



世界旅游联盟 旅游减贫案例

WTA BEST PRACTICE
IN POVERTY ALLEVIATION
THROUGH TOURISM

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Contents

目录

广西河池市巴马瑶族自治县：充分发挥生态优势，打造特色旅游扶贫 Bama Yao Autonomous County, Hechi City, Guangxi Zhuang Autonomous Region: Give Full Play to Ecological Dominance and Create Featured Tour for Poverty Alleviation	002
世界银行约旦遗产投资项目：促进城市与文化遗产旅游的协同发展 World Bank Heritage Investment Project in Jordan: Promote Coordinated Development of Urban and Cultural Heritage Tourism	017
山东临沂市兰陵县压油沟村：“企业 + 政府 + 合作社 + 农户”的组合模式 Yayougou Village, Lanling County, Linyi City, Shandong Province: A Combination Mode of “Enterprise + Government + Cooperative + Peasant Household”	030
江西井冈山市茅坪镇神山村：多项扶贫措施相辅相成，让山区变成景区 Shenshan Village, Maoping Town, Jinggangshan City, Jiangxi Province: Complementary Help-the-poor Measures Turn the Mountainous Area into a Scenic Spot	038
中山大学：旅游脱贫的“阿者科计划” Sun Yat-sen University: Tourism-based Poverty Alleviation Project “Azheke Plan”	046
爱彼迎：用“爱彼迎学院模式”助推南非减贫 Airbnb: Promote Poverty Reduction in South Africa with the “Airbnb Academy Model”	056
“三区三州”旅游大环线宣传推广联盟：用大 IP 开创地区文化旅游扶贫的新模式 Promotion Alliance for “A Priority in the National Poverty Alleviation Strategy” Circular Tour: Utilize Important IP to Create a New Model of Poverty Alleviation through Cultural Tourism	064
山西晋中市左权县：全域旅游走活“扶贫一盘棋” Zuoquan County, Jinzhong City, Shanxi Province: Alleviating Poverty through All-for-one Tourism	072
中国旅行社协会铁道旅游分会：利用专列优势，实现“精准扶贫” Railway Tourism Branch of China Association of Travel Services: Realizing “Targeted Poverty Alleviation” Utilizing the Advantage of Special Trains	080

河南信阳市新县田铺乡大湾村：耳目一新的“文创小店+乡舍农家+特色商品”旅游扶贫模式

Dawan Village, Tianpu Township, Xin County, Xinyang City, Henan Province: Completely Innovative Tourism-Based Poverty Alleviation Mode of “Culture & Creative Shop + Farmhouse + Characteristic Commodities”

088

万达集团“包县”帮扶项目：企业通过全要素投入推动可持续脱贫

“Counterpart Support for Counties” Project of Wanda Group: Enterprises Promote Sustainable Poverty Alleviation through Total Factor Input

096

穷游网：以文创产品为抓手，“文创+旅行”的多维扶贫实践

QYER: Multi-dimensional Poverty Alleviation Practices of “Cultural and Creative Industry Development + Tourism” Supported by Cultural and Creative Products

104

世界银行格鲁吉亚伊梅列季亚州项目：用目的地管理组织（DMO）促进私人资本的融资

World Bank Project in Imereti, Georgia: To Promote Private Capital Financing with DMO

112

四川南充市仪陇县朱德故里景区：构建“三模式”，助推“景区带村”旅游扶贫

The Scenic Area of Zhu De’s Former Residence in Yilong County, Nanchong City, Sichuan Province: Promote the Poverty Alleviation through Tourism Featuring “Tourism Areas Boosting Village Development” through “Three Models”

120

贵州六盘水市水城县海坪村：“六业并举”开创易地扶贫搬迁“海坪模式”

Haiping Village, Shuicheng County, Liupanshui City, Guizhou Province: Building the “Haiping Mode” Of Relocation-Based Poverty Alleviation with Six Key Measures

128

浙江丽水市遂昌县龙洋乡茶园村：用“情境乡村”建设新路径破解乡村活化难题

Chayuan Village, Longyang Town, Suichang County, Lishui City, Zhejiang Province: Solving Rural Activation Problems through a New Path of “Situational Village” Construction

136

中邮传媒助力甘肃甘南藏族自治州舟曲县扶贫行动：立足本行业资源优势，开展旅游精准扶贫

China Post Advertising Co., Ltd. Aiding Poverty Alleviation in Zhouqu County, Gannan Tibetan Autonomous Prefecture, Gansu Province: Conducting Targeted Poverty Alleviation through Tourism Based on Resource Advantages of the Industry

144

重庆巫山县：“五大措施”探索乡村旅游助推扶贫新模式

Wushan County, Chongqing City: Explore a New Model for Promoting Poverty Alleviation through Village Tourism with “Five Measures”

150

西藏拉萨市达东村：“景区带村”模式打造乡村旅游扶贫标杆

Dadong Village, Lhasa City, Tibet Autonomous Region: Set a Benchmark for Rural Poverty Alleviation through Tourism by the Model of “Driving the Development of Villages with Scenic Areas”

158

河北承德市“一号风景大道”：打造风景道品牌，推进“非遗+扶贫”试点

“No.1 Scenic Avenue” in Chengde City, Hebei Province: Build a Brand of Scenic Avenue and Promote the Pilot of “Intangible Cultural Heritage + Poverty Alleviation”

166

贵州黔东南苗族侗族自治州雷山县：大力发展乡村旅游，助推民族村寨脱贫

Leishan County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province: Striving to Develop Village Tourism to Help Ethnic Villages Get Rid of Poverty

174

中国旅游集团：对口帮扶香格里拉，打造标杆项目

China Tourism Group: Provide Counterpart Support to Shangri-La and Build a Benchmarking Project

183

湖北恩施土家族苗族自治州宣恩县：紧扣“融合”，全域旅游发展助力脱贫致富

Xuan’en County, Enshi Tujia and Miao Autonomous Prefecture, Hubei Province: Alleviating Poverty through Integration and All-for-one Tourism Development

192

四川达州市宣汉县巴山大峡谷景区：文旅扶贫与生态保护相结合，确保真正脱贫奔小康

Bashan Grand Canyon Scenic Area of Xuanhan County, Dazhou City, Sichuan Province: Getting Rid of Poverty and Building a Well-off Society Based on a Combination of Poverty Alleviation through Cultural Tourism and Ecological Protection

200

甘肃甘南藏族自治州：构建旅游扶贫新模式，探索精准扶贫新路子

Gannan Tibetan Autonomous Prefecture, Gansu Province: Forge a New Mode of Poverty Alleviation through Tourism, Explore New Ways of Targeted Poverty Alleviation

209

世界银行埃塞俄比亚旅游业可持续发展项目：克服困难长期推进，PDO级别成果显著

World Bank Sustainable Tourism Development Project in Ethiopia: Overcoming Difficulties, Exerting Long-term Efforts and Achieving Remarkable PDO Level Results

218

河北保定市阜平县顾家台村、骆驼湾村：有计划、按步骤助力全县脱贫攻坚事业

Gujiatai Village and Luotuowan Village, Fuping County, Baoding City, Hebei Province: Fuel the County’s Poverty Alleviation Cause as Planned Step by Step

226

山东威海市西山后村：“农户+合作社+公司”生态旅游开发，助力贫瘠乡村脱贫致富

Xishanhou Village, Weihai City, Shandong Province: Developing Ecological Tourism through the “Farmer + Cooperative + Company” Mode for Poverty Alleviation

234

内蒙古鄂尔多斯市乌审旗：激发精准扶贫内生动力，为乡村振兴注入新活力

Wushen Banner, Erdos City, Inner Mongolia: Stimulating the Inner Driving Force for Targeted Poverty Alleviation and Injecting New Vitality into Rural Revitalization

242

福建宁德市屏南县龙潭村：用“文创-旅游”模式激发乡村减贫内生动力

Longtan Village, Pingnan County, Ningde City, Fujian Province: Stimulate the Inner Driving Force for Rural Poverty Reduction with the Mode of “Culture and Creative Industry and Tourism”

251

安徽六安市霍山县陡沙河村：从贫困乡村到高端生态旅游度假村的涅槃

Doushahe Village, Huoshan County, Liu’an City, Anhui Province: Nirvana from an Impoverished Village to a Hi-end Ecological Tourism Resort

260

浙江杭州市淳安县下姜村：打好脱贫攻坚战，旅游减贫成效显著

Xiajiang Village, Chun'an County, Hangzhou City, Zhejiang Province: Winning the Battle Against Poverty, and Achieving Remarkable Progress in Poverty Alleviation through Tourism

269

四川甘孜藏族自治州稻城县：坚持“旅游+扶贫”思路，探索“定制服务”脱贫模式

Daocheng County, Garze Tibetan Autonomous Prefecture, Sichuan Province: Stick to the "Tourism + Poverty Alleviation" Idea, and Explore the Poverty Alleviation Mode through "Customized Services"

278

世界银行马其顿共和国斯科普里旧巴扎项目：对当地文化遗产的投资显著提振经济和社会的双重发展

World Bank Project in Old Bazaar, Skopje City, the Republic of Macedonia: Investment in Local Cultural Heritage Has Significantly Boosted both Economic and Social Development

286

陕西安康市石泉县后柳镇中坝村：凭借“作坊小镇项目”实现旅游减贫

Zhongba Village, Houliu Town, Shiquan County, Ankang City, Shaanxi Province: Realizing Poverty Alleviation through Tourism Based on the "Workshop Town" Project

292

内蒙古赤峰市喀喇沁旗西桥镇雷营子村：精准定位乡村旅游，让大山里的美景带来财富

Leiyingsi Village, Xiqiao Town, Harqin Banner, Chifeng City, Inner Mongolia: Turn Beautiful Sceneries in Mountains into Wealth through Precise Positioning of Village Tourism

300

北京城建集团北苑大酒店下栅子村“大城小苑”精品民宿群：全面发力打赢“一企一村”精准扶贫攻坚战

"Dacheng Xiaoyuan" Boutique Homestay Cluster in Xiazhazi Village Developed by Beiyuan Grand Hotel under Beijing Urban Construction Group Co., Ltd.: Make All-out Efforts to Win the Battle against Targeted Poverty Alleviation through "One Enterprise for One Village"

308

河北石家庄市平山县西柏坡镇梁家沟村：红色旅游助力老区脱贫致富

Liangjiagou Village, Xibaipo Town, Pingshan County, Shijiazhuang City, Hebei Province: "Red Tourism" Helps Old Areas Get Rid of Poverty and Increase Income

315

黑龙江双鸭山市饶河县小南河村：另辟“摄影旅游基地”蹊径，实现脱贫致富梦

Xiaonanhe Village, Raohe County, Shuangyashan City, Heilongjiang Province: Achieve Poverty Alleviation through Tourism with a Unique Method of Building a "Photographic Tourism Base"

321

河南济源市：农旅融合创新帮扶，精准施策兴村富民

Jiyuan City, Henan Province: Alleviating Poverty by Combining Agriculture and Tourism and Increasing the Income of Farmers with Targeted Measures

330

吉林延边朝鲜族自治州光东村：主打少数民族特色的“民俗观光游”，助力脱贫奔康

Guangdong Village, Yanbian Korean Autonomous Prefecture, Jilin Province: "Folk Customs Sightseeing" with Ethnic Minority Characteristics Boosts Poverty Alleviation

340

安徽六安市金寨县渔潭村：利用“五个着力”，绘制乡村旅游扶贫蓝图

Yutan Village, Jinzhai County, Liu'an City, Anhui Province: Draw the Rural Poverty Alleviation Blueprint through Tourism with "Five Underlying Points"

347





前言

减贫是国际社会最为关注的问题之一。《联合国 2030 年可持续发展议程》提出的首要目标就是“在世界各地消除一切形式的贫穷”。近年来，旅游业的快速发展，发挥了强劲的关联带动作用，成为推动贫困地区经济社会可持续发展的重要力量，给很多贫困地区及贫困人口提供了脱贫致富的新路径。旅游减贫成为全球减贫的关键领域。

世界旅游联盟（WTA）将“旅游促进减贫”作为重要使命之一，在旅游减贫案例分析、理论研究、经验宣传等方面开展了一系列实践和国际交流活动，向国际社会展示了旅游减贫事业的重要经验和巨大成就。2018 年和 2019 年，世界旅游联盟连续两年联合世界银行和中国国际扶贫中心在“世界旅游联盟·湘湖对话”活动上共同发布《世界旅游联盟旅游减贫案例》，为旅游减贫事业贡献了范例和智慧，获得了业内的广泛关注和高度评价。并以此为蓝本，2019 年世界旅游联盟与中央广播电视总台中国中央电视台（CGTN 中国环球电视网）联合拍摄制作了《旅游让世界和生活更美好》5 集减贫案例微纪录，向全球推广中国旅游减贫的经验与成果。

为持续发挥典型案例的示范带动效应，交流国际旅游减贫经验，2020 年世界旅游联盟继续联合世界银行和中国国际扶贫中心三方共同发布《2020 世界旅游联盟旅游减贫案例》。通过相关国际组织、联盟全球会员、中国文化和旅游部、国务院扶贫办公室、各省级文化和旅游部门等多方面广泛征集旅游减贫案例。根据可量化的减贫效果、创新性、可复制性、积极的社会影响和可持续性等标准，经过专家组遴选审议，最终确定 41 个优秀案例。截至 2020 年，《世界旅游联盟旅游减贫案例》三年共累计收录 100 个全球减贫案例。

扶贫工作任重而道远，世界旅游联盟也将继续整合自身资源、优化相关平台，汇集全球会员力量以及世界范围内的合作者，加强与国际社会各方在旅游减贫事业中的合作，探索联合建立旅游减贫案例库、开展旅游减贫研究、非遗保护等公益类活动。同时，联盟也将继续秉承“旅游促进发展、促进减贫、促进和平”的使命，推动国际旅游行业关注减贫和相关社会公益事业，为实现“旅游让生活 and 世界更美好”的宗旨而不断前行。



FOREWORD

Poverty alleviation is one of the most concerned issues of the international community. The primary goal set forth by the UN 2030 Agenda for Sustainable Development is to “eradicate all forms of poverty around the world”. A strong driver in promoting the sustainable economic and social development of poverty-stricken areas, the rapid development of tourism in recent years provides a path of poverty alleviation for many poverty-stricken areas and impoverished people. Poverty alleviation through tourism has become a key area of poverty alleviation around the world.

Upholding “poverty alleviation through tourism” as one of its significant mission, the World Tourism Alliance (WTA) has been proactively involved in case studies and theoretical research, and carried out a series of international activities, showcasing the experience and achievements through various media to the international community. For two consecutive years, 2018 and 2019, WTA, in partnership with the World Bank and International Poverty Reduction Center in China (IPRCC) released the WTA Best Practice in Poverty Alleviation through Tourism at WTA · Xianghu Dialogue, contributing practices and wisdom to the cause of poverty alleviation through

tourism. Based on this, WTA in cooperation with China Global Television Network (CGTN) of China Media Group, shot a 5-episode short video in 2019, entitled “Better Tourism, Better Life, Better World” featuring China’s experience and achievements in poverty alleviation through tourism to the world.

Together with the World Bank and IPRCC, WTA will once again release the 2020 WTA Best Practice in Poverty Alleviation through Tourism, in a hope to leverage their demonstration effects by communicating with international community. Cases of poverty alleviation through tourism were collected from multiple channels, including international organizations, WTA’s global members, the Ministry of Culture and Tourism of the People’s Republic of China, the Poverty Alleviation Office of the State Council and provincial tourism departments. A total of 41 excellent cases were finally selected upon review by the expert group based on 5 criteria: quantifiable result, innovation, replicable, positive social impact and sustainability. By the end of 2020, the WTA Best Practice in Poverty Alleviation through Tourism has collected a total of 100 cases over the past three years.

Poverty alleviation has a long way to go. By integrating its resources, optimizing relevant platforms and bringing together its global members and partners, WTA will try to explore ways to further strengthen cooperation with international community in the fields of cases database, relevant research, and intangible cultural heritage protection. Meanwhile, upholding the mission of “tourism for development, poverty alleviation and peace”, WTA is committed to calling on the international tourism sector to be aware of poverty alleviation and relevant public affairs, and working together for “Better Tourism, Better Life, Better World”.



