

The vitality of homestead land is surging, promoting the wave of rural industries——Exploring the Huaibin Model: The Road to Integrating Idle Resources and Diversified Business Models

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ABSTRACT

In the promotion of rural revitalization and common prosperity strategy, it is crucial to activate idle rural homesteads. Zhangzhuang Township in Huaibin County is exploring the model of "voluntary entrustment of farmers+investment in homesteads+integrated operation of village collectives+enterprise leadership", integrating idle homesteads and rural housing resources to develop the agricultural product processing industry. Through measures such as resource census, information circulation, and cooperation negotiations, we aim to achieve an increase in total agricultural output value, farmers' and village collective economic income. However, this model has problems such as an imperfect mechanism for shareholders to withdraw from bankruptcy and the need to optimize the distribution of equity benefits. In this regard, it is necessary to improve the power of income, strengthen cooperation with emerging forces, improve regulations and trading platforms, improve income distribution mechanisms, and promote rural development.

KEYWORDS

rural homestead land; Activate and utilize; rural revitalization stakeholder

Rural homestead and its affiliated rural housing are the most important physical property of farmers, which plays a decisive role in ensuring farmers to live and work in peace and contentment^[1]. In the context of the country promoting rural revitalization and common prosperity, revitalizing the most important physical assets of farmers (homesteads and farmhouses) from idle resources to operational assets plays a crucial role in promoting the organic integration of urban and rural factors and achieving high-quality rural development^[2]. In 2020, the No. 1 central document of the Central Government proposed to further deepen the pilot reform of rural homestead system by focusing on exploring the "separation of three rights" of homestead ownership, qualification right and use right. Henan Province has successively launched reform pilot projects in some cities and counties, allowing farmers to transfer their use rights through renting, mortgaging, and investing, and encouraging village enterprise cooperation to actively explore ways of utilizing homestead land. This article selects a specific case of Zhangzhuang Township in Huaibin County, Henan Province and conducts research. By establishing a stakeholder model to evaluate the case, it analyzes how the case constructs the integration of multiple subjects, what achievements have been made, and the internal reasons for achieving results. It is hoped that this can provide reference suggestions for the process of rural revitalization.

1 Exploration into the Practice of Utilizing Idle Rural Homesteads in the Context of Rural Revitalization

1.1 Case Overview

Zhangzhuang Township is located in the southern part of Huaibin County, on the banks of the Huai River. It has 12 administrative villages and a current population of about 35000. The total area of its jurisdiction is 7860 hectares, including 3200 hectares of arable land. As a major agricultural township in Huaibin County, Zhangzhuang Township is rich in agricultural product resources and has a profound foundation in agricultural production and traditional farming culture. In recent years, with the acceleration of urbanization, many villagers in Zhangzhuang Township have gone out to work or relocated to the county and surrounding towns, resulting in a large amount of idle homesteads. According to field research data from a typical village in Zhangzhuang Township in 2020, the proportion of households with idle homesteads exceeded 45%. Such idle conditions not only result in inefficient utilization of land resources, but also hinder the sustainable development of rural economy and the promotion of rural revitalization strategies.

In order to efficiently activate idle homesteads and rural housing resources, Zhangzhuang Township deeply integrates its advantages in agricultural product resources, comprehensively considers various factors, and establishes the agricultural product processing industry as the key development path with idle residential resources as the core. With modern logistics and e-commerce platforms, we effectively connect the diverse subjects and resource elements in the process of active utilization of homestead land, and strive to build the brand of "Zhangzhuang Agricultural Product

Processing Characteristic Township".

1.2 Specific methods

Zhangzhuang Township has embarked on a path of transformation by taking multiple measures to revitalize idle homesteads and rural housing resources. Firstly, a comprehensive resource census was conducted, with a detailed count of the total number of homesteads in the entire township. There are approximately 1800 homesteads in the township. Through household inspection and satellite image assisted verification, 850 idle homesteads were identified, involving more than 30 natural villages in 12 administrative villages. At the same time, the village committee conducted a comprehensive investigation and survey, and according to statistics, there were 230 households willing to rent out. A "Entrustment Letter for the Transfer of Idle Homesteads and Farmhouses in Zhangzhuang Township" was issued to these farmers. After the farmers filled it out, signed and stamped it, the village committee and the local professional rural resource integration platform "Huaibin Township Joint Creation" jointly signed and stamped it for confirmation.

