical experience; “Paddling” requires branch cross-office, specific participation in management and operation. In the emerging specialized farmer cooperatives led by the Party branch, the village party organizations that had been marginalized and weakened have returned to the center of the rural governance network. Face B village cooperatives original “villagers + enterprise” the failure of governance mode, governance leaders the key roles that the village party branch and adjust the governance network of multivariate main body role and strength of relationship between structure, implement open, independent and compatible with the principle of democratic management, formed under the leadership of the party organization, supported by the villagers as the center, enterprise collaborative work pattern.

The Party branch will focus on the development of the collective economy on the construction of the economic cooperation organization that the collective joins. In order to realize cooperation, have sustainable development power and abandon free-riding behavior, it is necessary to make all parties in the cooperation form practical interest connection, and the benefit of the cooperative is related to the

actual income of all parties. The secretary of the Party branch first takes the lead in investing funds to achieve results, followed by Party members, and pulls the villagers collectively to become shareholders. With its unique political resources, the Party branch obtains preferential policies and financial support to expand market channels and attract investment. Oneness with traditional farming income decreases, the party branch organization guarantee in place and the villagers' participation enthusiasm, cooperative members led the villagers to modern agricultural industry production, large-scale construction of spillover effects, the initial income, to use all the remaining membership bonuses to the village construction, improve the rural environment landscape, to meet Canton culture, Moreover, the villagers can find employment at home, alleviate the problem of population loss, break the original vicious circle, and then turn it into a virtuous circle. Need to stress is that in the future in the process of farmers' professional co-operatives, leaders must hold in time of peace prepare for war mentality, in the case of cooperatives have sprung up, independent brands need to be creative and innovative development, stop and even within the same geographic peripheral region between the same problem, remove the internal competition, attaches importance to human resources, In order to promote its sustainable and efficient development.

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