广西河池市巴马瑶族自治县： 充分发挥生态优势，打造特色旅游扶贫

**Bama Yao Autonomous County, Hechi City,
Guangxi Zhuang Autonomous Region:
Give Full Play to Ecological Dominance and Create Featured
Tour for Poverty Alleviation**

“ 摘要

广西巴马瑶族自治县不仅是巴马长寿养生国际旅游胜地核心区，也是革命老区、深度贫困县。2019年全国“两会”期间，习近平主席听取广西工作汇报时说：“利用良好的生态优势，可以发展旅游、康养和其他生态型产业。你们巴马是长寿之乡，百岁老人很多，这些都是发展生态产业很好的条件。”巴马把生态资源优势转化为脱贫攻坚的强大动力，牢固树立“越是贫困地区越要坚持高质量发展，越是贫困地区越要走开放发展之路”的理念，主动作为，抢抓机遇，坚持把旅游发展和脱贫攻坚同步规划，一体推进，引进龙头企业，打造全域旅游，成功实现了“旅游做加法，贫困做减法”。截至2019年年底，巴马精准脱贫攻坚战取得了决定性胜利，贫困发生率降至1.24%，整县达到脱贫摘帽标准。

”

挑战与问题

巴马瑶族自治县位于广西西北部，县域面积1976平方公里，辖10个乡镇，103个行政村和4个社区，聚居着瑶、壮、汉等12个民族，总人口30.5万人，少数民族占总人口的85.2%，其中瑶族人口占17.46%。这是一个集“老、少、边、山、穷、库”于一体的新时期国家级贫困县，全县共有50个贫困村，14573户贫困户，64710名贫困人口，贫困发生率为25.5%，属深度贫困县。

然而，独特的地理位置，丰富的历史积累，也造就了巴马县特殊的旅游资源，主要包括：原始森林、天坑群、水晶宫、百魔洞、百鸟岩、赐福湖等自然旅游资源；西山红七军21师师部旧址、韦拔群牺牲地旧址教育基地、“龙田精神”发源地燕洞镇龙田村等红色旅游资源；仁寿源、长寿岛、田园风光、民族风情、实景演艺等人文旅游资源。旅游业是巴马第三产业中的支柱产业，在参与全县脱贫攻坚、助力减贫方面发挥了重要作用。

措施

1. 规划带动项目，打造“硬件过硬”的旅游营商环境。委托专业团队编制《巴马县全域旅游总体规划设计》《巴马大健康产业发展规划》《巴马饮用水产业规划》，绘制巴马县域空间信息与旅游资源“一张蓝图”。河池至百色、贺州至巴马等多条高速公路陆续建成通车或启动建设，城际高铁、民用机场建设纳入布局规划，区域内公共交通、给排水、污水处理等基础设施不断完善，高端星级酒店





综合体等重大项目建设加快推进，旅游营商环境日臻完善。

2. 发挥“旅游+”作用，打造“信用为本”的旅游人文环境。“旅游+养生”，建成了赐福湖君澜度假酒店、世纪养生园、百魔洞养生度假区等一批精品酒店和度假场所；“旅游+农业”，培育了那澜湾、华昱三生农场、德农万川等一批农业生态观光乡村旅游业态；“旅游+文化”，以瑶族文化为基础，推出民族文化探索、体验游项目，建成了巴优瑶寨、文钱射弩文化展示馆等；“旅游+体育”，举办了巴马国际马拉松赛、男子篮球赛、“7+1”足球联赛等一系列赛事活动。在推动“旅游+”融合发展的同时，巴马还致力于构建“积极向上的经济生态、风清气正的政治生态、优秀自信的文化生态、团结和谐的社会生态、山清水秀的自然生态”，通过打造“五位一体”信用体系，将诚信建设融入旅游管理机制，建立“黑名单”制度，促进文旅业规范发展，树立巴马旅游的行业口碑。

3. 整治结合修复，打造“美丽家园”的旅游生态环境。通过实施“青山”“蓝天”“碧水”“净土”工程，加强石漠化生态治理、河域综合整治和土壤修复，实施盘阳河流域生态环境保护条例，推进山水林田湖草系统治理项目，以及强化城乡综合整治，创设民族特色街区，提高乡村污水集中处理率，让自然环境与人居环境完美融合，探索“生态与发展



互动共赢”路径，打造“看得见山，望得见水，记得住乡愁”的“美丽家园”。

成效

1. 旅游软硬件条件不断优化。县与县之间，县城与山区之间，景区与景区之间，巴马的公共交通日趋便利，枢纽地位不断得到加强。

2. 巴马的品牌影响逐步提升。随着“中国-东盟传统医药健康旅游国际论坛（巴马论坛）”和巴马国际马拉松赛事的连续成功举办，进一步丰富了巴马旅游元素，增强了“世界长寿之乡”的品牌号召力。

3. 康养旅游助力扶贫发展格局日益显现。通过“旅游+大健康”，旅游减贫的“造血功能”得到充分印证，当地旅游企业以高端酒店、自然奇观、实景演出、特色美食、文博游览、民俗体验、乡村野趣、非遗工艺、养生民宿等多种经营方式，拉动大量贫困人口实现就业增收，群众生产生活条件极大改善，贫困山区面貌焕然一新，旅游经济增长所带来的获得感、幸福感得到了显著提高。

经验与启示

1. 坚持富民增收的宗旨。坚持把“富民增收”

作为发展旅游的出发点和落脚点，增强旅游产业的辐射联动效应，鼓励城乡居民特别是贫困农民积极参与旅游服务，尽力为群众搭建创业就业平台，让老百姓获得更多实惠。

2. 坚持融合发展的路径。突破一产、二产和三产的界限，推进旅游与农业、工业、商业、文化、体育、交通、扶贫等相关部门和行业的融合，通过部门联合、产业融合为旅游发展创造新的亮点和经济增长点，形成多点支撑、全面发展的“大旅游、大市场、大产业”格局。

3. 坚持生态优先的理念。生态资源是巴马的最大财富、最大优势、最大品牌，生态线就是巴马的生命线。巴马旅游需充分发挥生态优势，以实际行动践行“两山理论”。尊重自然、传承历史、绿色低碳，是巴马生态文明建设和旅游开发的关键所在；治山理水、依山傍水、显山露水，是巴马生态文明建设和旅游开发的主要方向。

4. 坚持多元共建的模式。巴马旅游扶贫模式主要包括：（1）景区开发带动辐射模式，累计带动3.68万农民实现了直接或间接就业；（2）旅游项目投资拉动模式，引导贫困地区农民采取土地流转、房屋资产入股分红、门票分红等方式实现增收，带动4个乡镇48000多人，其中贫困人口22168人；（3）

当地成功人士引领模式，通过当地企业家回乡投资创业，形成“旅游公司+农户”的发展模式，以土地入股、就业、分红等方式助力精准脱贫；（4）村集体自主开发模式，成立以发展产业为主体的专业合作社，目前有5个重点旅游扶贫村注册成立旅游开发合作社，通过种植食用菌、五谷杂粮、动物养殖等项目，实现旅游生产脱贫。

下一步计划

继续重视发挥好旅游减贫、旅游致富的独特作用，巴马旅游将始终坚持“世界眼光，国际标准”，全面启动“巴马国际长寿养生旅游胜地”建设，做到高起点规划、高品质建设、高水平管理、高定位营销，以国际知名的康养旅游胜地为目标指向，加快推动由单一景区景点的观光游向融合大健康概念的新时代康养旅游转变，增强旅游减贫的循环“造血”功能，为精准扶贫注入新动能，推动新发展，创造新辉煌，引领“广西的巴马”“中国的巴马”向“世界的巴马”嬗变。



案例 1

那桃乡平林村旅游扶贫案例

那桃乡平林村位于巴马县东南部，距县城 8 公里，与巴马镇和大化县相毗邻。全村下辖 18 个自然屯，37 个村民小组，1088 户，总人口 4944 人，聚居壮、汉两种民族。平林村是巴马长寿文化发祥地之一，交通便利，生态景观优美，是巴马县城近郊理想的乡村田园度假养生胜地，也是巴马县“十三五”期间重点开发的旅游脱贫贫困村。2019 年 7 月 28 日，文化和旅游部公布首批全国乡村旅游重点村名单，平林村入选其中，未来 5 年将得到中国农业银行提供的专项金融支持。

仁寿乡舍乡村旅游区位于那桃乡平林村敢烟屯，现有居民 62 户 260 人。旅游区以光绪皇帝御赐寿匾“惟仁者寿”给当地 126 岁寿民邓诚才为题材，融巴马的饮食、民俗、养生文化于一体，成为巴马乡村旅游的亮点。旅游区在 2013 年被评为河池市十佳旅游景点，2013 年成为河池旅游开发扶贫示范点，2018 年被评为广西五星级乡村旅游区。敢烟屯的邓永康荣获“中国乡村旅游致富带头人”称号。

1. 编制旅游规划，科学引领发展旅游业。在北京巅峰智业旅游文化创意股份有限公司的智力帮扶下，平林村编制了《巴马县那桃乡平林村旅游发展总体规划》《敢烟乡村旅游详细规划》，依此指导村民科学高效地发展旅游业，也为后期招商引资和旅游资源的科学开发奠定了基础。

2. 创新旅游扶贫投入机制。一是整合区、市、

县三级旅游发展专项资金重点建设旅游基础设施和农家旅馆。二是除给予建档立卡贫困户 5 万元以下、3 年以内免担保免抵押全额贴息贷款外，县财政每年安排 200 万元作为发展乡村旅游业风险担保基金，鼓励贫困村旅游开发经营户开展小额融资。

3. 完善乡村旅游基础设施。进行屯内道路、旅游厕所、路灯等的建设，同时完成村容村貌改造、供水供电、排洪排污等建设，并将农村用电地埋式，为后期发展奠定基础。

4. 全力推动重大旅游项目。引进广西旅游投资集团在平林村建设赐福湖度假小镇项目，该项目已列为自治区领导联系推进重大项目、自治区层面统筹推进重大项目。贫困户通过土地流转、房屋资产入股等形式实现脱贫。

5. 旅游 + 产业融合发展。平林村选定富硒无公害水稻种植基地、黑木耳食用菌种植基地、黑猪养殖基地、中草药种植基地、有机蔬菜种植基地和敢烟农家乐改造六个产业扶贫项目，建立合作社 3 个，鼓励贫困户利用扶贫贷款或自有资金入股，探索形成“合作社 + 基地 + 农户”“公司 + 合作社 + 农户”等模式，每户每年可按股金获 8% 以上的分红收益，每户每年可增收 0.3 万元；提供 50 个就业岗位，吸纳 85 贫困群众就业，通过就业每人每年增收 1.1 万元。

6. 以知名乡村旅游区带村。平林村仁寿文化源景区是全国“景区带村”旅游扶贫示范项目，2018 年仁寿乡舍被评为五星级乡村旅游区，“惟仁者寿”匾牌就出自平林村敢烟屯，其仁寿山庄的经营者邓永康是全国“能人带户”旅游扶贫示范项目获评者。



平林村已形成“景区 + 能人 + 农户”旅游扶贫模式，2011 年以来吸纳 42 名村民就业，其中贫困人口 18 人。2016 年以来仁寿山庄发动 20 户农户开办农家旅馆，新增客房 111 间、床位 204 张，农户通过经营农家旅馆每年增收 0.6 万元，带动 10 户贫困群众脱贫。

2010 年以来，敢烟屯利用全县旅游业蓬勃发展的大好时机，该屯党员经济能人邓永康带领群众深挖“惟仁者寿”长寿文化资源，精心打造融仁寿源景区，提供 60 多个就业岗位；2016 年敢烟屯成立了仁寿农家乐专业合作社，组织群众开办农家旅馆 20 家；2018 年仁寿乡舍旅游区接待游客 39.84 万人次。仁寿乡舍旅游区的发展不仅使敢烟屯的群众受益还带动了周边自然村的发展，带动 85 户 326 人脱贫。

案例 2

寿乡旅游股份有限公司旅游扶贫案例

广西巴马寿乡旅游股份有限公司成立于 2005 年，是一家立足巴马旅游资源开发的多元化经营股份制旅游企业。公司目前已发展成为巴马乃至河池市最具规模的旅游企业，经营四星级酒店 2 家、旅游度假酒店 1 家，拥有国家 4A 级旅游景区 5 个，同时还经营旅行社、大型实景表演、生态农业、旅游特产等多个业务板块。

公司逐步开发了甲篆镇坡月村的百魔洞景区、烈屯的百鸟岩景区、盘阳河漂流景区、那社乡的水晶宫景区、巴马镇的长寿岛景区，并通过酒店、旅行社、三生农场、旅游购物中心的建设，形成了完整的旅游产业链，探索形成了“双讲双带动”的旅游减贫新模式，即讲好长寿故事、讲好养生文化、景区带动村、产业带动户。

1. 讲好巴马故事。巴马与苏联的高加索地区、巴基斯坦的罕萨、厄瓜多尔的比尔卡巴旺、新疆和

田并称为世界长寿之乡，长寿老人的比例为每十万人有 30.6 人，有记录的最高龄者达 142 岁。神奇的巴马有五大长寿因素，优质的地下水、地磁、土壤、远红外线、负氧离子，所以要把巴马的长寿故事讲好，成为宣传的核心内容。

2. 讲好养生文化。巴马有良好的生态环境，巴马人有健康乐观的心态环境，每年长期居住在巴马的“候鸟人”达 13 万人以上。2020 年春节，新冠疫情在国内爆发，巴马县境内虽然有大量湖北籍游客以及湖北返乡人员，但在县委政府努力下全县实现新冠“0 确诊”“0 疑似”“0 报告”，“健康巴马”名不虚传。

3. 坚持景区带动村子发展。百魔洞景区带动坡月村，百鸟岩景区带动甲篆村，水晶宫景区带动那坝村，盘阳河漂流景区带动甘水村。吸收村集体资金入股企业，年均保底 8% 固定分红，每年给村集体分红达 120 多万元。景区按统一规划、统一标准建成的商铺，全部无偿提供给当地村民销售农产品、手工艺品等，商铺每月收入达 3000 元以上。

4. 产业带动户。帮助景区周边村屯成立村集体产业发展理事会，帮助村集体产业定位，坚持“一村一品”。百魔洞景区的坡月村主推“民宿”，水晶宫景区的大洛村主推“土特产品”，百鸟岩景区的甲篆村主推“农家乐”，长寿岛景区主推“手工艺品”。目前，产业带动的村已实现平均 65% 以上的参与户发展了相关产业，产业带户效果显著，每户年均收入达 5 万元以上。

寿乡旅游股份公司“双讲双带动”旅游减贫模式，辐射带动了周边 12 个贫困村，有 8 个村以乡村旅游为主业，覆盖贫困人口 2162 户、6346 人。公司直接安排就业 700 人，景区的售票员、导游等人均月工资 2500 元以上。山水实景演出《梦·巴马》现有演职人员 150 人，大多兼职，白天劳作晚上演出，由公司支付演出费用，2014 年至今人均年收入 3 万元以上。

“ Abstract

As the core area of Bama international tourist attraction for longevity and health maintenance, Bama Yao Autonomous County in Guangxi is also an old revolutionary base area and a deeply impoverished county. During China's "Two Sessions" in 2019, President Xi Jinping, when listening to the work report regarding Guangxi, said "Good ecological dominance can be used to develop tourism, health maintenance and other ecological industries. Known as a longevity village, Bama has a number of centenarians, offering good conditions for development of ecological industry". Bama has translated the advantages of ecological resources into a strong driving force for poverty alleviation and firmly established the concept that "the poorer the region, the more important it is to pursue high-quality development and to take the path of open development". It acts proactively, seizes the opportunity, adheres to synchronized planning of tourism development and poverty alleviation, promotes integration, introduces leading enterprises and creates all-for-one tourism, achieving "tourism development and poverty alleviation". By the end of 2019, Bama's targeted poverty alleviation campaign had seen a decisive victory, with the poverty incidence dropping to 1.24% and the whole county reaching the threshold for poverty eradication.

”



Challenges and Problems

Located in Northwest Guangxi, Bama Yao Autonomous County, covering an area of 1,976 square kilometers, has jurisdiction over 10 townships, 103 administrative villages and four communities. The county is populated by 12 ethnic groups, including Yao, Zhuang and Han, with a total population of 305,000. Ethnic minorities account for 85.2% of the total population, of which Yao population makes up 17.46%. It is a state-level poverty-stricken county in the new era, with "the old, the young, the border, mountains, the poor and reservoirs". The county has a total of 50 poverty-stricken villages, 14,573 poverty-stricken households and 64,710 poor people, with poverty incidence of 25.5%. For these reasons, it is a deeply impoverished county.

Nevertheless, its unique geographical location and rich historical accumulation have also created the special tourism resources, which mainly include: natural tourism resources, such as primitive forest, karst landforms, crystal palace, limestone caves, underground river karst cave and Cifu Lake; "revolutionary tourism" resources, including the site of the communist 21st Division Headquarters of the 7th Column at Xishan, the educational base of the site where Wei Baqun died, cradleland of "Longtian Spirit" - Longtian Village of Yandong Township; humanistic and cultural tourism resources, such as Longevity Museum - Renshouyuan, longevity island, idyllic scenery, national customs and live-action performance. Tourism industry is the pillar industry of Bama, and plays an important role in poverty alleviation and reduction in the whole county.

Measures

1. Promote projects with planning to create a favorable tourism business environment. A professional team was entrusted to work out the



Overall Planning and Design of All-for-one Tourism in Bama County, Development Planning for Massive Health Industry of Bama, Planning for Drinking Water Industry of Bama, and to draw a blueprint of spatial information and tourism resources of Bama County. A number of expressways, including Hechi-Baise Expressway and Hezhou-Bama Expressway, have been open to traffic or started construction; the construction of intercity high-speed rails and civil airports has been incorporated into the layout plan; the infrastructure of public transportation, water supply and drainage, sewage disposal and other facilities in the region has been constantly improved; the construction of major projects, such as high-end starred hotel complexes has been accelerated, and the tourism business environment is improving day by day.

2. Give full play to the role of "tourism plus" and create a "credit-based" tourism cultural environment. In terms of "tourism plus health maintenance", a batch of boutique hotels and vacation spots, including Narada Resort & Spa Cifu Lake, Bama Century Health Park and Bama Baimodong International Health Resort; as for "tourism plus agriculture", a batch of business types of village tourism featuring ecological sightseeing agriculture has been developed, including Nalanwan Farm, Huayu Sansheng Farm and Denong Wanchuan Farm; in terms of "tourism plus culture", projects, such as ethnic



culture exploration and experience tour, were launched based on Yao culture, and Bayou Liannan Yao Village and Wenqian Shennu Cultural Exhibition Hall were built; as for “tourism plus sports”, a series of events were held, including Bama International Marathon, men’s basketball match and “7+1” league football match. While promoting the integrative development of “tourism plus”, Bama is also committed to building “positive economic ecology, clean and upright political ecology, excellent and confident cultural ecology, united and harmonious social ecology, and picturesque natural ecology”. Through building the “five-sphere integrated plan” for credit system, it integrates construction of honesty and faithfulness into tourism management mechanism and establishes a “blacklist” system to promote regulated development of cultural tourism and build the reputation of Bama in tourism industry.

3. Combine remediation with restoration, and create tourism ecological environment of “beautiful home”. Through the implementation of “green mountains” “blue sky”, “clear water” and “unpolluted soil” projects, Bama has made efforts to strengthen ecological management of stony desertification, comprehensive regulation of drainage basin and soil remediation; implement the regulations on ecological and environmental protection for Panyang River Basin; promote the projects of holistic approach to conserving mountains, rivers, forests, farmlands, lakes, and grasslands; strengthen comprehensive improvement



of urban and rural areas; build blocks with ethnic characteristics; increase the rate of centralized treatment of rural sewage; integrate natural environment with living environment; explore the path that “ecology and development are mutually beneficial”; build a “beautiful home” with green mountains, clear water and unforgettable experience.

