

Research on the Mode and Practice Path of Improving the Efficiency of Targeted Poverty Alleviation under Multi party Participation--Take China Evergrande Group as an Example

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Abstract: With the deepening of poverty reduction in China, the situation is becoming more and more complex, which requires the active participation of all parties to give full play to their own advantages in order to solve the poverty problem more efficiently. Based on Evergrande Group's research on the poverty alleviation work in Dafang County, Guizhou Province, this paper discusses how to improve the efficiency of participating in targeted poverty alleviation through multi-party cooperation. Evergrande Group's poverty alleviation practice in Dafang County includes dispatching full-time poverty alleviation teams to help the poor through industries, relocation, education, employment and other means. Through these means of poverty alleviation, a set of clear ideas are provided for enterprises to participate in poverty alleviation: the key to poverty alleviation is talents, education and training of talents, full use of human resources, multi-party cooperation and efficiency improvement. Whether it is to get rid of poverty or become rich, it is all about people. The government pays attention to fairness, the enterprise pays attention to efficiency, and the education pays attention to the future. The targeted poverty alleviation with the participation of multiple parties can give play to their respective advantages and improve the resource utilization efficiency of the whole society.

Keywords: Multi participation; Targeted poverty alleviation; Efficiency; Evergrande Group

1. Introduction

China's consistent poverty alleviation model is dominated by the government, and social participation is extremely insufficient.^[1] However, with the deepening of poverty reduction in China, the situation is becoming more and more complex, and it is increasingly difficult to solve various problems of the masses only with the strength of the government. Through various forms, we should actively guide social forces to extensively participate in the fight against poverty in areas with deep poverty, and help people with deep poverty to solve their living difficulties.^[2] Ethnic minority areas, border areas, and contiguous poverty-stricken areas have deep poverty, high poverty alleviation costs, and great difficulty in getting rid of poverty. The needs of poor people are different, which requires the active participation of governments, enterprises, schools, and various social forces. The government provides public services, but lacks efficiency; Enterprises can reduce transaction costs, but pursue economic benefits; School education can fundamentally improve people's quality, which is conducive to the long-term development of people, but it is difficult to get rid of poverty immediately; various social organizations are often full of love, but charity can only be "blood transfusion" poverty alleviation. Only when all parties actively participate and give full play to their own advantages can we solve the problem of poverty more efficiently. However, when there are many participants, it will be very difficult to improve efficiency. Whether the central and local governments at all levels, or various social forces involved in targeted poverty alleviation, everyone is constantly trying to find more efficient solutions.

2. Journals reviewed

Xie Shangguo and Hu Fine Arts (2016) believed that we should not only play the role of policies, funds, social security, and intervention oriented social organizations in targeted poverty alleviation, but

also adjust measures to local conditions, vigorously play the role of individual poverty alleviation targets, endogenous social organizations, and local people, so as to achieve local poverty alleviation and poverty alleviation.[3]Wang Xingguo and Wang Xinzhi (2017) believed that the essence of rural poverty is poverty under the comprehensive influence of material, human and social three-dimensional capital. Comprehensive improvement of three-dimensional capital is the fundamental way to solve rural poverty.[4]Liu Jiansheng, Chen Xin and Cao Jiahui (2017) believed that targeted poverty alleviation by industry is a process of joint participation. Industrial poverty alleviation has infiltrated into the countryside through industry, organically combining land, farmers and capital, promoting the development of poor households and cultivating the civic spirit of farmers.[5]Zhang Mei (2017) proposed that social resources should be allocated by the market and that social organizations and enterprises should be recognized as the main body of poverty alleviation. [6]Guo Junhua and Bian Shaoying (2018). It is proposed to implement a variety of combined poverty alleviation methods, with wide participation of social organizations. In particular, private enterprises can use their unique advantages to provide sustainable industrial chain support, and implement precise policies for poor areas and households to achieve common prosperity.[7]