Subsequently, the village committee entrusted the collected power of attorney to "Huaibin Township Joint Creation", and with the help of the "Zhangzhuang Township Idle Homestead Resource Integration Cloud Platform" jointly built with the Huaibin County People's Government, released the circulation information, pushing the idle homestead and farmhouse information to the online open market. Once we receive rental or cooperation intentions from social entities, we will immediately conduct screening and submit the information of eligible enterprises and individuals to the village committee. Then, the village committee and "Huaibin Township Joint Creation" will jointly organize on-site inspections and negotiations. After the active leadership of the village committee, cooperation negotiations were finally held with 5 strong agricultural product processing enterprises and 3 household appliance platform enterprises. And organize a professional evaluation team to assess the value of idle homesteads and farmhouses, and based on this, determine the proportion of shares of farmers' homesteads as equity. Farmers sign relevant contracts with lessees or partners, which clearly stipulate that enterprises must comply with the requirements of the Zhangzhuang Township People's Government, such as the "Detailed Rules for the Development and Utilization of Idle Homesteads" and the "Operating Procedures for Rural Housing Transfer Cooperation". Finally, the government has introduced a series of supportive policies, such as providing tax reductions and exemptions for agricultural product processing enterprises, mainly based on two types of taxes: value-added tax and corporate income tax. At the same time, provide skill training subsidies to farmers participating in the project, with a subsidy standard of 2000 yuan per person.

1.3 Achieve results

Since 2020, the total agricultural output value of the entire township has risen from 250 million yuan in 2020 to 400 million yuan in 2024, with an average annual growth rate of 12.5%. In terms of increasing farmers' income, land transfer allows farmers to receive an annual rent of 800-1000 yuan per mu. Farmers participating in the agricultural production and processing industry chain earn an average monthly salary of about 3500 yuan per person. Farmers who invest in homestead land can receive dividends annually based on their shares, with an average dividend of 2000 yuan per person. In addition, some farmers earn an annual commission income of about 5000 yuan by participating in the sale of specialty agricultural products. Multiple income channels have led to an increase in the per capita annual disposable income of farmers in the entire township from 12000 yuan in 2020 to 18000 yuan in 2024, with an average annual growth rate of 10.6%. In terms of village collective economic income, the average village collective economic income was only 150000 yuan in 2020, and has exceeded 500000 yuan by 2024. The village collective cooperates with social capital by integrating homestead and other resources, operating agricultural product processing enterprises, rural tourism projects, etc., and obtaining income in the form of share dividends, venue leasing, etc., which effectively supports the construction of village infrastructure and the improvement of public services. In terms of industrial land demand, this model provides land and premises for more than 20 agricultural production and processing enterprises, agricultural cooperatives and other agricultural management entities.

2 Case evaluation

2.1 Case analysis based on stakeholder theory perspective

This article mainly analyzes the utilization mode of homestead land in Zhangzhuang Township, Huaibin County. The stakeholders involved in this case mainly include the government, farmers, village committees, village collectives, enterprises, and e-commerce platforms. In order to clarify the revitalization mode of the case from a global perspective, the author will briefly analyze the utilization mode of homestead land in Zhangzhuang Township from the perspective of stakeholder theory (as shown in Figure 1).

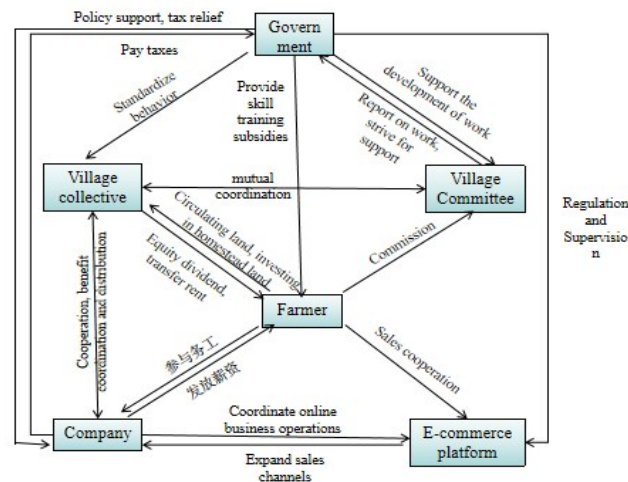


Figure 1 Operating Mode from the Perspective of Stakeholder Theory

Since 2020, although Zhangzhuang Township has achieved initial results, with changes in market environment and social demand structure, this model may face problems such as market risks, model limitations, and uneven distribution of benefits. This requires a risk/benefit matrix analysis of stakeholders (as shown in Figure 2).