Results

1. Software and hardware of tourism have been optimized constantly. Bama can be easily accessible by public transport between counties, between counties and mountainous areas, and between scenic areas. In this way, its position as a hub is constantly consolidated.

2. Bama’s brand influence has been improved gradually. As China-ASEAN International Forum on Traditional Medicine and Health Tourism (Bama Forum) and Bama International Marathon were held successfully, Bama’s tourism elements have been further enriched, enhancing the brand appeal of “The Home of Longevity in the World”.

3. Health tourism contributes to gradual emergence of the pattern of poverty alleviation and development. Through “tourism plus health”, the impetus of poverty alleviation through tourism has been fully confirmed. Local tourism enterprises have helped a large number of poor people achieve

employment and higher income by means of diversified business patterns, including high-end hotels, natural wonders, live-action performances, featured delicious food, cultural and museum tours, experience of folk customs, rural experience, intangible cultural heritage process, and accommodation for health maintenance. In this way, the production conditions and living standards of people have been greatly improved, and the poor mountainous areas have taken on a new look, and the sense of gain and happiness brought by tourism economic growth has been significantly improved.

Experience and Inspirations

1. Adhere to the purpose of enriching people and increasing their incomes. Bama will continue to take “enriching people and increasing their incomes” as the starting point and goal of tourism development, increase the interactive effect of tourism industry, encourage urban and rural residents, especially poor farmers, to take an active part in tourism services, and make the greatest efforts to build a platform for people to start their own businesses and find jobs, so as to deliver more tangible benefits to the people there.

2. Stick to the path of integrated development.

Bama breaks through the boundaries of primary industry, secondary industry and tertiary industry, to promote the integration of tourism with relevant departments (concerning agriculture, industry, commerce, culture, sports, traffic and poverty alleviation) and industries. In this way, new highlights and economic growth points have been created for tourism development and economic growth through cooperation between departments and industry integration, thus forming a pattern of “great tourism, great market and great industry” with multiple support and all-round development.

3. Insist on the concept of ecological priority. Ecological resources are Bama’s greatest wealth, advantage and brand, and the ecological line is the lifeblood of Bama. Bama makes the best of ecologic dominance in tourism and takes concrete actions to practice “Two Mountains Theory”. The key of Bama’s ecological progress and tourism development is to respect nature, inherit the history and advocate green and low-carbon development. The main direction of Bama’s ecological progress and tourism development is to protect environment.

4. Pursue the mode of multiple co-constructions. Bama’s mode of poverty alleviation through



tourism mainly includes: 1. The mode of scenic area development with an influence on surroundings; that offers direct or indirect jobs to a total of 36,800 farmers. 2. The tourism project investment driving mode; it has led farmers in poor areas to increase their income by means of land transfer, dividends on housing assets, and dividends on entrance tickets. A total of more than 48,000 people from four townships and towns were benefited, 22,168 of whom are poor. 3. Leading mode of local successful people; through



the return of local entrepreneurs to invest and start businesses, a development mode of "tourism company plus peasant household" is formed, and targeted poverty alleviation is promoted by means of land investment, employment and dividends. 4. Independent development mode of village collective; specialized cooperatives with the development industry as the main body has been established. At present, five key tourism poverty alleviation villages have registered tourism development cooperatives, which have realized poverty alleviation through tourism by means of planting edible mushrooms, whole grains and animal breeding and other projects.

Next Step

Bama will continue to value and give play to the unique role of poverty alleviation through tourism and enrichment. Moreover, Bama will always insist on "global vision and international standards" and launch the construction of "Bama international longevity and health tourism resort" in an all-round way to achieve planning at a high starting point, high-quality construction, high-level management and target marketing. Aiming to become a global famous health tourism resort, Bama will accelerate the transformation from sightseeing tour of a single scenic spot to health tourism in the new era integrating the concept of great health and enhance the circular impetus of poverty reduction through tourism, thus injecting new impetus into targeted poverty alleviation, promoting new development, creating new brilliance, and leading the transformation of "Bama of Guangxi" and "Bama of China" to "Bama of the world".

Case I

Case of poverty alleviation through tourism in Pinglin Village, Natao Township

Located in southeast Bama County, Pinglin Village of Natao township is eight kilometers away from the county and adjoins Bama Town and Dahua County. The village has 18 communities, 37 village groups and 1,088 households, with a total population of 4,944, where there are two ethnic groups, Zhuang and Han. Pinglin Village is one of the birthplaces of Bama longevity culture. With convenient transportation and beautiful ecological landscape, it is an ideal rural idyllic resort in the suburbs of Bama County and also a village, getting rid of poverty through tourism, which the county focuses on during the "13th Five-year Plan" period. On July 28, 2019, the Ministry of Culture and Tourism released the list of the first batch of "Key Rural Tourism Village in China", among which Pinglin Village was included and will receive special financial support from Agricultural Bank of China in the coming 5 years.

Renshou Township Hotel is located in Ganyan Community, Pinglin Village, Natao Township, with 62 households or 260 residents. By taking "Only a Benevolent Person Lives the Longest" presented by Guangxu Emperor to the local 126-year-old resident Deng Chengcai as the theme, the tourist area integrates Bama's diet, folk customs and culture of health preserving into one, becoming the highlight of village tourism in Bama. In 2013, the tourist area was rated as one of the top ten tourist attractions in Hechi city; in 2013, it became a demonstration site for poverty alleviation through tourism development in Hechi; in 2018, it was rated as a five-star village tourism area in Guangxi. Deng Yongkang from Ganyan Community was awarded the title of "leader of village tourism in China".

1. Formulate tourism plans and guide the development of tourist industry in a reasonable way. With the help of Beijing Davost Intelligence, Pinglin Village has developed the Master Plan for Tourism Development of Pinglin Village, Natao Township of Bama County and the Detailed Planning of Ganyan



Village Tourism, based on which it guides the villagers to develop tourism scientifically and efficiently. They have also laid the foundation for investment promotion and scientific development of tourism resources in the future.

2. Make innovations in investment mechanism of poverty alleviation through tourism. First, integrate the special funds for tourism development at district, city and county levels, and focus on the construction of tourism infrastructure and farmhouse hotels. Second, in addition to providing the registered poverty-stricken households with loans of less than RMB 50,000 with full amount interest subsidy and free from guarantee and mortgage within three years, the Finance Bureau of the county will earmark RMB 2 million every year as the risk guarantee fund for developing village tourism, so as to encourage the tourism development operators in impoverished villages to carry out micro-financing.

3. Upgrade the infrastructure of village tourism. Carry out the construction of roads, restrooms for

tourists and street lamps in communities, complete the reconstruction of village appearance and facilities of water supply and power supply, flood and pollution discharge, and bury wires for rural use, so as to pave the way for development in later stages.

4. Make every effort to promote major tourism projects. Guangxi Tourism Investment Group was introduced to build the project of Cifu Lake Resort Town in Pinglin Village, which has been listed as a major project promoted under the supervision of the leadership of the autonomous region and coordinated at the level of the autonomous region. Poor households have been lifted out of poverty through land transfer, housing assets investment and other forms.

5. Tourism plus industry integrates development. Pinglin Village has selected six poverty alleviation projects by developing industries, including selenium-rich pollution-free rice planting base, Auricularia auricula edible fungus planting base, black pig breeding base, Chinese herbal medicine planting base, organic vegetable planting base and Ganyan agritainment renovation project. Three cooperatives have been established to encourage poor households to use poverty alleviation loans or free funds to invest in shares, and explore the formation of “cooperatives plus base plus farmers” and “company plus cooperatives

plus farmers”. Each household can get more than 8% of the dividend income according to the share capital every year and can increase annual income by RMB 3,000; by doing so, 50 jobs were provided and 85 poor people had work, and each person has their annual income increase by RMB 11,000.

6. Drive the development of villages by well-known village tourism area. Renshou Cultural Scenic Spot of Pinglin Village is a national demonstration project of “tourism areas boosting village development” of poverty alleviation through tourism. In 2018, Renshou Township Hotel was rated as a five-star village tourism area. The plaque of “Only a Benevolent Person Lives the Longest” is from Ganyan Community of Pinglin Village. Deng Yongkang, the operator of Renshou Villa, is the winner of the national demonstration project of “intellectual support to rural household” of poverty alleviation through tourism. Pinglin Village has formed a mode of poverty alleviation through tourism featuring “scenic spot plus capable brains plus peasant household”. Since 2011, 42 villagers have been employed, 18 of whom are poor. Since 2016, Renshou Villa has encouraged 20 peasant households to open farmhouse hotels, providing extra 111 guest rooms and 204 beds. By operating a farmhouse hotel, the peasant households increase



their incomes by RMB 6,000 per year, and 10 poor households have been lifted out of poverty.

Since 2010, Ganyantun has taken advantage of the prosperous development of tourism in the whole county. Deng Kang, a Party member and economic expert of the community, leads the masses to further tap the longevity culture resources of “Only a Benevolent Person Lives the Longest”, and meticulously builds Renshouyuan scenic spot, providing more than 60 jobs. In 2016, Ganyan Community established Renshou Agritainment Professional Cooperative and organized the masses to open 20 rural hotels. In 2018, the Renshou Township Hotel received 398,400 tourists. The development of Renshou Township Hotel not only benefits people of Ganyan Community, but also drives the development of surrounding villages, lifting 85 households and 326 people out of poverty.

Case II

Case of Poverty Alleviation through Tourism of Bama Longevity Village Tourism Co., Ltd.

Established in 2005, Guangxi Bama Longevity Village Tourism Co., Ltd. is a diversified joint-stock tourism enterprise based on development of tourism resources in Bama. At present, the company has developed into the largest tourism enterprise in Bama and even Hechi city, with two four-star hotels, one tourist resort hotel, five national 4A-level tourist scenic spots, and a number of business segments, including travel agencies, large-scale live-action performances, ecological agriculture and tourism specialties.

The company has gradually developed Baimodong International Health Resort in Poyue Village of Jiazhan Town, underground river karst cave in Lietun, drifting scenic spot at Panyang River, Crystal Palace in Nashe Township and Longevity Island in Bama Town. Through the construction of hotels, travel agencies,



Sansheng Farm and tourist shopping center, the company has formed a complete tourism industry chain and created a new pattern of poverty reduction through tourism, namely, publicize longevity of local residents and the culture of health preserving; scenic spots drive the development of villages and industries provide people with jobs.

1. Promote Bama with longevity. Along with the Caucasus region of the former Soviet Union, Hunza in Pakistan, Vilcabamba in Ecuador and Hotan in Xinjiang Province of China, Bama is ranked as the world's longevity village, with the percent of centenarians being 30.6 per 100,000. The oldest person on record was 142 years old. The magic Bama has five factors of longevity: High-quality groundwater, geomagnetism, soil, far infrared, negative oxygen ions. Therefore, it is necessary to promote Bama with longevity, which will become the highlight of the promotion.

2. Publicize the culture of health preserving. Bama has a beautiful ecological environment, and Bama people have a healthy and optimistic attitude. Every year, more than 130,000 “migratory people” live in Bama for a long time. In the Spring Festival of 2020, COVID-19 broke out in China. Although there were a large number of tourists and personnel from Hubei in Bama County, the county had “Confirmed cases: 0”, “Suspected cases: 0” and “Reported cases: 0”, thanks to the efforts of the county Party committee and



government. “Healthy Bama” deserve the reputations it enjoys.

3. Adhere to the concept of driving the development of villages by scenic spots. Bama Baimodong International Health Resort drives the development of Poyue Village, underground river karst cave promotes the development of Jiazhuan Village, Crystal Palace boosts the development of Naba Village, and Panyang River Drifting propels the development of Ganshui Village. Collective funds of villages are used to buy shares in enterprises. The fixed dividend is 8% at least each year, and the annual bonus for village collectives reaches over RMB 1.2 million. The shops built according to the unified planning and standards of scenic spots are all provided free of charge for local villagers to sell agricultural products and handicrafts. The monthly income of the shops reaches over RMB 3,000.

4. Households benefit from industry. Assistance is provided to the villages and communities around the scenic spot to establish a collective industry development council and find collective industry positioning, and the concept that one village has a featured product is insisted. For instance, Poyue Village of Bama Baimodong International Health Resort features “home sharing”, Daluo Village of Crystal Palace features “local specialties”, Jiazhuan Village of

underground river karst cave features “agritainment” and longevity island features “handicrafts”. At present, in the villages driven by industry, more than 65% of the participating households have developed relevant industries on average. The effect of industry driving households is remarkable, with the average annual income of each household reaching over RMB 50,000.

The unique mode of poverty reduction through tourism of Shouxiang Tourism Co., Ltd. has promoted 12 surrounding poor villages, of which eight are mainly engaged in village tourism, covering 2,162 poor households or 6,346 people. The company has directly arranged the employment of 700 people, and personnel including ticket sellers and tour guides in the scenic spot have a monthly salary of more than RMB 2,500. There are 150 actors and actresses in the performance “Dream Bama” with actual landscapes as settings, most of whom work during the day and perform part-time at night, and the company pays them. The annual per capital income has hit more than RMB 30,000 since 2014.



世界银行约旦遗产投资项目： 促进城市与文化遗产旅游的协同发展

**World Bank Heritage Investment Project in Jordan:
Promote Coordinated Development of Urban and Cultural
Heritage Tourism**

“ 摘要

文化遗产旅游与城市发展 (CHTUD) 项目由世界银行和约旦政府分别出资 5600 万美元和 925 万美元成立,旨在解决约旦旅游业发展中的一些明显困境。项目将带动五个目标城市历史核心区内及周围相关地区,改善这些地区的基础设施并促进文化景观复兴,五个城市为:阿杰隆、杰拉什、卡拉克、米底巴和萨尔特。

”

城市 1: 阿杰隆

挑战与问题

在阿杰隆市,对居住区和城市发展分区的过度规划正逐步侵占城市周围的自然地区。加之陡峭的城市地形,导致城市开发在横向呈分散状扩张,破坏了该地区的自然特征,危及宝贵的自然景观。阿杰隆市核心区域越来越难以容纳未来开发所需的服务和设施。尽管约旦城堡吸引了大批游客驻足参观,但旅游业并未对当地社区的社会经济生活产生影响。该市历史核心区少有游客光顾,也没有与旅游相关的投资,旅游基础设施和服务非常薄弱。此外,对城市边缘区的侵略性开发和森林砍伐使城市核心区的地位逐步丧失。

措施

对阿杰隆进行项目干预的主要目的是保护阿杰隆城堡周围的文化和自然景观,使其免受城市扩张和森林砍伐的影响。项目中的定向投资旨在保护和美化一条关键通道,该通道从 Anjara 镇出发,途经阿杰隆市最终到达城堡,并对阿杰隆市中心的关键区域进行重建。通过这些针对性的干预措施,可为当地居民和往来游客创造综合性的宜居体验。

成效

创造了酒店就业机会,增加了手工业协会注册数量,大幅提高游客日均支出。为满足游客需求,对项目所在区的店铺进行了改造,以便游客更轻松地参观清真寺和市中心。项目还改善了通向城堡的通道。对于城堡周围和内部,未来还将优化提升游客体验,建设交通、指示牌、照明和游客信息等。

经验与启示

通过整合旅游业、文化遗产、商业发展、城市升级、减贫和城市管理,可产生 1+1>2 的效果。

下一步计划

在制订未来的旅游开发项目或计划时,需要根据预期中拟定的项目方案会对社区产生的影响,来评估社区需要达到的参与度。



城市 2: 杰拉什

挑战与问题

随着人口的快速增长以及持续的新人口迁入,杰拉什的社会凝聚力不断下降。重大考古遗址与城市之间存在物理和功能上的脱节。持续涌入的游客使当地人颇为困扰,一年一度的杰拉什艺术节带来的困扰尤为强烈。交通拥堵、停车位紧缺以及街道秩序混乱(尤其阿卜杜拉国王街沿线及周围商业区)使城市空间环境进一步恶化。杰拉什市重要的潜在环境资产——Wadi 地区受土地分散利用、侵占和污染等问题困扰,使得该市的文化遗产也危机重重,甚至危及考古遗址。虽然杰拉什市的考古遗址为重要的旅游胜地,但该市的经济仍停滞不前。历史核心区对游客的吸引力低下,使当地居民难以享有这一历史文化遗产带来的经济优势。

措施

文化遗产旅游与城市发展项目的重点是改善 Wasfi Al-Tal 大街—Wadi 地区的环境,升级该市核心区现代商业地带,即阿卜杜拉国王街,并增强其功能。项目投资旨在建立历史核心区与考古遗址之间的联系,通过景观美化和旧市场区翻新来重建 Wadi 地区,完成东浴场景区开发,以及升级核心城市街道网络。上述项目投资还辅以专门制定和实施的《历史核心区法规》,以及试行的《交通和停车管理计划》。

成效

在杰拉什的游客结构中,外国游客占主导地位,因此这里比其他旅游地对外国游客人数的变动更为敏感,该市旅游收入在 2010 年后遭受的损失与其他地区相比也更为严重。杰拉什旅游业的就业增长速度与约旦其他地区大致相同。尽管核心地区的交



通拥堵问题尚未解决,但在杰拉什历史中心区实施的文化遗产旅游与城市发展项目一经完工便能改善本地区的交通,进而提高交通便利性。此外,还有更多吸引游客造访历史核心区的机会,利用此等机会还可增加参观重大考古遗址的游客人数。

经验与启示

在整合文化遗产项目的基础上进行适当投资,可帮助城市平衡关键人群的需求,并避免由于地点过多造成精力分散。

下一步计划

虽然在项目执行和协调部门的综合能力之时,引入和聘用具有相关经验的新员工是一条轻松的路径,但事实证明,从中长期来看,这种方法缺乏可持续性。因此,应雇用更多来自实施和协调机构的专业人员,例如 MOTA 和项目经理,并降低引入外部人才的压力。继续允许人员在机构之间进行转移。

城市 3: 卡拉克

挑战与问题

在卡拉克市的历史核心区,住宅区整体衰败,原始居民被其他地区迁入的劳动力和年轻夫妇所取代。为满足周围村庄的需求,该地区的商业功能发生了变化,银行、低价服装店以及家具电商铺增加,质量更高的商铺则从历史核心区迁到新郊区。