Zhu Dequan and Zeng Huan (2019) proposed the "multi-party linkage" participatory poverty alleviation model, pointing to the governance structure formed by the government, enterprises, residents, colleges, social organizations and other subjects around vocational education poverty alleviation. From the perspective of space theory, in order to achieve rural revitalization in ethnic areas, it is necessary to coordinate the three spaces of government, school and enterprise to help vocational education serve the formation of the organizational chain and optimization of the supply chain of rural cultural revitalization.[8]Li Zheng and Xu Guoqing (2020) believed that the "multi-party linkage" participatory poverty alleviation model would change the traditional government led or vocational college led poverty alleviation model, and build a three-dimensional model of multi governance with the participation of "schools, enterprises and government" as the center and continuous radiation.[9]Qu Xiaoli (2020) believes that diversified participation will become a trend of the vocational education poverty alleviation model, and it is particularly critical to give play to the consciousness of all subjects involved, which will promote the vocational education poverty alleviation model of "diversified cooperation" to upgrade to the pattern of "diversified integration".[10]

The previous studies not only theoretically discussed the significance of multi-party participation in targeted poverty alleviation, but also further studied from the perspectives of government, enterprises, schools and poor households. However, these studies have more solved the problem that more social forces can participate in targeted poverty alleviation, while there are not many studies on efficiency issues after multiple participation in targeted poverty alleviation. With the solution of rural absolute poverty in 2020, the rural poverty reduction strategy will need to be transformed from "poverty alleviation" to "poverty prevention", that is, the poverty free population will not return to poverty and there will not be a large number of "new poor".[11]This will be a more arduous task, involving a wider range, more resources will be invested, and the issues of efficiency and equity will become more important. Based on Evergrande Group's research on the poverty alleviation work in Dafang County, Guizhou Province, this paper discusses the multi-party cooperation to improve the efficiency of participating in targeted poverty alleviation, and puts forward suggestions for reference.

3. Evergrande Group's participation in targeted poverty alleviation

3.1. Basic Information of Dafang County

Guizhou is one of the poor provinces in China. In 2015, Guizhou had 4.93 million poor people, the largest number of poor people in China, accounting for 8.77% of the country. Dafang County is located in the northwest of Guizhou Province, in the middle of Bijie City, on the north bank of Liuchong River, a tributary of Wujiang River, and at the west end of Dalou Mountain. It is located in the transitional slope zone from the Northwest Guizhou Plateau (Yunnan Guizhou Plateau) to the original hills of the middle mountains in Guizhou, belonging to the middle mountain geomorphic type. Most of the county is 1400-1900 meters above sea level. There are 23 ethnic groups, including Han, Yi, Miao, Bai and Gelao, with a population of 980000. In 2015, the county's GDP was 15.723 billion yuan, and the per capita GDP was 24371 yuan. [12]

The main causes of poverty in Dafang County are as follows: poor natural conditions and less arable land. The level of human capital is low and education is backward. The concept is backward, and some poor groups are not willing to shake off poverty. Lack of industrial base and difficulty in local

employment.

The unique geographical location and obvious advantages of our Guangzhou Campus undoubtedly provide convenient natural conditions for our school to help rural revitalization.

3.2. Evergrande Group's Assistance Practice

Since December 2015, Evergrande Group and Dafang County have signed the Agreement on Evergrande Group's Pairing Assistance to Dafang County for Poverty Alleviation. It is planned that Evergrande Group will invest 3 billion yuan in three years, aiming to lift 180000 poor people out of poverty in Dafang County by the end of 2018.

Since Evergrande Group began to help the poor in 2015, the per capita disposable income of Dafang County has increased significantly. Figure 1 shows the per capita disposable income in rural and urban areas of Dafang County from 2015 to 2019. [12]