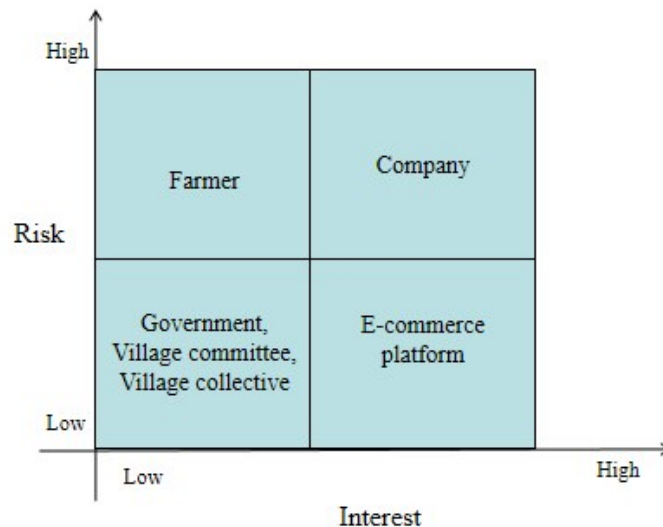


Figure 2 Risk/return matrix from the perspective of stakeholder theory

2.2 Case evaluation based on stakeholder theory perspective

2.2.1 nnovativeness

New operating mode: The case adopts an integrated operating mode of government, village collective, village committee, farmers, enterprises, and e-commerce platform, integrating elements such as resources, policies, technology, emerging media, and management entities.

The newsbject of interest balance: In the case, the intermediate subjects for balancing the interests of farmers and enterprises are village collectives and village committees. Compared with direct coordination between farmers and enterprises, this model can improve coordination efficiency, provide more security, and represent and protect the interests of farmers to a greater extent.

New ways of revitalization: Most of the revitalization and utilization models for homesteads in China are through the transfer and leasing of homesteads. This case adopts the method of equity investment for revitalization, which has reference significance.

2.2.2 Existing problems

The shareholder exit mechanism after corporate bankruptcyis incomplete: according to the risk/benefit matrix,

the interests and risks of farmers do not correspond reasonably. As a farmer, investing in the capital of homestead land is a new way to increase income, but after a company goes bankrupt, the exit mechanism has many drawbacks.

The income distribution mechanism of homestead ownership needs to be improved: in practice, the distribution of income after farmers use the right to use idle homestead or the right of land ownership into the company mainly includes three ways: no guaranteed dividend, no guaranteed dividend, minimum guarantee and dividend ^[3]. In this case, the dividend is not guaranteed, which may seriously affect the dividend income of farmers when the market encounters risks, and is not conducive to the protection of the basic interests of farmers.

3 Conclusion and Policy Suggestions

In recent years, the homestead revitalization and utilization mode explored by Zhangzhuang Township in Huaibin County under the background of rural revitalization has achieved certain results. It develops agricultural product processing industry through multi-subject operation mode, which promotes the growth of total agricultural output value, farmers' income and the development of village collective economy. In view of this, combined with the new round of rural homestead system reform that is being promoted in an orderly manner, this paper puts forward the following policy suggestions. (1) At the policy level, it is necessary to further consolidate the income power of the right to use the homestead as a usufructuary right, actively explore the path of taking the right to use the homestead into shares, make "farmers become shareholders" and improve farmers' well-being. (2) The revitalization and utilization of homestead should actively cooperate with emerging social forces, especially in the mode of "Internet plus", which should not be limited to offline, but should conform to the trend of social development. At the same time, it is necessary to correctly handle the relationship between stakeholders, especially to choose a suitable intermediate of interest linkage, which is related to the immediate benefits of each subject. (3) We should actively promote the improvement of relevant laws and regulations, and clarify the detailed rules for the disposal of homestead shares when the enterprise goes bankrupt. At the same time, building a special homestead transfer trading platform can increase the liquidity of homestead assets when the enterprise goes bankrupt, and realize reasonable valuation and orderly exit. In addition, a third-party evaluation agency is introduced to scientifically evaluate the value of homestead shares in advance and formulate a risk plan, so that when the enterprise goes bankrupt, the exit procedure can be quickly started according to the plan and the losses of farmers can be reduced. (4) Improve the income distribution mechanism of homestead shares. On the one hand, from the perspective of safeguarding farmers' property rights and interests and fairness and efficiency, it is suggested to explore the income distribution system of "advance payment + dividends according to shares"; on the other hand, it is necessary to optimize the value-added income distribution mechanism of idle homestead.

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