历史核心区也饱受交通拥堵的困扰，原因是城市地势影响、缺乏适当的停车位，以及人们每日借助汽车和巴士等交通工具的大量流入。环境的衰败、视觉混乱、暴雨时排水系统不足、中央公共空间缺失以及主要城市内公交站点的衰落使整体城市环境进一步恶化。现存的少量文化遗产也因缺乏维护、疏于管理、被侵占以及人们对其价值的认识不足而受到威胁。过去卡拉克一直被当作是从安曼到佩特拉线上的一个旅游节点，该市利用旅游业来促进经济增长的潜力在很大程度上未被开发。

措施

该项目旨在改善城市核心区的环境，实现城市核心区尤其是重点街道的功能升级。

文化遗产旅游与城市发展项目帮助解决了该市严重的交通和拥堵问题，特别是直达城堡前的旅游大巴。公交站点虽然占据重要的地理位置，发挥着关键功能，但游客的利用率并不高。相反地，它们给人带来视觉上的脏乱，并且存在缺乏维护以及对建筑物使用不当等问题，例如被用作了汽车维修间。

成效

在过去五年中，卡拉克的游客人数持续增长，到城堡的通道以及其他基础设施得到改善，这将确保在未来继续保持这一增长势头。其中，一项显著的成效是与旅游业有关的就业机会增加；2007-2012 年就业机会年增长率约为 10%，而整个约旦为 4%。在按照计划全面改善公交站点和城堡之间的交通条件后，卡拉克作为旅游目的地的吸引力也将大大提高。

经验与启示

良好的设计和实施实践有利于达成项目预期目标，更重要的是使受益人真正受益。

下一步计划

建议在基础设施组件和建成环境之外进一步平衡各活动之间的分配，以增加旅游开发项目的多样性。为此，可通过定期组织旅游相关活动和社区培训以及升级 LED 组件等措施，加快在城市核心区生成经济和旅游活动，而无须等待市场力量推动。将城市核心区工程更多地与城市直接需求挂钩，并充分融入未来的城市和战略规划之中。

城市 4：米底巴

挑战与问题

米底巴面临着物理环境衰退、交通拥堵、停车位不足、视觉混乱以及暴雨排水网络不完善等问题，造成城市结构不断恶化以及住宅分化。中产阶级离开了历史核心区，取而代之的是老年人、低收入者以及迁移人口。环路沿线商业发展混乱，历史核心区的商业作用正在减弱。由于缺乏适当的法律保护框架以及对其价值的认识不足，该市的建筑文化遗产也面临着缺乏维护、疏于管理和被侵占等问题。



地方人力和文化资产未被充分利用，加之安曼市区占据社会经济主导地位，造成了当地经济停滞。

措施

对米底巴进行干预的主要目的是升级城市历史核心区的主要商业和旅游路线，并增强其功能。

成效

旅游发展方面：在米底巴，在正式和非正式部门，生产和销售手工艺品，以及从事与旅游相关服务的人口占有很大比例。该项目改善了进入该市的旅游通道，增强了上述产品和服务的销售前景。当地旅游和市政部门期望在不久的将来进一步实现旅游增长，借此巩固米底巴作为除安曼外国际游客第二目的地的地位。

文化机构方面：受调查的文化机构表示，在项目实施后的数年时间里，它们的活动数量大幅增加。以就业为例，2007-2013 年，米底巴文化机构的平均雇员人数从 1 名增至 8 名。米底巴的平均工资同样也增长了 20% 左右。当被问及文化遗产旅游与城市发展项目对它们有何种影响时，大多数机构（80%）均同意或非常同意该项目对游客（约旦人和外国人）产生了积极影响。

企业方面：自项目启动以来，米底巴旅游相关企业的就业总体保持稳定。该市商业地产的房地产价格大幅上涨（50%）。绝大多数受访者（约占米底巴的 85%）认为，米底巴的历史核心区对客户来说具有吸引力；米底巴（60%）和萨尔特（75%）的受访者认为同意，可将该历史核心区描述为著名商业场所。

经验与启示

应深入了解各关键利益相关方之间的激励机制、技能差距以及政治和经济情况，这对于在具有

多个利益相关方的复杂环境中建立适当制度、告知实施过程及必须做出的调整至关重要。

下一步计划

应在未来计划中参考米底巴历史中心区的三个机构来升级部分内容，例如，通过改造、展品更新、开设咖啡馆，纪念品商店或画廊，以及启动新计划或活动等改善未来的业务环境。此外，应尽可能减少扩散，以便在未来的项目中减少所纳入城市的数量，以更加集中的方式进行地区或目的地区域的干预。上述举措可帮助巩固前期工作，节约资源，并取得实实在在的成果。

城市 5：萨尔特

挑战与问题

在萨尔特，城市增长缺乏监督和管理，加上成片山丘为主的特殊地形，造成城市随意扩张，增加了城市核心区以及核心区的服务和商业活动的压力。为缓解压力，部分服务和商业活动向郊区迁移，但交通拥堵、停车位短缺、环境衰退、视觉混乱、开放空间缺失和其他社区设施对城市历史核心区的影响仍不断加剧。现存的文化遗产也因缺乏维护、疏于管理和被侵占等原因而处于危险之中。萨尔特在地理上临近安曼，其直接区域依赖于安曼所提供的购物、教育和就业等服务。

措施

该项目旨在改善城市历史核心区的物理环境，实现城市历史核心区功能升级，强化和扩大 Saha 的传统空间，并增强其作为



城市生活中心的作用。拟实施的 Saha 项目和周边城市结构升级项目与正在进行的萨尔特历史古城开发项目协调实施，后者获得国际协力银行（JBIC）日本双边合作支持。国际协力银行项目的目标是修复地标建筑贾比尔宅院，重建 Saha 地区的部分区域以及完成主要步行街的铺设。文化遗产旅游与城市发展项目支持对直通 Saha 的三个主街道进行升级，以及通过在区域实施众多互联互通措施帮助建立 Saha 城市枢纽。在实施的《历史核心区法规》下，上述措施得到进一步加强和整合。

成效

旅游发展方面：该项目包括在萨尔特历史中心区开展大型工程建设，极大地改善了当地设施的通达性，使居民和游客获得了更加舒适的体验。店铺陆续开放，改造后的广场也已成功用来举办庆典活动。该次活动吸引了 5000 名游客，更计划将其建设为例行的年度活动。虽然该镇的旅游产品营销尚待加强，但位于历史核心区之外的新酒店预计将吸引更多的过夜游客，并且发展前景一片光明。拟设的古迹观光路线（包括博物馆）的全面实施将对其发展大有裨益。

文化机构方面：受调查的文化机构表示，在项目实施后的数年里，它们的活动数量大幅增加。以就业为例，2007-2013 年，萨尔特文化机构的平均雇员人数从每机构 12 名增至 16 名。萨尔特的平均工资同样也增长了 20% 左右。当被问及文化遗产旅游与城市发展项目对它们有何种影响时，萨尔特大多数机构（80%~90%）均同意或非常同意该项目对游客（约旦人和外国人）产生了积极影响。

企业方面：自萨尔特项目启动以来，该市商业地产的房地产价格大幅上涨（70%）。绝大多数受访者（约占萨尔特的 65%）认为，萨尔特的历史核心区对客户来说具有吸引力；萨尔特 75% 的受访者认为，可将该历史核心区描述为著名商业场所。

经验与启示

一是评估项目对社区的预期影响，需要社区的广泛参与；二是利用更多来自实施和协调机构的专业人员，减少雇用人数；三是在基础设施之外进一步平衡各活动之间的分配，简化城市战略规划；四是以更加集中的方式进行地区或目的地区域的干预。

下一步计划

应在未来计划中参考萨尔特历史中心区的 4 个机构来升级部分内容，例如，通过改造、展品更新、开设咖啡馆、纪念品商店或画廊，以及启动新计划、活动等措施改善未来的业务环境。总体而言，文化遗产旅游与城市发展项目能否在未来实现可持续性和各项收益将在很大程度上取决于：①不会出现影响游客人数的新的外部冲击因素；②地方当局能有效地维护该项目的工程；③在地区和国家层面加大约旦旅游业的营销力度，以提振需求，特别是国际游客的需求。

“ Abstract

The Cultural Heritage Tourism and Urban Development (CHTUD) Project, funded by the World Bank with USD 56 million and the Jordanian government with USD 9.25 million, aims to resolve the dilemma in the development of Jordanian tourism. The project will drive the development of the regions in and around the historic core areas of five target cities to improve infrastructure in these regions and promote cultural landscape revival. The five cities are: Ajloun, Jarash, Karak, Madaba and Salt.

”

City I: Ajloun

Challenges and Problems

In Ajloun, excessive planning of residential and urban development zones is gradually encroaching on the natural areas around the city. In addition, the steep urban terrain leads to scattered expansion of urban development in the horizontal direction, destroying the natural characteristics of the region and endangering the precious natural landscape. It is becoming increasingly

difficult to accommodate the services and facilities for future development in core area of the Ajloun. The castles in Jordan have attracted a large number of tourists; tourism, however, has not affected the social and economic activities of the local community. The historic core area of the city has few tourists and no tourism related investment, so the tourism infrastructure and services are very poor. Moreover, aggressive development of urban fringes and deforestation have resulted in the gradual loss of the status of the urban core area.



Measures

The main purpose of the project intervention in Ajloun is to protect the cultural and natural landscape around the Ajloun Castle from urban expansion and deforestation. The targeted investment in the project aims to preserve and beautify a key passage from Anjara to the castle via Ajloun, and to rebuild the key area in the center of Ajloun. Through these targeted interventions, comprehensive livable experience can be offered to both local residents and visitors.

Results

By doing so, more employment opportunities have been created for hotels, and more handicraft industry associations have been registered, which has greatly improved average daily spending of visitors. To meet the needs of tourists, the shops in the area where the project is located have been transformed to make it easier for tourists to visit the mosque and downtown area. The access to the castle has also been improved in the project. For the surrounding and interior of the castle, better experience will be provided for tourists in the future, with traffic, signposts, lighting and tourist information.

Experience and Inspirations

By integrating tourism, cultural heritage, business



development, urban upgrading, poverty reduction and urban management, more effects than expected can be achieved.

Next Step

During the development of future tourism development projects or plans, it is necessary to assess the participation of community based on the expected impact of the proposed project alternative on the community.

City II: Jarash

Challenges and Problems

Jarash's social cohesion declined as the population grew rapidly and new arrivals continued. There is a physical and functional disjunction between major archaeological sites and the city. The continuing influx of visitors has nagged at locals, particularly at the annual Jarash Art Festival. Traffic congestion, a shortage of parking spaces, and street disorder (especially along the route of King Abdullah Road and the surrounding commercial districts) further deteriorate the urban space environment. Wadi, a region which is Jarash's important potential environmental asset, has been plagued by decentralized utilization, encroachment and pollution of land, putting its cultural heritage at risk and even endangering archaeological



sites. Although Jarash's archaeological sites are important tourist attractions, the city's economy remains stagnant. The low attraction of the historic core area for tourists makes it difficult for local residents to enjoy the economic advantages brought by the historical and cultural heritage.

Measures

The CHTUD Project focuses on improvement of the environment of Wasfi Al-Tal Street of Wadi, upgrading of modern commercial zone (i.e. King Abdullah Road) in the core area of the city, and enhancement of its functions. The investment aims to establish links between the historic core area and the archaeological site, rebuild Wadi through landscaping and renovation of the old market area, complete the development of the eastern baths scenic area, and upgrade street networks in the core city. The investment in the above projects is supplemented by the specially formulated and implemented Regulations on Historic Core Areas and the pilot Traffic and Parking Management Plan.

Results

Jarash, whose visitors are mainly composed of foreigners, is more sensitive to the change in the number of foreign visitors than other tourist destinations and has suffered more than other regions in terms of tourism revenues since 2010. The employment growth in tourism in Jarash is about the same as in the rest of Jordan. Although the traffic congestion in the core area has not yet resolved, the CHTUD Project in the historic core area of Jarash will, once completed, improve the transportation in the area, thus increasing traffic convenience. Aside from that, there are more opportunities to attract visitors to historic core areas, and such opportunities can also increase the number of visitors to major archaeological sites.

Experience and Inspirations

Appropriate investments based on integration of cultural heritage projects can help the city balance the needs of key populations and avoid distraction due to too many locations.

Next Step

Although it is an easy way to introduce and recruit new employees with relevant experience when executing projects and coordinating comprehensive abilities of departments, it has been proved that this method lacks sustainability in the medium and long term. Therefore, more professionals from implementation and coordinating bodies, such as MOTAs and project managers, should be hired, and the pressure to introduce external talent should be reduced. Personnel transfer between agencies is continued to be allowed.

City III: Karak

Challenges and Problems

In the historic core area of Karak, residential areas saw an overall decline, and local residents were replaced by labor force and young couples from other areas. To meet the needs of surrounding villages, the commercial functions of the area have changed, with an increase in banks, inexpensive clothing stores, stores of furniture and appliances, and boutique shops are moved from the historic core area to new suburbs. The historic core area has also been plagued by traffic congestion due to the impact of the city's topography, the lack of proper parking spaces and the daily influx of people using vehicles, such as cars and buses. The overall urban environment is further deteriorated by environmental degradation, visual confusion, inadequate drainage

systems during storms, lack of central public space and the decline of bus stops in major cities. The existing small number of cultural heritages are also threatened by the lack of maintenance, neglect of management, occupation and people's lack of understanding of their value. In the past, Karak has been seen as a tourism node on the route from Amman to Petra, and the city's potential to harness tourism for economic growth has been largely untapped.

Measures

The project aims to improve the environment of central urban district and realize its functional upgrading, especially key streets.

The CHTUD Project has helped solve the city's traffic congestion, especially with tour buses that go directly to the castle. Although bus stops occupy an important geographical location and plays a key role, there is not that many tourists using them. Instead, they are visually messy, with problems of lack of maintenance and improper use of buildings. For instance, the bus stops are used as car repair shops.

Results

Over the past five years, the number of visitors to Karak has continued to grow, with improved access to the castle and other infrastructure, which will ensure that this growth will continue in the future. One of the significant results is the increase of employment opportunities related to tourism industry; the annual growth rate of employment opportunities in 2007-2012 was about 10%, while that of Jordan as a whole was 4%. Karak's appeal as a tourist destination will also be greatly enhanced by a planned overhaul of transport links between bus stops and the castle.

Experience and Inspirations

Good design and practice contribute to the achievement of the expected goal of project. More importantly, beneficiaries will benefit in a real sense.

Next Step

It is suggested that the distribution of each activity be further balanced beyond the infrastructure components and built environment to increase the diversity of tourism development projects. Therefore, measures, such as regular implementation of tourism-related activities and community training and upgrading of LED components, can be taken to expedite the generation of economic and tourism activities in urban core areas without waiting for market drivers. The project of urban core area will be more linked to the direct needs of the city and fully integrated into the future urban and strategic planning.

City IV: Madaba

Challenges and Problems

Madaba is faced with the problems of physical environment decline, traffic congestion, insufficient parking spaces, visual confusion and imperfect storm drainage network, resulting in continuous deterioration of urban structure and residential differentiation. The middle class left the historic core area, while the old, low-income earners and migrants came. The commercial development along the ring road is not reasonable, and the commercial role of the historic core area is weakening. Due to the lack of an appropriate legal protection framework and insufficient awareness of its value, the city's architectural cultural heritage also faces problems, such as lack of maintenance and management, and encroachment. The underutilization

of local human and cultural assets, coupled with the socio-economic dominance of Amman downtown, has resulted in local economic stagnation.

Measures

The main purpose of the intervention in Madaba is to upgrade and enhance the function of the main commercial and tourist routes in the historic core area of the city.

Results

In terms of tourism development: In Madaba, there is a huge number population working for informal and formal sectors, producing and selling handicrafts and engaged in the services concerning tourism. The project has improved the tourism access to the city and enhanced the sales prospects of the products and services mentioned above. Local tourism and municipal authorities look forward to further growth in tourism in the near future to consolidate Madaba's position as the second destination after Amman for worldwide tourists.

In terms of cultural organization, cultural

organizations surveyed reported a significant increase in the number of their activities in the years following the project. Take employment as an example. From 2007 to 2013, the average number of employees in Madaba's cultural organizations increased from 1 to 8. Average wages in Madaba also rose by around 20%. When asked what impact the CHTUD Project has had on them, most organizations (80%) agreed or strongly agreed that the projects have had a positive impact on visitors (Jordanians and foreigners).

In terms of business: Since the launch of the project, employment of tourism-related enterprises in Madaba has remained stable on the whole. The real estate prices of commercial properties in the city have risen significantly (by 50%). The vast majority of respondents, about 85% of those in Madaba, believed that their historic core area was attractive to customers, and the respondents (60%) in Madaba and Salt (75%) deemed that the historic core area could be described as a famous business place.

Experience and Inspirations

It is necessary to have an in-depth understanding



of the incentive mechanisms, skill gaps, and political and economic conditions among key interested parties, which is essential to establish appropriate systems and inform implementation processes and adjustments that must be made in a complex environment with multiple interested parties.

Next Step

The three organizations in the historic center of Madaba should be referenced to in future plans to upgrade some items. For instance, future business environment can be improved through renovation, exhibits renewal, opening of coffee shops, souvenir stores or galleries, and launch of new programs or events. In addition, diffusion should be minimized to reduce the number of cities to be included in future projects and to intervene in the region or destination area in a more concentrated manner. The measures above can help consolidate the previous work, save resources and achieve tangible results.

City V: Salt

Challenges and Problems

In Salt, the lack of supervision and management of urban growth, coupled with the special topography dominated by hills, results in the haphazard expansion of the city, increasing the pressure on the urban core area and the services and commercial activities in the core area. Some services and commercial activities have moved to the suburbs to ease the pressure, but traffic congestion, a shortage of parking spaces, environmental degradation, visual confusion, lack of open space and other community facilities continue to have a growing impact on the city's historic core area. The existing cultural heritage is in danger due to lack of maintenance, neglect of management and

occupation. Salt is geographically close to Amman, with its immediate area depending on services, such as shopping, education and employment, provided by Amman.