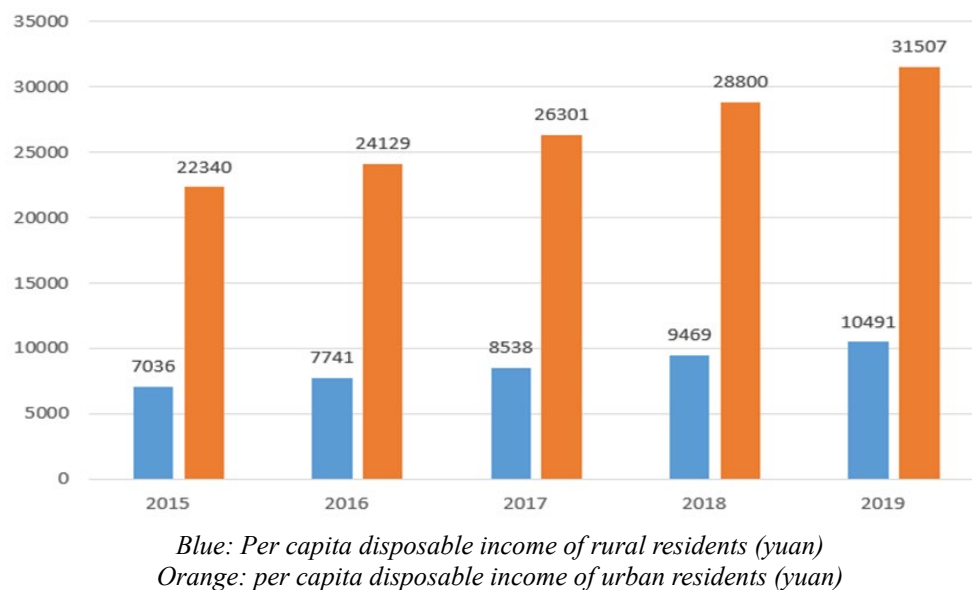


Figure 1: Per capita disposable income in rural and urban areas from 2015 to 2019

Evergrande Group's assistance experience can be summarized as follows:

3.2.1. Dispatch full-time poverty alleviation team

Since December 2015, Evergrande has selected a 2108 full-time poverty alleviation team to stay in the Wumeng Mountain Area for five years. In addition, a large number of poverty alleviation employees provide various logistical support.

3.2.2. Industrial poverty alleviation

Evergrande, in combination with local conditions, develops characteristic industries such as vegetables, beef cattle, traditional Chinese medicine and economic fruit forests according to local conditions, and introduces 79 upstream and downstream leading enterprises to form a support model of "leading enterprises+cooperatives+poor households+bases", so as to realize the integrated operation of "supply, production and marketing" and help the poor people out of poverty on the spot.

3.2.3. Relocation for poverty alleviation

For the poverty-stricken people who live in the remote mountains and forests and have basically lost their production and living conditions, Evergrande cooperated with the local Party committee and government to implement relocation, donated 17 resettlement communities and 50 new villages, with a total construction area of 5.11 million square meters, and completed the relocation of all 221,800 poverty-stricken people. At the same time, Evergrande has donated and built educational, medical and commercial facilities and industries suitable for the employment of poor households to ensure that poor people can move out of poverty and become rich. In 2020, the resettlement communities in Dafang County, Qixingguan District and Qianxi County assisted by Evergrande were rated as the "13th Five Year" beautiful resettlement areas by the National Development and Reform Commission.

3.2.4. Poverty alleviation through education

Evergrande has built and put 43 schools into use, including 13 primary schools, 28 kindergartens, a complete middle school and a vocational college, by building schools, strengthening teachers and setting up funds to fill the gap of local education resources, and has solved the problem of "school difficulty" for 21000 children. At the same time, Evergrande has donated and put into use one hospital, one nursing home and one children's welfare home in Dafang County to provide help for poor families to seek medical care, elderly care for the elderly and children in need. At the same time, Evergrande also called on all middle level employees of the Group to carry out "one help and one help", helping 4993 left behind children, children in need and orphans.

3.2.5. Poverty alleviation through employment

Evergrande organized vocational skills training, recommended poor family labor force to the upstream and downstream enterprises introduced by Evergrande, Evergrande's subordinate enterprises and strategic cooperative units, trained 113217 people in total, solved 75462 jobs, and achieved an annual income of 42000 yuan per capita, so as to achieve one person employment and the whole family out of poverty.

4. Inspiration from Evergrande's Poverty Alleviation

One of the important contents of the construction of socialism with Chinese characteristics is to let some people and some regions get rich first, help them get rich first, and gradually realize common prosperity. In 2020, China's per capita GDP will reach 10484 US dollars, while the per capita GDP of some cities has exceeded 20000 US dollars. In these areas that have become rich first, there are many people who are willing to participate in poverty alleviation and help them become rich later. However, there is no mature and effective mechanism for how to operate. Evergrande Group's poverty alleviation practice in Dafang County first provides experience for other regions to learn from, and then provides a clear set of ideas for enterprises to participate in poverty alleviation.

4.1. The key to poverty alleviation is talents

Among various causes of poverty, the most fundamental one is the poor people's low quality and lack of ability to create wealth. However, some poor households have backward ideas. Behind the idea of "waiting, relying and demanding", there is a lack of talents in poor areas. No one can lead these poor households out of poverty. The fine tradition of the Chinese nation for thousands of years is to become rich through hard work. And in many poor areas, people's hard work has not been able to get rich.