Measures

The project aims to improve the physical environment of the urban historic core area and realize the functional upgrading of the area.

Saha's traditional space will be strengthened and expanded, and its role as the center of urban life will be enhanced. The proposed Saha project and the surrounding urban structure upgrading projects are implemented in coordination with the ongoing development project of the historical city of Salt, which is supported by the bilateral cooperation of Japan Bank for International Cooperation (JBIC). The goal of JBIC Project is to restore the landmark building Abu Jaber mansion, rebuild parts of Saha and complete the paving of main pedestrian streets. The CHTUD Project provides support for upgrading of the three main streets leading to Saha and helps to establish the urban hub of Saha through the implementation of numerous connectivity measures in the region. The above measures have been further strengthened and integrated under the implemented Regulations on Historic Core Areas.

Results

In terms of tourism development: the project includes the construction of large-scale projects in the historic center of Salt, which has greatly improved the accessibility of local facilities and provided more comfortable experience for residents and visitors. Shops have been opened one after another, and the renovated square has been successfully used to hold celebrations. The event attracted 5,000 visitors and

is planned to be held on a yearly basis. While the marketing of the town's tourism products has yet to be improved, the new hotel, located outside the historic core area, is expected to attract more visitors to stay overnight and has great development potential. The full implementation of the proposed sightseeing routes for historic sites, including museums, will be of great benefit to its development.

In terms of cultural organization: cultural organizations surveyed reported a significant increase in the number of their activities in the years following the project. Take employment as an example. From 2007 to 2013, the average number of employees in Salt's cultural organizations increased from 12 to 16. Average wages in Salt also rose by around 20%. When asked what impact the CHTUD Project has had on them, most organizations (80%-90%) in Salt agreed or strongly agreed that the projects have had a positive impact on visitors (Jordanians and foreigners).

In terms of business: Since the launch of the Salt Project, the real estate prices of commercial properties in the city have risen significantly (by 70%). The vast majority of respondents, about 65% of those in Salt, believed that their historic core area was attractive to customers, and 75% of the respondents in Salt deemed that the historic core area could be described as a famous business place.

Experience and Inspirations

First, the assessment of the expected impact of the project on community requires extensive participation of the community; second, more professionals from implementation and coordination agencies should be used to reduce the number of employees; third, the distribution of activities should be further balanced beyond infrastructure, and urban and strategic planning should be simplified; fourth, the intervention in the region or in the target area should be conducted in a

more concentrated way.

Next Step

The four organizations in the historic center of Salt should be referenced to in future plans to upgrade some items. For instance, future business environment can be improved through renovation, exhibits renewal, opening of coffee shops, souvenir stores or galleries, and launch of new programs and events. In general, the sustainability and benefits of the CHTUD Project in the future will largely depend on: (1) no new external impact factors affecting the number of tourists; (2) local authorities' ability to effectively maintain the project; (3) improved marketing of tourism industry at the regional and national levels to boost the demand, especially the demand of international tourists.



山东临沂市兰陵县压油沟村： “企业 + 政府 + 合作社 + 农户”的组合模式

**Yayougou Village, Lanling County, Linyi City,
Shandong Province:**
A Combination Mode of “Enterprise + Government +
Cooperative + Peasant Household”

“ 摘要

山东省临沂市兰陵县压油沟旅游扶贫项目由山东省兰陵县城投开元旅游开发有限公司投资开发建设，项目一期坚持“企业 + 政府 + 合作社 + 农户”的经营模式，彻底改变了压油沟村贫穷落后的局面，走出一条龙头企业带动、乡村旅游扶贫、文农旅融合发展的脱贫致富之路。项目二期立足以“农”为本，按照“一村一业、一村一品、一村一特色”的原则，打造居客之家民宿、盆景小镇、文创中心、新农人培训中心、乡村迪士尼、国际休闲垂钓中心、多彩体育小镇、休闲观光园、康养服务中心和农产品深加工十大产业项目。

”

挑战与问题

一是农村产业在类型、规模等方面不全面、不平衡，产业较为单一，仍以传统种植业为主，其他产业基础薄弱。二是随着工业化、城镇化的不断推进，农村贫困地区人口外出务工的比例逐年提高，劳动力短缺现象普遍存在，不少贫困家庭缺乏健康劳动力。三是贫困户发展动力不足，多数贫困人口文化素质低、思想观念陈旧落后，依然停留在自给自足的自然经济时期，安于现状，没有发展动力，积极性不高。四是产业扶贫成效不明显，产业发展缓慢，缺少能够支撑长效增收、脱贫致富的特色效益产业，特色效益尚未凸显，带动长效致富的能力不强。

措施

本项目扶贫路径，首先是土地（荒山、耕地、丘陵）流转分红，给村中每户每人都有稳定的持续收入；其次是提供就业岗位，优先吸纳本地贫困人

员及子女和周边群众就业，安排到环卫、安保、餐饮、建筑、绿化等岗位，农民变为拿工资的工人或职业农民；再次是给有经营能力的贫困户提供经营场所，开展各种小吃、手工艺品制作和土特产售卖，增加收入；最后是贫困户拿出自己破旧的老房子（好多已成为危房）作为固定资产入股公司，让公司修葺和装修后，作为乡村记忆的载体面向游客，真正实现化腐朽为神奇、变废为宝。

投资 1200 万元建设安置楼房 80 套，对压油沟村 76 户群众全部进行搬迁安置，改善村民居住条件。景区建设上按照“培训一人，就业一人，脱贫一家”



的思路，优先安排本地劳动力，吸收贫困人员及子女就业。当地农民短期务工高峰时达到 500 人次，人均月工资达 2600 元以上。

结合企业帮扶，村里每年拿出 14 万元为压油沟村每位村民购买 500 元的养老保险、缴纳基本医疗保险，每月为村里 60 岁以上老人每人发放价值 60 元的物资，全村实现住有所居、病有所医、老有所养的基本生活保障。

利用富民生产贷、致富带头人贷等金融扶贫政策和旅游扶贫专项资金进一步强化帮扶成效，其中山东省旅游扶贫专项资金 140 万元用于部分设施建设，作为固定资产投资，在保证压油沟村集体资产所有权的基础上租赁给景区使用，运行后景区每年拿出固定收益作为建档立卡贫困户的现金收入，既发挥了扶贫资金的聚集优势，也保证了扶贫资产的长期收益。

成效

通过以上的扶贫组合拳，贫困户和贫困人口每年都有较为可喜的收入。2016-2017 年，压油沟村土地、水库、山场的流转费用和扶贫产业项目以及旅游扶贫收益数十万元，给贫困人口每人每年带来

2 万多元的收入，压油沟成为远近闻名的旅游扶贫示范村。目前，原贫困户人均年收入 1.5 万元，普通群众年收入达到 3 万元。

通过“公司+农户”运营模式，积极响应国家倡导的精准扶贫、精准脱贫政策，不仅让当地村民过上幸福的生活，也改变了农民固有的思想观念和生活方式，由传统农民向新型职业农民和产业工人转变。

压油沟村先后被评为全国旅游扶贫试点村、全国“公司+农户”旅游扶贫示范项目，2017 年被评为“山东省乡村旅游创业之星”“山东省美丽休闲乡村”。压油沟景区 2018 年获评国家 4A 级旅游景区，2019 年被评为“山东省旅游服务品牌”“山东省精品旅游先进单位”“中国最美乡愁旅游目的地”“全国乡村旅游重点村”。

经验与启示

压油沟田园综合体扶贫项目建设符合国家产业政策发展方向，符合山东省发展旅游振兴乡村扶贫要求。项目统筹了城乡经济协调发展，产生较好的经济效益、社会效益和生态效益。

1. 科学规划，统一部署。综合考虑产业布局与



当地的生态环境、可持续发展之间的关系；结合实际，充分考虑民俗文化、农耕文化和乡村文明传承、村落保护与现代旅游需求之间的关系。

2. 规模化生产，产业化经营。田园综合体建设过程中鼓励农民通过合作与联合的方式发展规模种养业、农产品加工业和农村服务业；积极推广先进生产技术，改变传统农民的保守观念，增强其对规模化生产、产业化经营所带来实际好处的科学认知；开展农民以土地经营权入股农民专业合作社、农业产业化龙头企业试点工作，让农民分享产业链增值收益。

3. 政策引领，金融带动。资金统筹上以政府引导资金为杠杆，撬动民间资本，吸引更多资本下乡，搞活农村经济。大胆创新农业金融产品，推进农业保险健康发展，为农业项目提供担保增信服务。建立系统的农村产权交易体系，将农民手中的特色农产品转化为融资优势，从根本上解决发展资金难题。

4. 加强基础设施建设，完善田园综合体功能。加快农村地区水、电、路网等改造升级；推进饮水安全工作，解决饮水安全问题；加快智能电网改造，提升电力供应和保障能力；提升互联网普及率，大

力发展电商平台；新建、改建公路，提高公路通达性。

5. 机制创新，聚拢本地劳动力。允许农民通过土地租赁、入股等形式转让土地承包经营权，鼓励发展新型经营主体，培育新型农民、专业合作社和家庭农场。培育壮大龙头企业。

6. 聚才引智、强化人才保障。通过优惠政策、优越条件和美好前景广泛吸引优秀人才，搭建创新创业空间，培育专业人才，提升从业人员整体技能水平。

下一步计划

进一步创新贫困村发展、贫困户增收的新思路、新举措，实施“景区景点带村、旅游能人带户、合作社+农户、公司+农户”战略，精准实施“造血式”扶贫。一是实施旅游景区带动贫困村脱贫策略，鼓励并撬动贫困村的村民积极参与景区开发建设与管理运营，提升改造压油沟乡村旅游度假区。二是实施旅游能人带动贫困户脱贫策略，鼓励更多农村大中专毕业生、返乡农民工创办经营实体，引导一批群众开展自主创业，开办农家乐和农家旅馆，大力发展乡村旅游。三是实施“合作社+农户”脱贫策略，成立合作社，采取市场化运作模式，吸纳或租赁贫困户的部分果园、鱼塘、山林、土地等生产资源作价参股，通过资源入股、投工投劳等运作模式带动创收扶贫。四是实施“公司+农户”脱贫策略，通过公司开发旅游扶贫示范项目带动贫困户脱贫，以压油沟村为中心，辐射周边三个乡镇 14 个村参与旅游开发。五是实施旅游商品研发特色扶贫策略，充分挖掘特色的饮食文化和手工技艺，利用丰富的农副产品和竹木等资源，发展旅游食品和旅游手工艺品等旅游商品，发挥造血功能。

“ Abstract

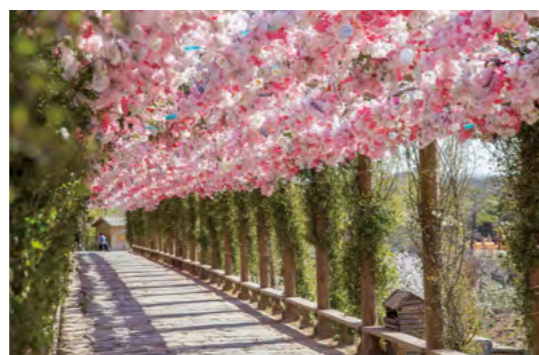
The Yayougou tourism poverty alleviation project in Lanling County, Linyi City, Shandong Province is invested and constructed by Shandong City Investment Kaiyuan Tourism Development Co., Ltd. In Phase I, the project has, by adhering to the business model of “enterprise + government + cooperative + peasant household”, completely changed the poor and backward situation of Yayougou Village, lifted the village out of poverty and increased its income through a path of being driven by leading enterprises, and promoting rural poverty alleviation through tourism development as well as the integrated development of culture, agriculture and tourism. Based on “agriculture” and in line with the principle of “one industry, one product and one feature per village”, Phase II of the project aims to build ten industrial projects, including a guest house, a bonsai town, a cultural and creative center, a training center for new farmers, a village Disney, an international leisure and fishing center, a colorful sports town, a leisure sightseeing park, a healthcare service center and a deep processing center of agricultural products.

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Challenges and Problems

First, the rural industry is not comprehensive and balanced in terms of the type, scale and other aspects. The industry is relatively simple and still mainly focuses on traditional planting, while the foundation for other industries is weak. Second, as the progress in industrialization and urbanization is continuously advanced, the proportion of people in poverty-stricken rural areas going out for work has been increasing year by year. There is a widespread shortage of labor force, with insufficient healthy labor force in many impoverished families. Third, there is insufficient impetus for development of the impoverished households. Most of the impoverished people have a low cultural quality and an outdated and backward idea. Still in the natural economy of self-sufficiency, they

are satisfied with their status quo, lacking development motivation and enthusiasm. Fourth, the effect of poverty alleviation through industrial development is not obvious, and the industry is developing slowly. Moreover, there is a lack of characteristic benefit industries that can support the income increase and poverty alleviation in a long term. The role of



characteristic benefit has not been well played, and the capability to drive long-term income increase is not strong enough.

Measures

The poverty alleviation path of this project includes to: (i) implement dividends from land transfer (barren mountains, cultivated land and hills), and help each household in the village to gain stable and continuous income; (ii) provide jobs and give priority to addressing the employment problem of local impoverished people, their children and surrounding people by distributing them to sanitation, security, catering, construction, greening and other positions so that farmers can become workers or professional farmers that get paid; (iii) provide business premises for impoverished households with operation capabilities, and produce various snacks, handicrafts and local specialties for sales to increase income; (iv) encourage impoverished households to become shareholders in the company with old shabby houses (many of them have become dilapidated houses) as fixed assets, and launch these houses to tourists as a carrier of rural memories after the company repairs and renovates them, thus truly turning decay into magic and waste into treasure.

RMB 12 million has been input to construct 80 sets of resettlement buildings, relocate all 76 households in Yayougou Village, and improve the living conditions of villagers. The idea of “training one person, employing one person, and lifting one family out of poverty” was adopted to first provide jobs for local labor force, including impoverished people and their children. At the peak, 500 local farmers were employed in the short term, of which the per capita monthly salary exceeded RMB 2,600.

The village has received assistance from enterprises and spent RMB 140,000 per year to purchase the endowment insurance of RMB 500, pay basic medical

insurance for each villager in Yayougou Village, and distribute materials worth of RMB 60 to each villager over 60 years old every month, so that all villagers have houses to live, medical services to enjoy, elderly care to receive and other basic livelihood protection services to enjoy.

Use financial poverty alleviation policies such as production loans of income increase and loans for leading persons in getting rich and the special funds for poverty alleviation through tourism to further strengthen the effectiveness of assistance. Among them, the Special Fund of Shandong Province for Poverty Alleviation through Tourism amounting to RMB 1.4 million was used for construction of some facilities. As a fixed-asset investment, these facilities were leased to the scenic spot on the basis of ensuring the ownership of the collective assets of Yayougou Village. After the scenic spot is put into operation, it will take a fixed amount of income as the cash income of poverty-stricken households whose files and cards have been created, which not only gives full play to the accumulation advantage of poverty alleviation funds, but also guarantees the long-term income of poverty alleviation assets.

Results

Through the above combined measures of poverty alleviation, impoverished households and people have gained a relatively gratifying income every year. From 2016 to 2017, the transfer costs of land, reservoirs, and mountain fields in Yayougou Village and the revenues from poverty alleviation industry projects and poverty alleviation projects through tourism amounted to hundreds of thousands RMB, bringing an annual income of more than RMB 20,000 per person to impoverished people and developing Yayougou Village into a well-known demonstration village for poverty alleviation through tourism. At present, the per capita

annual income of former impoverished households is RMB 15,000, while that of ordinary people is RMB 30,000.

Actively respond to the targeted poverty alleviation policy advocated by the state through the “company + farmer” operation model, which not only allows local villagers to live a happy life, but changes the inherent ideology and lifestyle of farmers who transform from traditional farmers to new-type professional farmers and industrial workers.

Yayougou Village has been successively rated as “National Pilot Village for Poverty Alleviation through Tourism”, and National “Company + Peasant Household” Tourism Poverty Alleviation Demonstration Project. It was also granted with the titles of “Rural Tourism Entrepreneurship Star of Shandong Province” and “Beautiful Leisure Village in Shandong Province” in 2017. In 2018, the Yayougou Scenic Spot was rated as a national 4A-level tourist attraction; in 2019, it was rated as the “Shandong Tourism Service Brand”, “Advanced Unit of Quality Tourism in Shandong Province”, the “Most Beautiful Tourist Destination of Homesickness in China” and the “Key Rural Tourism Village in China”.



Experience and Inspirations

The construction of the Yayougou Pastoral Complex Poverty Alleviation Project conforms to the development direction of national industrial policies as well as the requirements of Shandong Province for rural poverty alleviation through tourism development. The project has coordinated the development of urban and rural economy, producing greater economic, social and ecological benefits.

1. Scientific planning and unified deployment. Take into comprehensive consideration the relationship between industrial layout and local ecological environment and sustainable development; and the relationship between folk culture, farming culture and rural civilization inheritance, village protection and modern tourism needs is fully considered based on actual conditions.

2. Scale production and industrial operation. During the construction of the pastoral complex, encourage farmers to develop large-scale planting and breeding, agricultural product processing and rural service industries through cooperation and alliance; actively promote advanced production technologies, change the conservative concepts of traditional farmers, and enhance their scientific understanding of the practical benefits brought by large-scale production and industrialized management; carry out the pilot work in which the farmers use land management rights to buy shares in farmers’ cooperatives and leading enterprises in terms of agricultural industrialization, so that farmers can share the value-added benefits of the industrial chain.

3. Led by policies and driven by finance. Take government-guided funds as a leverage to promote capital coordination, leverage private capital, attract more capital to rural areas, and invigorate the rural economy. Act boldly in innovation in agricultural financial products, promote healthy development of

agricultural insurances, and provide guarantee and credit enhancement services for agricultural projects. Establish a systematic rural property rights transaction system, and transform characteristic agricultural products produced by farmers into financing advantages to fundamentally solve the problem of development funds.

4. Strengthen infrastructure and improve the functions of pastoral complex. Accelerate the transformation and upgrading of water, electricity and road networks in rural areas; promote drinking water safety work to solve issues that impair drinking water safety; accelerate the transformation of smart grids to improve power supply and guarantee capabilities; increase the Internet penetration and enhance efforts in the development of e-commerce platforms; and improve accessibility of highways through building and rebuilding roads.

5. Gather local labor force through mechanism innovation. Allow farmers to transfer contractual rights of land by land leasing, shareholding or other means, and encourage to develop new-type operators, farmers, specialized cooperatives and family farms. Cultivate and develop the leading enterprises.

6. Attract more talents to strengthen guarantee in this regard. Widely attract outstanding talents through preferential policies, superior conditions and bright prospects, set up space for entrepreneurial innovation, cultivate professional talents, and improve the overall skills of employees.

Next Step

Further innovate new ideas and measures for the development of poverty-stricken villages and increase income of impoverished households, implement the strategy of “village development through scenic spots, household development through tourist talents, and cooperative + peasant household, company + peasant

household”, and accurately promote the mode of “blood-making” poverty alleviation. First, implement the strategy of driving poverty alleviation in poverty-stricken villages through the development of tourist attractions, encourage and leverage villagers in impoverished villages to actively participate in the development, construction, management and operation of scenic spots, and propel the transformation and upgrading of the facilities in the Yayougou Rural Tourism Resort. Second, give full play to the role of tourism talents in getting impoverished households out of poverty, encourage more rural college graduates and returning migrant workers to establish business entities, and guide a batch of people to start own business, open farmhouses and vigorously develop rural tourism. Third, implement the poverty alleviation strategy of “cooperative + peasant household”, establish cooperatives, adopt a market-oriented operation mode to absorb or lease part of the production resources of impoverished households such as orchards, fish ponds, mountains, forests and land for equity participation, and promote income generation and poverty alleviation through the operation modes of shareholding with resources, labor investment, etc. Fourth, implement the poverty alleviation strategy of “company + peasant household”, lift poverty-stricken households out of poverty through the tourism poverty alleviation demonstration projects developed by companies, and radiate 14 villages of three surrounding towns to participate in tourism development while taking Yayougou Village as the center. Fifth, implement the characteristic poverty alleviation strategy through R&D of tourism products, fully explore the characteristic food culture and craftsmanship, make use of agricultural and sideline products, bamboo and wood and other resources to develop tourism products such as tourism food and handicrafts, and exert their “blood-making” role.



江西井冈山市茅坪镇神山村： 多项扶贫措施相辅相成，让山区变成景区

**Shenshan Village, Maoping Town, Jinggangshan City,
Jiangxi Province:**
Complementary Help-the-poor Measures Turn the Mountainous
Area into a Scenic Spot

“ 摘要

井冈山是中国革命的摇篮，多年来通过挖掘丰富的红色资源和依托良好的自然生态，塑造了红色旅游品牌，打造了“红色旅游发展的井冈山模式”，成为全国红色旅游首选地。茅坪是著名的八角楼所在地，是井冈山斗争时期党政军最高领导机关所在地，毛泽东同志在这里写下了《中国的红色政权为什么能够存在？》和《井冈山的斗争》两篇光辉著作。2014年之前茅坪贫困问题较为突出，入村公路未能建设，村庄环境脏乱差，村民收入微薄。后来村子通过产业扶贫、旅游扶贫、安居扶贫、保障扶贫、基础设施扶贫等多项措施，于2017年2月脱贫摘帽，取得明显成效。

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挑战与问题

井冈山市茅坪镇神山村地处黄洋界脚下，距著名的八角楼革命旧址群18千米，辖神山组和周山组两个村民小组，全村共有54户231人，现有建档立卡贫困户20户45人，贫困发生率21.6%。2014年以前，神山村的入村公路为一条“羊肠小道”，崎岖而狭窄。村庄环境脏乱、杂物乱堆乱放、杂房乱搭乱建，住房多为危旧土坯房。基础设施薄弱，入户道均为泥路，无自来水，用的是旱厕。无卫生室、停车场、文化广场、公厕等公共服务设施。

全村耕地面积198亩，多为冷浆田，中稻种植产量低；山林面积4950亩，其中90%为毛竹林，由于交通问题，毛竹外销难，成本高。2014年以前，村集体收入薄弱，主要依靠财政转移支付。整体收入水平偏低且不稳定，村民就业主要有三种，一是到井冈山市外务工，二是在井冈山市内打零工，三是回家种水稻、砍毛竹。由此造成村经济发展动力不足，群众大部分收入是靠天吃饭，全村年人均可支配收入不足2300元。

措施

1. 统筹规划理念先行。一是始终按照景区的标准来打造，让村庄美起来。坚持高起点编制《茅坪乡全域旅游规划暨神山村概念性详细规划》。在建设过程中，注重环境整治和景观提升，让村庄每一个角落干净整洁。同时，新建停车场、旅游公厕、污水处理设施和标识标牌，实现了免费Wi-Fi全覆盖。二是始终根据游客的需求来定位，让产业旺起来。以“井冈桃源，好客神山”为主题，开发适合



不同游客需求的旅游项目，如：打糍粑、磨豆腐、做竹筷、编竹艺等民俗风情游，赏桃花、摘黄桃、采茶叶等采摘体验游。三是始终坚持市场的理念来经营，让百姓富起来。采取“公司+合作社+贫困户”的经营模式，发展黄桃 460 亩，茶叶 200 亩，打造黄桃和茶叶生态景观园，让每户群众都能在黄桃、茶叶产业中获得一份稳定收入；采取“公司开发经营、农户出租入股”的模式，利用闲置房屋大力发展精品民宿；积极拓展客源市场，采取统一客源分配、统一服务管理、统一接待标准和分户经营的模式，实现了农家乐接待“富一家”为“富大家”。

2. 创树红绿融合游品牌。深入挖掘茅坪镇丰富的红色资源，并结合茅坪优美的绿色生态环境，打造以红色教育培训课程、绿色生态观光游、乡村研学旅行相结合的红绿融合游。坚持用市场推广红色培训品牌，将黄洋界、神山村、八角楼串联成精品旅游线路；争取红色培训机构的支持，把神山村列为中国井冈山干部学院的社会实践点。神山村依托美丽乡村建设，把乡村旅游融入农村发展的各个领域。

3. 创办脱贫攻坚大讲堂。茅坪镇围绕“产品走

出去、游客引进来”，启动建设“神山脱贫攻坚大讲堂”，研发设计了“一堂精准扶贫课”，纳入红色培训教学计划，将总书记打过的糍粑做成体验产业，开发系列产品。让来往的游客更好地领会井冈山精神的精髓，更多地了解神山村精准扶贫的成果，吸引全国各地红色培训学员走进神山，努力把神山村建成全省乃至全国精准扶贫工作展示地、参观地、交流地。

4. 设立“标准化”服务规范。神山村开展了一系列旅游标准化创建工作。制定《旅游服务标准化管理制度》，对环境卫生、村容村貌、住宿标准、摊位管理等一系列项目做出细化规定，要求全村参与旅游接待的群众统一执行。同时，成立了旅游协会，将全村农家乐悉数纳入其中。协会负责与井冈山各家红色培训机构联络，将客源轮流分配到各家用餐，并对各家的菜式、分量提出新标准，细化至每一道菜中蛋的使用数量、鱼的重量等，确保游客享受到同等质量的服务。

5. 构建“全域旅游”大格局。做强“井冈桃源、好客神山”品牌，举办“桃醉井冈、幸福神山”黄桃节，推动“神山云居”“初心小院”精品民宿项

目和神山村糍粑旅游小镇项目建设，建设神山村乡村研学基地，成立好客神山乡村旅游服务公司，利用当年红军从神山前往黄洋界的竹林小道开发穿越原始“井冈翠竹”体验课程，开发“露天民俗馆”，在修建的竹林游步道两旁展示神山村各个历史时期民俗物件、民俗风情，让游客近距离感受神山村的变迁。

成效

2019 年，神山村共接待游客 32 万人次，实现旅游收入 460 余万元，农民人均收入 2.2 万元，村集体经济收入 38 万元。

红色教育培训课堂的举办，让该村 16 户农户（其中 6 户贫困户）参与了接待，为培训学员提供食宿的同时置卖了当地特产。

截至 2019 年年底，全村发展精品民宿装修 12 栋，已投入营业 3 栋。村民自主发展养蜂业 2 家，酿酒 2 家，竹木制品加工 3 家，制茶 2 家，特产超市 5 家，标准农家乐接待户 16 家，乡村民宿 4 家。神山村旅游业态不断丰富，旅游人气越来越旺，正所谓：“糍粑越打越粘、生活越过越甜。”

经验与启示

1. 党建引领。近年来，神山村通过“党建+旅游”，进一步发挥村党支部的在乡村旅游业发展中的引领作用。村党支部深挖当地传统民俗风俗，推出打糍粑、磨豆腐、做竹筷、编竹艺等民俗风情游，结合当地农业种植业，因地制宜发展特色乡村体验游。以村党支部为引领，找准神山村乡村旅游发展路子，推动旅游业标准化、规范化管理。

2. 组织参与。为了更好地规范神山村旅游业发展，成立旅游协会，设专人管理，提升旅游管理的专业化和专门化，进一步提升神山村农家乐、民宿、旅游商品售卖、接待及讲解的服务质量和接待水平。



3. 群众收益。旅游协会将各个农家乐、民宿及旅游商品售卖点纳入管理范围，积极对接客源，团队接待统一派餐，将客流均衡分配，使原本位置偏远的农家乐也可参与接待，变“一家富”为“家家富”。

下一步计划

一是推进管理服务标准化。巩固实施红色教育服务、农家乐经营、客源分配、特色体验活动、乡村旅游讲解服务、购物场所管理、整村环境保洁、民宿接待服务、旅游安全应急预案、家禽饲养与管理等一整套的规范，并通过召开村民大会、小组会议、培训会、入户相结合的方式宣传贯彻旅游标准化服务规范的内容，让神山村旅游业发展有标准、有档次。二是积极引入社会资本。大力发展中高档民宿，引进经营主体，因地制宜，找到一条适合神山村发展民宿、乡村旅游的新道路。鼓励神山村非核心区，特别是周山组群众发展乡村民宿，利用良好的气候环境优势吸引一般游客入住，进一步扩大群众收益面。根据规划引进投资开发双龙潭、红军药库、暗陇纸厂等新旅游点，让神山旅游从以“红色旅游为主”进一步转变为“红绿融合游”。



“ Abstract

Jinggangshan Mountains are the “cradle of the Chinese revolution”. Over the years, by tapping rich red tourism resources and relying on good natural ecology, a “red tourism” brand was created and a “Jinggangshan mode for development of ‘red tourism’” was built, making Jinggangshan become the first choice of red tourism in China. Maoping was the location of the famous Octagonal Building and the supreme leading body of the Party, government and army during the Jinggangshan’s struggle period. It was at Maoping that Chairman Mao wrote his two great works, i.e. Why is it that Red Political Power can Exist in China? and The Struggle in the Chingkang Mountains. Before 2014, the poverty problem in Maoping was prominent and there was no road leading to the village; the environment of the village was dirty, disorderly and bad, and the villagers’ income was low. Later, the village took a number of measures, such as poverty alleviation through industry, tourism, housing, guarantee and infrastructure, to lift itself out of poverty in February 2017, achieving remarkable results.

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Challenges and Problems

Shenshan Village, Maoping Township, Jinggangshan City, is located at the foot of Huangyang Boundary, 18 kilometers away from the famous Octagonal Building revolutionary sites. It governs two villager groups, Shenshan Group and Zhoushan Group. There are 231 people in 54 households in the village and 20 registered households (or 45 people) getting out of poverty, with a poverty incidence rate of 21.6%. Before 2014, the access road of Shenshan Village was a “narrow meandering footpath”, which was rugged. The environment of the village was dirty and disorderly, with sundries piled up in disorder and scattered houses built without permission. Most of the houses were adobe houses which were decrepit. Infrastructure was weak and access roads were made of mud. There was

no running water and latrine pits were used. The village had no public service facilities, such as clinics, parking lots, cultural squares and restrooms.

The total cultivated area of the village is 198 mu, most of which is low-yield fields where middle-season rice has low yield; the forest covers an area of 4,950 mu, 90% of which is moso bamboo forest. Due to traffic problems, it is difficult to sell moso bamboo in other areas and the cot is high. Before 2014, the collective income of the village was low, and transfer payment from the exchequer was heavily depend on. The overall income level was low and unstable. There were three main types of employment for villagers: work outside Jinggangshan City; part-time jobs inside Jinggangshan City; planting rice and cutting bamboo at home. As a result, the village was lack of economic development impetus. Most of the villagers relied on

destiny, and the annual per capita disposable income of the village was less than RMB 2,300.

Measures

1. The overall planning concept will go first. First, the village will be always built according to the standard of the scenic spot, so as to make it more beautiful. Strict standards will be followed to prepare the Planning for All-for-one Tourism of Maoping Township and Conceptual Detailed Planning for Shenshan Village. During the construction process, attention will be paid to environmental renovation and landscape improvement to make every corner of the village clean and tidy. At the same time, parking lots, restrooms for tourists, sewage treatment facilities and sign plates will be built, and free WIFI will be available everywhere. Second, positioning will be always based on tourist needs to boost industries. With the theme of “Picturesque Jinggang, Hospitable Shenshan”, tourism projects suitable for different needs of tourists will be developed, such as making glutinous rice cake, grinding tofu, making chopsticks, weaving handicrafts with bamboo and other folk custom tourisms, enjoying peach blossom, picking yellow peaches and tea-leaves, and other picking experience tours. Third, the market philosophy will be always adhered to make our people rich. The business mode of “company plus cooperative plus poverty-stricken households” will be used to plant 460 mu yellow peaches and 200 mu tea, so



as to create an ecological landscape garden of yellow peach and tea, and make every household get a stable income from the yellow peach and tea industry; the mode of “development and operation by company and shareholding by peasant households through leasing” will be used to open hotels by making full use of idle houses; tourist source markets will be developed actively, and the mode of “unified distribution of tourist sources, unified service management, unified reception standards and decentralized operation and management” will be used to bring income for households through agritainment reception, thus making them rich.

2. Create a “red and green” integrated tourism brand. Abundant red tourism resources of Maoping Township will be fully tapped. Green ecological environment of Maoping will be fully used to create a “red-green” integrated tour combining red education and training courses, green ecological sightseeing tours and rural research and study tours. Promotion of “red training” brand by market will be employed to connect Huangyang Boundary, Shenshan Village and Octagonal Building and make them form a boutique travelling route; efforts will be made to win the support of red training agencies and include Shenshan Village into the social practice base of Jinggangshan cadre academy of China. Relying on the construction of “beautiful countryside”, Shenshan Village integrates rural tourism into all fields of rural development.

3. Deliver lectures on poverty alleviation. Around the theme of “products go out and tourists come in”,



Maoping Township started to deliver “Shenshan Poverty Alleviation Lecture”, develop and design “a course for targeted poverty alleviation” and incorporate it into the red training and teaching plan, make the glutinous rice cake made by the General Secretary into an experience industry, and develop a series of products. Visitors will have an opportunity to better understand the essence of Jinggangshan Spirit, learn more about the achievements of targeted poverty alleviation made by Shenshan Village and attract participants of “red trainees” from all over the country to enter Shenshan. In addition, great efforts will be made to build Shenshan into a place for demonstration, visit and exchange in terms of targeted poverty alleviation in the whole province and even countrywide.

4. Establish “standardized” service specifications.

Shenshan Village has carried out a series of work on establishment of tourism standards. The Standardized Management System for Tourism Services has been developed to specify a series of projects, such as environmental sanitation, village appearance, accommodation standards and booth management, and all villagers for tourist reception are required to follow the standard uniformly. At the same time, a tourist association has been established to include all the farmhouses in the village. The association is responsible for communicating with various “red training agencies” in Jinggangshan, allocating visitors to each restaurant by turns and proposing new standards for the dishes and food quantity of each restaurant, including the number of eggs and the weight of fish meat in each dish, so as to ensure that the tourists can enjoy the services with the same quality.

5. Build a large “all-for-one tourism” pattern. The brand of “Picturesque Jinggang, Hospitable Shenshan” will be built well, and a yellow peach festival featuring “Peach Jinggangshan, Happy Shenshan” will be held to promote boutique homestay projects, such as “Living in Clouds of Shenshan” and “Small Courtyard

with Original Intention”, and construction of the project featuring tourist town of glutinous rice cake in Shenshan Village. A rural research & study base of Shenshan Village will be built, and a hospitable Shenshan village travel service company will be established. An experiential course of green bamboo in Jinggang will be developed by using the path in the bamboo forest where the Red Army headed to Huangyang Boundary from Shenshan years ago; an “outdoor folk custom museum” will be built, so that the folk custom objects of Shenshan Village in different historical periods and folk customs can be displayed on both sides of the path in the bamboo forest, and visitors can experience the changes of Shenshan Village at a closer distance.

Results

In 2019, Shenshan Village received a total of 320,000 tourists, with a tourism income of more than RMB 4.6 million, the per capita income of farmers of RMB 22,000, and the collective economic income of the village of RMB 380,000.

The “red education and training class” was held, and 16 households (6 of which were poverty-stricken households) participated in the reception, which has helped provide accommodation for trainees and sell local specialties at the same time.

By the end of 2019, the village had 12 boutique family inns, with 3 put into operation. In the village, there were 2 households engaged in bee-keeping, 2 in making wine, 3 processing bamboo and wood products, 2 making tea, 5 selling specialties, 16 opening standard farmhouses and 4 rural family inns. There are more diversified operational types of tourism and more tourists in Shenshan Village. As the saying goes, “the glutinous rice cake will be more sticky if pounded with greater strength, and life will be more sweet if one lives happily.”

Experience and Inspirations

1. Leading by Party building. In recent years, Shenshan Village has further played the leading role of the village Party branch in the development of rural tourism through “Party building plus tourism”. The Party branch of the village made full use of local traditional folk customs to launch folk customs tour, including making glutinous rice cake, grinding tofu, making chopsticks and weaving handicrafts with bamboo, and developed special rural experience tour according to local agricultural planting and conditions. Under the guidance of the Party branch of the village, the way to develop rural tourism in Shenshan village will be figured out to promote the standardized and normalized management of tourism.