The poverty relief team of Evergrande Group in Dafang County is a well selected and powerful team in the whole group. It has high education, strong ability, broad vision, skilled business and is good at solving problems. At the same time, Evergrande's billions of donations in Dafang County need to implement the use of funds, which requires these staff to go deep into the masses to find and solve problems.

The problem of poor households is that they are limited in their own ability and often do not know what the root cause of their poverty is; Even if we know the root cause of our poverty, we cannot solve it. Evergrande Group's poverty alleviation expertise not only has the ability to find problems, but also can use Evergrande's resources to solve problems.

For poor areas, how to train and retain talents is the key to poverty alleviation. Through education to help the poor, we will train talents from poor areas to return home, serve and drive the socio-economic development of poor areas.[13]But it is not easy to achieve this goal. The employees of Evergrande Group are paid according to the salary standards of top 500 enterprises plus subsidies for poor areas. Such salaries cannot be provided by enterprises in poor areas, and even exceed the income of local civil servants. Therefore, how to retain talents is a problem that needs to be solved in poor areas.

4.2. Educate and train talents

Only through education can the comprehensive quality of workers be improved, which is the fundamental solution to low income at the micro level. The Recommendation on Technical and Vocational Education (Revised) issued by UNESCO clearly states that "technical and vocational

education should be regarded as a method conducive to poverty reduction".[14]For poor areas, although it is difficult to attract and retain talents, it is still feasible to improve the overall quality of all people through strengthening basic education, especially vocational education training, so as to cultivate outstanding talents suitable for the local area. In essence, industrial development and vocational education are highly related to each other.[15]Formal employees of large enterprises like Evergrande Group are generally graduates from famous schools and are elite talents cultivated by the entire education system. However, for poor areas, the development of industries with local characteristics, vocational and secondary vocational graduates trained through vocational education, even farmers who have only participated in vocational skills training, are also available talents.

Evergrande Group's experience in poverty alleviation through education in Dafang County is of great significance in two aspects:

On the one hand, through Evergrande's employment assistance, local villagers who have participated in vocational skills training can quickly obtain a job with higher wages than before, so that education is no longer an abstract way to improve their quality, but a concrete way to find better jobs and change their destiny. The specific manifestation of the backward concept of the poor is that they pay more attention to short-term interests and lack long-term planning. The more in poor areas, the more people believe that reading is useless. Especially in recent years, the employment of college students is difficult, and the starting salary of fresh students is not very high, so people misunderstand that college students are not as good as migrant workers. But the starting salary of college students is just the starting point of life, and there is still great potential in the future. The income of migrant workers is difficult to maintain a sustained growth, and even the young wages are the highest point of the whole working life. By directly linking vocational education with better work, the poor can participate in vocational training more actively and improve their overall education level.

On the other hand, it has increased educational resources and improved the quality of education. Evergrande Group not only supports the construction of teaching facilities in Dafang County, but also strengthens local teachers. On November 14, 2016, 100 backbone teachers of primary and secondary schools in Dafang County entered Tsinghua campus for a week of study. This kind of training will help teachers broaden their horizons and improve their educational concepts. At the same time, Evergrande also established a 30 million yuan Evergrande education award fund. Through the help of schools, teachers and students, the local educational conditions have been improved, and many families who have been poor because of their studies have seen hope again.

4.3. Make full use of human resources

The market economy requires that only with input can there be output. For poor households, only labor can be invested. At the beginning, Evergrande cooperated with the local government to implement the resettlement work, and donated to build the immigrant community and new countryside. However, they soon found that the poor households after relocation were still poor. The fundamental way out of poverty is to improve people's ability to create wealth. The significance of industrial poverty alleviation and employment poverty alleviation is to enable more villagers to achieve local employment, and at the same time increase their income, they can stay in the local area and take care of their families.

As far as enterprises are concerned, they are in a competitive market environment, and poverty alleviation is a matter of public welfare. Policies that fully tend to care for and absorb poor households are often not conducive to the development of the industry itself. [16]If only love, then the help to poor areas will be limited. Therefore, in the process of participating in poverty alleviation, if enterprises can increase their "market accessibility" by increasing the participation ability and opportunities of the poor in the market, and finally enable the poor to have the ability of "self hemopoiesis", then they will neither impose too much burden on enterprises nor let the poor wait for assistance. [17]

In the process of implementing industrial poverty alleviation and employment poverty alleviation, enterprises are prone to irregular employment and unprotected workers' interests. At this time, the government needs to actively supervise. Figure 2 shows the tripartite relationship of poverty alleviation.