2. Organizational involvement. To better regulate the development of tourism in Shenshan Village, a tourism association should be established, and specially-assigned persons should be arranged for management, thus enhancing the professionalization and specialization of tourism management and further improving the service quality and reception level of farmhouse, family inns, tourism commodity sales, reception and tour guide services in Shenshan Village.

3. Benefits to the public. The tourism association brings into the management of each farmhouse, family inn and tourist commodity outlet and actively arranges reception of visitors and meals for tourist teams



uniformly and distributes tourist sources evenly, so that even the family inn in a remote location can also participate in the reception, turning “one family getting rich” into “all families getting rich”.

Next Step

First, promote standardization of management services. A set of specifications will be consolidated and implemented, involving “red education service”, family house operation, tourist source distribution, special experience activities, tour guide service of rural tourism, management of shopping places, environmental protection and cleaning of the whole village, reception service of family inns, emergency plan of tourism safety, poultry raising and management. In addition, the standardized service specifications of tourism are publicized and implemented through the villagers’ assembly, group meeting, training meeting and family visit, so as to have standard, quality development of tourism in Shenshan Village. Second, social capital will be introduced actively. Great efforts will be made to develop middle and high-grade family inns, introduce operating entities and adjust measures according to local conditions to find a new road suitable for Shenshan Village to develop family inns and rural tourism. Villagers in non-core areas of Shenshan Village, especially the people of Zhoushan Group, will be encouraged to develop rural family inns and make use of the advantages of good climate and environment to attract ordinary tourists, so as to further expand the income channel of the villagers. Investments will be introduced according to planning to develop such new tourist spots as Shuanglong Lake, drug storeroom of Red Army and Anlong Paper Plant, so as to further transform the tourism in Shenshan from “red tourism” to “red and green integrated tourism”.



中山大学：旅游脱贫的“阿者科计划”

Sun Yat-sen University:
Tourism-based Poverty Alleviation Project “Azheke Plan”

“ 摘要

阿者科村地处云南红河哈尼梯田世界文化遗产核心区内，是元阳县典型的贫困村，村内经济发展缓慢，传统生产生活方式难以为继。2018年1月，中山大学保继刚教授团队到元阳梯田开展《元阳哈尼梯田旅游区发展战略研究》，团队选择阿者科作为试点，专门为阿者科村单独编制了《阿者科计划》。驻村团队带领村民通过大力发展乡村旅游，全村基本实现旅游脱贫。

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挑战与问题

阿者科村位于云南省红河州元阳县新街镇，在云南红河哈尼梯田世界文化遗产核心区内，海拔1880米，全村共64户，479人。村寨有210年历史，因其保存完好的四素同构生态系统（树林、村庄、梯田、水系）、独特的哈尼传统民居（蘑菇房）聚落空间景观，和悠久的哈尼传统文化底蕴，成为云南红河哈尼梯田申遗的五个重点村寨之一，同时也是第三批国家级传统村落。

拥有富饶景观资源的阿者科是游客追求的理想



目的地，却是村民几代人拼命想挣脱的封闭落后的限制发展的沉重枷锁。阿者科是元阳县典型的贫困村，村内经济发展缓慢，人均年收入仅3000元，传统生产生活方式难以为继。人口外出务工，村落空心化日趋严重。

措施

1. 科学规划，发展乡村旅游。保继刚教授团队根据扎实现场调研和丰富的理论研究成果，确定了阿者科发展乡村旅游的方向。整个计划预计在三年内完成，主要通过驻村团队带领村民发展乡村旅游，实现脱贫攻坚、遗产保护和旅游接待的三大任务。驻村团队希望在三年内完成对本村运营团队的培育，三年后正式移交，实现村民自管自治。

2. 统筹管理，村民有序参与。项目团队提出在阿者科村实行内源式村集体企业主导的开发模式，团队派出博士生和硕士生，协同元阳县指派的青年干部，同驻村领导村民成立阿者科村集体旅游公司。公司组织村民整治村庄，经营旅游接待，村民对公司经营进行监管。按照分红规则，旅游经营所得收入三成归村集体旅游公司，七成归村民。归村民的

分红再分4部分执行，即传统民居保护分红40%、梯田保护分红30%、居住分红20%、户籍分红10%。团队重视对村民的参与能力培训，包括学习普通话、外语和电脑技术，同时也在日常工作中培养和强化村民的旅游服务意识与技能。

3. 建立规则，守住保护底线。为保护古村留住乡愁，明确保护利用规则。一是不租不售不破坏：公司成立后不再允许村民出租、出售或者破坏传统民居，违者视为自动放弃公司分红权。二是不引进社会资本：公司不接受任何外来社会资本投入，以孵育本地村民创业就业。三是不放任本村农户无序经营：公司对村内旅游经营业务实行总体规划与管理，严控新开餐馆和商店，尽可能保持村落原真性。四是不破坏传统，公司尽力恢复传统生产生活设施，进行旅游体验产品创意开发，使传统焕发新生。

4. 传承创新，开发活态产品。团队领导公司开发阿者科深度体验游项目，现已推出自然野趣、传统工艺、哈尼文化等主题性体验活动，游客按需“点单”，公司实现菜单式管理。游客进入阿者科村，既能欣赏壮观的梯田风光和传统的哈尼村寨，又能亲身体验哈尼家庭真实淳朴的生产生活。

5. 精准营销，打造旅游品牌。项目团队充分利用阿者科的资源优势，采取新媒体渠道宣传阿者科村乡村旅游，向游客全方位展示万亩梯田的壮美风光和百年古村的活态人文风韵。驻村团队为阿者科村开设的抖音号播放量达一千多万次，点赞量达46

多万次，不断更新的抖音视频正在吸引越来越多的游客慕名而来拜访阿者科村。

成效

1. 收入稳定增加。驻村团队为阿者科打造传统村落观光项目和深度定制游项目(人均消费300元)，经过全村努力，第一年创收超60万元，村民已收到分红30余万元，直接帮助全村23户贫困户脱贫。阿者科乡村旅游在项目团队带领下实现了开门红，让每一户村民实实在在享受到了保护遗产和发展旅游带来的效益。

2. 村民参与日益增强。发展乡村旅游以来，公司为建档立卡贫困户村民创造就业岗位16个。项目团队带领村民参与旅游业务的经营和管理，村民得到了实惠，对游客的态度发生了改变，以更热情的方式作为东道主招待远道而来的客人。阿者科计划实施一年吸引的不仅仅是游客，还有外出务工的青年返乡。

3. 人居环境逐渐提升。公司成立后雇请村民常规打扫村寨，同时还通过村规民约引导村民积极做好门前“三包”工作，定期开展村内大扫除。公司还顺利完成道路交通、旅游公厕、污水处理、传统民居室内改造等工作，村内相比之前的脏乱差更加宜居宜业，阿者科计划让乡村人居环境在旅游发展的机遇下获得持续显著的提升。

4. 传统得以保护。在发展乡村旅游之前，部分村民将传统民居出租给外地经营者后搬出村寨，传统村落核心人文内涵丢失。发展乡村旅游后，公司引导村民停止将房屋出租，继续留在村里，规避了当下旅游型村落发展的常见陷阱，即人口置换产生的“文化空巢”现象。传统技艺和民俗文化被项目团队打造成特色创意的主题性旅游体验项目，受到市场越来越多的认可。

5. 丰富的游客体验。原来村内基本没有旅游接待设施，游客到村内只是拍照观光，参与不到更深

度的文化活动，旅游体验较为单一。发展乡村旅游后，公司开设一系列主题性体验活动，对外实行预约定制，带动村民承接精品旅游团，深度体验哈尼村寨的生态与文化，游客获得日益丰富的旅游体验。阿者科计划主张发展体验式深度旅游，以替代性旅游形式促进文化交流，传统保护的持续互动。

6. 丰富的教育文娱活动。驻村团队目前已初步完成村史馆的筹建工作，有阿者科村历史文化展厅、旅游体验活动场地、图书阅览室、蘑菇房住宿体验点、茶室、公共交流空间等。安排员工轮流在村史馆值班管理，同时招募大学生义工成立阿者科科学社，长期组织辅导村内留守儿童在村史馆开展文娱活动、读书、绘画、电影等分享沙龙等，激发儿童的学习兴趣、培养良好的学习习惯，并加强对哈尼传统文化的认知。

经验与启示

1. 社会科学理论指导实践。在阿者科计划中保继刚教授运用20年的研究成果指导旅游减贫实践工作，以规避诸多发展陷阱，做到科学指导。例如《阿者科计划》中将旅游吸引物权的学术概念落地，在整体方案设计上提出一直被忽略的旅游吸引物用益权，将用益权归还于村民。全体村民成为旅游发展的利益主体后，更加主动保护作为旅游吸引物的文化景观资源，从而实现保护与发展的协同并进。

2. 发展乡村旅游不一定要引入外部资本。阿者科村落小，人居居住面积小，村寨的污水处理池也无法承接大规模餐饮产品。经过综合测算和评估，阿者科的承载能力决定了不能发展大众旅游，也就无需引入资本大搞建设。如果引进外部资本，外来经营者很有可能挤占本地居民的旅游参与机会。因此，阿者科计划规定不允许外来资本进入阿者科，转而采取技术援助的方式，孵育本地村民参与旅游发展，以少量的启动资金，选择轻投资高回报的发展方式。

3. 培训村民参与旅游。计划的要旨除了社区增权，还有社区赋能。驻村团队常年居住在村，从决策到执行的手把手培训，增强村民参与旅游的能力，从而实现自管自治。这需要先将培训方案本地化，并鼓励村民参与培训方案的制定，才能更好地让村民理解和执行培训方案。培训采取“做中学”的方式，驻村团队带领村民在具体接待游客的过程中指导并反馈，促进村民更好理解旅游服务要求。

4. 保护细则与分红绑定。阿者科计划将古村落的保护主体和受益主体都定义为本村村民，权利与义务统一，以期村民享受旅游分红的同时自发保护村落景观。这一规则背后体现的是管理学的绩效考评思想，而没有选择绝对的平均主义，只有当村民做到了相应的保护工作，才能得到相应比例的保护分红，比如蘑菇房(40%)，梯田(30%)，居住(20%)，户籍(10%)四者共同构成阿者科的核心旅游吸引物系统。

下一步计划

一是完善公司章程制度与村规民约。继续在实践中完善治理规则和培养契约精神，结合正式的公司章程制度和非正式的村规民约，实现协同治理路径引导的有序发展。二是加快村民管理团队培育。加快培育具有领导能力和管理能力的本地村民能人，并坚持对村民开展旅游接待知识和技能培训。三是继续丰富村内旅游产品和业态。挖掘阿者科的文化资源，打造传统村落精品文化旅游产品，丰富已有的产品体系的形式、种类和层次，坚持推进文化与旅游融合发展，创新产品设计，拓展旅游项目，丰富游客体验。四是拓展旅游宣传渠道。在维持现有的宣传平台(微信公众号、抖音)良好运营的基础上，将线上和线下的资源整合开展营销，不断创新形式，拓展渠道，大力推广阿者科旅游品牌。



“ Abstract

Azheke Village is located at the core area of a UNESCO World Cultural Heritage Site, Hani terraces at Honghe, which is a typical poverty-stricken village in Yunnan Province. As a village with slow economic development, Azheke had difficulty in developing its economy with traditional production mode and lifestyle. In January 2018, the research team led by Professor Bao Jigang from Sun Yat-sen University carried out Research on the Strategy of Developing Tourism at Hani Terrace of Yuanyang County. They launched a pilot project at Azheke village and especially compiled “Azheke Plan” for the village. The residential research team led villagers to develop rural tourism, which helped the whole village basically get out of poverty.

”



Challenges and Problems

Azheke Village is located at Xinjie Town, Yuanyang County, Honghe Prefecture, Yunnan Province, which is inside the core area of the UNESCO World Cultural Heritage Site, Hani terraces at Honghe. It is at an altitude of 1,880 meters, and home to 64 households and 479 people. The village has a history of 210 years. Due to its well-preserved four-in-one ecological system (forest, village, terraces and drainage), distinctive traditional Hani dwellings (Hani mushroom house) and profound traditional Hani cultural heritage, it is one of the five important villages contributing to the successful application of Hani terraces for world cultural heritage, and also among the third batch of “National Traditional Village”.

Azheke, though an ideal tourist destination with abundant landscape resources, is a heavy shackle of backwardness for local people which they desire to get rid of for generations. Azheke is a typical poverty-stricken village in Yuanyang County where the per capita income is only RMB 3,000. People can hardly live on traditional production mode and lifestyle. Plenty of people went out to make a living. Permanent residents are fewer and fewer.

Measures

1. A scientific plan for the development rural tourism. Professor Bao Jigang and his team determined the development orientation of tourism in Azheke on the basis of down-to-earth on-site research and abundant theoretical research results. The whole plan is projected to be completed in three years, with research teams leading villagers to develop rural tourism and accomplish three tasks: poverty alleviation, cultural heritage protection and tourism reception. The residential team expected to train local operation team in three years. And then, this project would be officially



handed over to villagers for independent governance and management.

2. Coordinated management and orderly participation of villagers. The project team put forward the development mode of endogenous rural collective company at Azheke Village. They sent doctoral and graduate students to help young cadres from Yuanyang County and jointly established Azheke Village Collective Tourism Company together with villagers. The company is engaged in organizing villagers to regulate the village and managing tourism reception while villagers would supervise its operation. According to rules of profit share, 30% of tourism income is attributed to the tourism company and 70% to villagers. And the villagers' part would be divided into four parts: 40% for traditional dwellings protection, 30% for terrace protection, 20% to resident population and 10% to household registered population. The team paid much attention to the training of villagers, including Mandarin Chinese, foreign languages and computer skills. At the same time, they developed and reinforced villagers' sense of tourism services and skills in daily work.

3. Rules and underlying principles of protection. In order to protect the ancient village and guard the hometown of local villagers, specific regulations are made on protection and utilization. First, no rent, sale or destruction: After the establishment of the company, villagers shall not be allowed to rent, sell or destroy



traditional dwellings. Violation will be regarded as voluntary waiver of profit sharing. Second, no introduction of social capital: The company shall not receive any social capital investment so as to support local villagers' entrepreneurship and employment. Third, disorderly operation of local villagers is not allowed: The company shall make overall planning and management of tourism operation. The number of new restaurants and stores is under strict control so as to protect the authenticity of the village as much as possible. Fourth, don't destroy traditions. The company shall make efforts to restore traditional production and living facilities, develop innovative tourism experiencing products and revive the traditions.

4. Inheritance, innovation and development of dynamic products. The project team led the company to develop in-depth tours in Azheke. And now they have offered wild natural tours, traditional handicraft experiencing tours, Hani culture experiencing tours and other theme activities. Tourists "order" routes according to their own needs, and the company will offer services based on personalized choices. Visitors to Azheke Village can not only enjoy the magnificent terraces and

traditional Hani Village, but also experience the real and simple life of Hani families.

5. Targeted marketing and building of tourism brand. The project team made full use of the resource advantages in Azheke, invited new media to promote rural tourism here, and showed visitors the magnificent terrace and dynamic local customs and practices in an all-round way. The residential team opened an official Douyin (Tik Tok) account for Azheke Village, which has been viewed for over 10 million times, and they have received likes from viewers for more than 460 thousand times. The updated Douyin (Tik Tok) videos are attracting more and more visitors to Azheke Village.

Results

1. Steady growth of incomes. The residential team have developed the project of traditional village sightseeing and the project of in-depth customized tours (per capita consumption of RMB 300) for Azheke. With the efforts of the whole village, the revenue of the first year exceeded RMB 600,000, villagers received dividends of over RMB 300,000, and 23 poverty-

stricken households got rid of poverty as the direct result. Under the guidance of the project team, rural tourism of Azheke realized a good start, and every household in the village benefited from the heritage protection and tourism development.

2. Growing sense of participation of villagers. Since the start of rural tourism in the village, the company has created 16 jobs for villagers of registered poverty-stricken households. The project team led villagers to participate in the operation and management of tourism business, which benefited the villagers a lot and changed their attitude towards visitors. They welcome guests who come from afar with hospitality. One year after the implementation of Azheke Plan, not only the number of visitors increased, some young people who worked outside even returned.

3. Gradual improvement of living environment. After the company was established, it employed villagers to clean the villager, and guided villagers to shoulder up their own responsibilities in village regulations and regularly sweep up the village. The company also successfully completed the task of renovating roads, public toilets, sewage treatment system and traditional residences. When compared to the dirty and disordered village before, the village is now more comfortable for living and doing business. Azheke Plan continuously improved the living environment of the village by virtue of utilizing opportunities for tourism development.

4. Traditions are protected. Before developing rural tourism, some villagers rented their residences to others and moved out of the village. As the result, the core cultural connotation of the traditional village was lost. After the village began to develop rural tourism, the company guided the villagers to stop renting their houses to others and continue to live in the village, avoiding a common trap in the current development of tourism-driven villages, that is, the "cultural empty nest" phenomenon caused by population replacement.

The project team have transformed traditional skills and folk culture into projects of themed tourism experience with special creativities, which have been increasingly recognized in the market.

5. Varied tourist experiences. In the past, there were barely any tourist reception facilities in the village. Tourists could only take pictures and go for sightseeing in the village instead of deeply participating in cultural activities. The tourist experience was relatively dull. Now the company has launched a series of themed experience activities, implemented the mode of appointment and customization, and led villagers to undertake premium tour groups which desire to experience the ecosystem and culture of Hani villages in depth. Tourists can gain increasingly varied experience in the village. Azheke Plan advocates the development of experience-based in-depth tourism, and promotes the continuous interaction between cultural exchanges and the protection of traditions through alternative tourism.