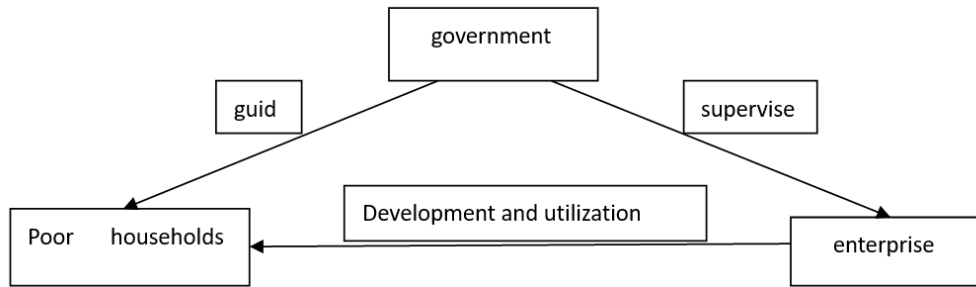


Figure 2: Tripartite relationship diagram of participating in poverty alleviation

There are many reasons why poor people are poor, but as long as poor people still have full labor capacity, they have the ability to get rid of poverty. From the perspective of the whole society, the unemployed poor are also a waste of social resources. Whether to help the poor through employment or industry requires different strategies based on local conditions and people, but the ultimate goal is to make full use of human resources. As Premier Li Keqiang said at the press conference of the National Two Sessions in 2020, China has 900 million labor forces. Without employment, it is just 900 million mouths to eat, and employment is 900 million hands that can create huge wealth.

4.4. Multi party cooperation to improve efficiency

Comprehensive poverty alleviation involves a wide area and a large number of people, and the government cannot cover all aspects. Enterprises are in a state of market competition for a long time, keep close contact with consumers, better understand the needs of consumers, and try to meet market demand. However, the enterprise's pursuit of maximizing its own profits does not meet the public welfare requirements of poverty alleviation, which requires the government's supervision, management, planning and guidance, so that enterprises can not only play their own advantages, but also be constrained in the process of poverty alleviation.

In the process of helping Dafang County in pairs, Evergrande Group, under the leadership of Guizhou Provincial Party Committee and provincial government, actively keeps in touch with provincial, municipal and county governments at all levels, understands and learns local policies, systems, strategies and guidelines, understands local customs, and formulates appropriate support policies according to the needs of the masses. For example, a 300 million yuan "Evergrande generous entrepreneurship fund for poor families" was set up to help poor families start businesses; For 14140 people with special difficulties, each person will be given a universal insurance, and the annual fixed income of the insurance is 3028 yuan, which just meets the per capita net income poverty alleviation standard.

Through communication and cooperation with the government, the government plays a leading role, and enterprises, under the leadership of the government, gradually guide the poor people out of their predicament by relying on the market mechanism. Enterprises have played a role in helping the poor. Evergrande is good at handling government relations because it is engaged in the real estate industry. However, to encourage more enterprises to join the poverty alleviation team and play a positive role, governments at all levels need to establish a set of efficient and flexible communication mechanisms, so that enterprises can have the opportunity to play their strengths and contribute to poverty alleviation.

5. Conclusion and outlook

The International Labour Organization (ILO) pointed out: "Although we all know that the most effective way to get rid of poverty is to work, people have no way to get out of poverty or create employment through legislation. This is a complex and long-term process, which requires the joint participation and efforts of all sectors of society. Workers, employers and the government all play an important role in the positive consensus stipulated." Within five years, Evergrande Group has invested 11 billion yuan free of charge to help all poor counties in Bijie City lift their hats and lift more than 1 million poor people out of poverty. At the same time, Evergrande copied and promoted Bijie's assistance experience, invested 6.87 billion yuan in total, and actively participated in poverty alleviation in many provinces and regions. Driven by a group of excellent enterprises led by Evergrande, more and more enterprises are investing in targeted poverty alleviation. The government

pays attention to fairness, the enterprise pays attention to efficiency, and the education pays attention to the future. The targeted poverty alleviation with the participation of multiple parties can give play to their respective advantages and improve the resource utilization efficiency of the whole society. While in the process of integrating multiple forces, how to establish an effective communication mechanism so that everyone can perform their duties is still a problem that needs to be discussed.

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