6. Colorful education and entertainment activities. The residential team has initially completed the preparation for the construction of village history museum, which includes the village's history and culture exhibition hall, tourism experience activity site, reading room, mushroom house experience point, teahouse, and public communication space. Employees



are arranged to be on duty in turns in the village history museum, and college student volunteers are recruited to establish the Azheke Academy. For a long time, left-behind children in the village have been guided to carry out cultural and entertainment activities, and reading, painting, and film sharing salons in the village history museum, which stimulates their interest in learning, develops their good learning habits and strengthens their knowledge about traditional Hani culture.

Experience and Inspirations

1. Theories of social sciences guide the practice. In Azheke Plan, Professor Bao Jigang utilized his research results in the past 20 years to guide the practice of tourism-based poverty alleviation to avoid many development traps and provide scientific guidance. For example, the academic concept of attracting property rights through tourism has been implemented in the Plan. In the design of overall plan, the long neglected concept of attracting property rights through tourism has been proposed, and the rights of use have been

returned to villagers. As all villagers become the main beneficiary of tourism development, they proactively protect the cultural landscape resources which are tourist attractions, thus realizing the coordinated development of protection and development.

2. Introduction of external capital is not a must for the development of rural tourism. Azheke is a tiny village with a small living area, and its sewage treatment tank doesn't have the capacity to treat sewage from large-scale catering products. According to a comprehensive calculation and evaluation, the village's capacity determines that it is not suitable for developing mass tourism, so there's no need to introduce capital for mass construction. If external capital is introduced, external operators are likely to grab opportunities to participate in tourism development from local residents. Therefore, Azheke Plan provides that no external capital is not allowed to be introduced to Azheke. Instead, technical assistance is accepted to support local villagers to participate in tourism development with a small amount of start-up capital and in the development mode of light investment and high return.



3. Villagers are trained to participate in tourism.

Besides new rights of the community, the purpose of the plan also include community empowerment. The residential team lives in the village all the year round, trains the villagers from decision-making to execution, and enhances their ability to participate in tourism, thus realizing independent management and governance. This requires localizing the training program first and then encouraging villagers to participate in the preparation of training program, so they can better understand and implement it. The training adopts the "learning by doing" approach. The residential team guides villagers to receive tourists and gives them feedbacks, so as to help the villagers better understand the requirements of tourism services.

4. Specific regulations on protection and match of dividends. Azheke Plan defines the villagers as the subject of ancient village protection and the beneficiaries, so the rights are aligned with obligations. It is expected that the villagers can will protect village landscapes spontaneously while receiving dividends from tourism. Behind this rule is the concept of performance evaluation in management. The absolute equalitarianism is not adopted. Only when villagers have done the corresponding protection can they get the corresponding proportion of dividends, such as mushroom house (40%), terrace (30%), residence (20%), and household registration (10%). These four parts constitute the core tourist attraction system of Azheke.

Next Step

Firstly, the company's statute and village regulations will be improved. Governance rules will be improved and the spirit of contract will be further developed in practice. The formal statute system of the company will be combined with the informal village regulations to achieve an orderly development guided by



collaborative governance. Secondly, the development of villager management team will be accelerated. The development of local villagers with leadership and management capabilities will be accelerated, and training on tourism reception knowledge and skills for villagers will continue to be organized. Thirdly, more varied tourism products and business activities will be launched in the village. Cultural resources of Azheke will be tapped into to create premium cultural tourism products in this traditional village, and enrich the forms, types and levels of the existing product system. The integrated development of culture and tourism will continue to be promoted with innovative product designs, expanded tourism projects, and varied tourist experience. Fourthly, tourism promotion channels will be expanded. On the basis of the good operation of existing promotion platforms (WeChat public account, Douyin (Tik Tok)), both online and offline resources will be integrated to do marketing in more innovate forms and varied channels, and vigorously promote the brand of Azheke tourism.



爱彼迎： 用“爱彼迎学院模式”助推南非减贫

Airbnb: Promote Poverty Reduction in South Africa with the “Airbnb Academy Model”

“ 摘要

南非的失业率较高（2019年为27%），其中青年失业率（2019年为55%），贫困和不平等问题（2015年基尼系数为0.63）尤为显著。除此之外，南非贫富分化非常严重，世界财富与收入数据库（WID）的最新数据显示，南非前1%收入最高的人掌握了全国总收入的近20%，而前10%收入最高的人则掌握全国总收入的65%。爱彼迎学院是爱彼迎的一个旅游开发项目，用平台为被忽视的资源匮乏社区提供参与旅游业的方法和资源。该学院项目通过迭代过程的开发，合作方包括南非和肯尼亚内罗毕的36个在当地有信赖的组织，以及社区成员和学院计划的参与者。

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挑战与问题

—低收入社区的旅游机遇：旅游业具有为南非的年轻人提供就业和创业机会的潜力，被认为是促进经济发展的重要行业。世界旅行和旅游理事会（WTTC）的年度审查显示，2018年，旅游业为南非的GDP贡献了4258亿兰特，创造了150万个就业机会。南非拥有多样化的景观，部分旅游产品在上世界上独树一帜，已发展成非洲大陆上游客访问量

最大的国家之一。2019年，南非入境旅游人数达1600万人。然而，农村社区和传统城市中心外的社区，由于缺乏旅游基础设施建设，并且因为旅行者对目的地知之甚少等问题，通常无法获得旅游发展的机会。上述因素对资源匮乏社区产生的影响更为严重，虽然这些社区常常拥有丰富的文化以及活动，但游客人数仍大大减少，旅游消费也大幅下降。

措施

1. 创立爱彼迎学院。爱彼迎（与当地合作伙伴Open Africa和SA旅游学院）于2017年7月在南非开展了一项初期试点计划，为来自西开普省资源匮乏社区和农村地区的15名居民提供了酒店和技术培训支持。试点计划成功后，爱彼迎于2018年将该计划扩展到南非更多社区，这也是爱彼迎对非洲包容性旅游的100万美元承诺的一部分。爱彼迎还与Open Africa和Social Enterprise Academy（社会企业学院）合作，在豪登省和西开普省实施了两项试点计划，覆盖了来自资源匮乏的12个社





区的 45 人。此外，爱彼迎开发了一种新的培训课程和实施模型，并与位于夸祖鲁-纳塔尔省和西开普省的两个当地合作伙伴（Africa Ignite 和 ABCD Concepts）进行了测试。来自夸祖鲁纳塔尔省 23 个不同的本地非政府组织的 33 名工作人员也接受了测试。测试结果表明：为期 3~6 个月集中进行的“民宿房东养成计划”让资源贫乏社区的人们成了爱彼迎上的房源和体验达人。

2. 利用社区现有技能和资源从事经济活动。该学院向个人提供成为爱彼迎上的房源或体验达人的技能和资源，帮助他们成为旅游工作者。房东在爱彼迎上为客人提供住宿服务，住宿可以是额外的房间，也可以是整个住宅。许多参加该计划的人目的是在他们的社区提供家庭寄宿，利用现有房屋创造收入。体验达人是为客人举办活动的人，活动包括烹饪课、身临其境的徒步旅行以及手工艺品的实践性学习。社区中任何一个有激情或技能的人均可创建体验，而无须付出拥有或维护房屋所必需的金融资本，成为进入旅游业的切入点。

该项目以沉浸式的培训课程为特色，与课程参

与者分享如何在爱彼迎平台上取得成功的经验。课程由爱彼迎学院团队开发，内容包括：介绍社区内的旅游机遇；让参与者熟悉爱彼迎线上市场；支持参与者发布房源或体验招募；在参与者之间建立更广泛的旅游社区。爱彼迎学院模式通过与当地组织合作，优先开发最佳体验，并为每个阶段的参与者提供支持。试点和测试方案都有助于达成更好的成果，增强人们对社区需求的理解。

3. 用学院旅游扶贫。爱彼迎学院项目借助爱彼迎平台为微型企业主提供进入旅游业的切入点，并为农村和资源匮乏社区的妇女和青年带来收入。学院采取了以下措施：一是提供有针对性的培训和支持，帮助以女性和年轻人为主的人们成为爱彼迎平台的体验达人。二是帮助个人利用自身技能和社区内的可用资源创造收入。三是为本地非营利性组织及非政府机构、社会企业及商业机构提供支持。四是与当地值得信赖的组织建立有偿的合作伙伴关系，在世界各地开展培训。五是促进当地社区的旅游消费。六是通过鼓励游客前往那些通常会从旅游业中受益的社区，推动负责任的旅游和包容性旅游。

4. 爱彼迎学院推进的四个阶段。即招募参与者、培训、培训后的支持和社区建设四个阶段。

阶段 1：招募参与者。招募工作由当地社区内值得信赖的合作伙伴完成。在这一阶段，学院团队可帮助当地合作伙伴评估其社区开发的旅游产品是否有可能获得成功。

阶段 2：培训。在开启爱彼迎学院之旅前，旅游企业家需通过严格的招聘程序，并参加为期 2~3 天的训练营。训练营是与当地组织合作建立的。费用均由学院赞助，包括交通、住宿和餐饮，参与者无须额外支付。

阶段 3：培训后的支持。学院模式支持后续的学习，并认为初期培训后的持续支持对体验达人的成功至关重要。如为已完成训练营培训的每位学员提供 3~6 个月的面授或在线支持。

阶段 4：社区建设。让参与者为长期成功做好准备也非常重要。爱彼迎学院项目支持参与者建立自己的线上和线下社区来达成上述目标，他们可以在项目之外保持联系，并与更广泛的爱彼迎体验达人社区保持联系。邀请学院校友加入线上体验达人论坛、WhatsApp 群组并参加相关活动。

成效

1. 为社区企业主创造收入。所有合作伙伴和项目的成功实施对确保爱彼迎学院的质量来说至关重要。爱彼迎学院项目有三大成功标准，合作伙伴需要达到这些标准，并确保他们的学院项目被认为是成功的。一是从培训转向新招募的创建。已公布的招募数量（房源和体验），该指标衡量的是参与者能否成功访问和使用爱彼迎平台。二是预订，预定数量（房源和体验）指标衡量的是该项目对参与者的经济影响。三是评论。平均评论得分（>4.8 分），该指标衡量的是参与者提供的标准的质量和一致性。

2. 爱彼迎学院迄今为止产生的影响。自 2017 年成立以来，该学院已在南非和肯尼亚培训了 200 人，其中 70% 是女性。逾 375 条五星级房源评论和 950 多条五星级体验评论。绝大多数的房源和体验都获得了五星评价，表明由爱彼迎培训的旅游企业家始终坚持向市场提供高质量的房屋。爱彼迎学院项目已经在南非和肯尼亚的 30 个社区实施。该项目为城市边缘地区和农村社区提供了机会，增加了当地人的收入。

经验与启示

1. 建立合作伙伴关系可惠及当地社区。爱彼迎学院可借助熟悉其所在社区的当地专家和组织，推动社区参与进程。

2. 支持了社区中已经存在的资产和技能的开



发。学院利用现有的人才和专业技能，通过最恰当的方式让技术平台发挥沟通桥梁的作用，并为当地社区带来经济效益。

3. 迭代过程促进了项目成功。每个社区的需求不同，不存在“放之四海而皆准”的方法。可根据技能、需求以及社区和参与者的情况，创建灵活和适应性强的方法和资源，进而促进项目的成功。

4. 边做边学是关键。为参与者提供参与爱彼迎体验或夜宿的机会，可帮助他们更好地理解如何提供五星级体验。大部分参与者往往是第一次使用爱彼迎平台，并以旅客和客人的身份进入旅游业。

5. 任何时候都不能降低体验的质量。虽然推动项目本地化和适应当地环境很重要，但重点仍应放在确保学习经验的质量上。为期 2~3 天的培训应在轻松的氛围下通过非正式的方式呈现，以激发参与者的兴趣并增强吸引力。适当的场地、课程、培训安排和协调人员可极大地促进整个学习体验和项目的成功实施。

下一步计划

爱彼迎学院致力于确保使所有热衷于房源和社区共享的人们都能享受到爱彼迎带来的经济机遇。爱彼迎学院为实现这一愿景而采取的措施有：让学院开发的方法和资源轻松易得；与当地机构合作，确保这些方法和资源在社区层面得到更广泛的使用；以及提供确保参与者能充分利用旅游机遇的方案。

“ Abstract

In South Africa, the unemployment rate is high (27% in 2019), and such problems as the youth unemployment rate (55% in 2019), poverty and inequality (Gini coefficient in 2015: 0.63) are particularly prominent. On top of that, the gap between the rich and the poor is considerably wide in South Africa. According to the latest data of the World Inequality Database (WID), the top 1% of South Africa's highest-income population gain nearly 20% of the total incomes, while the top 10% of the highest-income population receive 65% of the total incomes. Airbnb Academy is a tourism development project of Airbnb, which utilizes the platform to provide neglected resource-poor communities with methods and resources to participate in the tourism industry. Through the development of iterative process, Airbnb Academy has established partnership with 36 reliable local organizations in South Africa and Nairobi of Kenya as well as community members and participants of the project.

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Challenges and Problems

Tourism Opportunities in Low-income Communities: The tourism industry has the potential to provide South African youth with jobs and entrepreneurial opportunities, and is regarded as an important industry boosting economic development. According to the annual review of the World Travel & Tourism Council (WTTC), tourism contributed ZAR 425.8 billion to South Africa's GDP and created 1.5 million jobs in 2018. South Africa boasts diversified landscapes and some unique tourism products in the world, and has developed into one of the most visited countries in Africa. In 2019, South Africa received 16 million in-bound tourists. However, communities in rural areas and outside of the traditional central urban areas usually cannot gain opportunities to develop tourism due to such problems as lack of tourism infrastructure and lack of exposure as tourist destinations. The above-mentioned factors had severer impact on resource-poor communities. Though they often had varied culture and activities, the number of visitors and tourism consumption in these communities dropped significantly.

Measures

1. Establishment of Airbnb Academy. Airbnb (with local partners Open Africa and SA College for Tourism) launched a primary pilot project in South Africa in July 2017, which provided 15 residents in resource-poor communities and rural areas of Western Cape Province with support for hospitality and technical training. After the pilot project proved successful, Airbnb expanded it to more communities in South Africa in 2018, which was also part of Airbnb's RMB 1 million commitment to inclusive tourism in Africa. Airbnb also cooperated with Open Africa and Social Enterprise Academy to implement two pilot projects in the provinces of

Gauteng and Western Cape, covering 45 people in 12 resource-poor communities. In addition, Airbnb developed a new training course and implementation model, which were tested under the cooperation with two partners (Africa Ignite and ABCD Concepts) in the provinces of KwaZulu-Natal and Western Cape. Moreover, 33 employees from 23 local NGOs in KwaZulu-Natal province also participated in the test. The test results showed: The “Homestay Host Training Plan”, which lasted three to six months, helped people in resource-poor communities become homes and hosts on Airbnb.

2. Utilizing existing skills and resources in communities to carry out economic activities. Airbnb Academy provided individuals with skills and resources to be homes or hosts on Airbnb, helping them become practitioners in the tourism industry. Hosts on Airbnb provided guests with lodging services, which might include extra rooms or the whole houses. Many participants of the project aimed to provide homestay services at their own communities, and make profits with existing houses. Hosts organized activities for guests, including cooking lessons, immersive hiking, and practical learning of handicraft. Anyone with passion or skill in the communities could create an experience as an entry point into the tourism industry, without affording the financial capital to own or maintain houses.

This project featured immersive training courses, in which participants shared the experience of how to become successful on Airbnb. The courses were developed by the team of Airbnb Academy, which included: introduction to tourism opportunities in communities; familiarity with the online market of Airbnb; support for participants to post homes or experience recruitment; a broader tourism community among the participants. Through cooperation with local organizations, the Airbnb Academy model gave priority to the development of optimal experience, and

supported participants of each stage. Both pilot and test plans helped achieve better results, enhancing the understanding of community demands.

3. Poverty reduction through tourism in the Academy. Through the platform of Airbnb, the project of Airbnb Academy provided owners of micro enterprises with the entry points into the tourism industry, and brought incomes to women and youth in urban areas and resource-poor communities. The Academy has taken the following measures: (1) Providing target training and support to help women and youth to become hosts on Airbnb. (2) Helping individuals use their own skills and available resources in communities to create incomes. (3) Supporting local nonprofit organizations, NGOs, enterprises and commercial entities. (4) Establishing profitable partnership with reliable local organizations and organizing trainings all over the world. (5) Promoting tourism consumption in local communities. (6) Driving responsible tourism and inclusive tourism by encouraging tourists to visit those communities which usually do not benefit from the tourism industry.

4. Four Stages of the Evolution of Airbnb Academy. Four stages: recruitment of participants, training, supporting after training, and community building.

Stage 1: Recruitment of Participants. The recruitment was done by reliable partners in communities. In this stage, the team of the Academy might help local



partners assess whether the tourism products developed by their communities could be successful.

Stage 2: Training. Before the journey at the Airbnb Academy, tourism entrepreneurs needed to go through strict recruitment procedures, and take part in a training camp which lasted two to three days. The training camp was created with local organizations. All the costs were sponsored by the Academy, including costs of transportation, accommodation and food. Participant did not need to pay any extra fees.

Stage 3: Support after Training. The Academy model supported continuing learning, and believed that support after the primary training was critical for the success of hosts. For example, trainees who have completed the training in the camp would receive in-person or online support in the next three to six months.

Stage 4: Community Building. It is very essential to prepare participants for long-term success. The project of Airbnb Academy supports participants to build their own online and offline communities to achieve the above-mentioned goals. They could stay in touch outside of the project, and establish connections with more communities of Airbnb hosts. Alumni of the Academy will be invited to join the online hosts forum and WhatsApp groups, and participate in related activities.

Results

1. Bring incomes to entrepreneurs in communities. The success of all partners and projects is crucial for the quality of Airbnb Academy. The project of Airbnb Academy has three criteria of success, and partners need to meet these criteria and guarantee that their academy projects are deemed successful. (1) From training to new recruitments. The release number of recruitments (homes and experience), this indicator measures whether participants can successfully visit and use the Airbnb platform. (2) Booking, the indicator



of bookings (homes and experience) measures the economic impact of the project on participants. (3) Reviews. The average review score (>4.8 points) is an indicator that measures the quality and consistence of the criteria provided by participants.

2. Influence of Airbnb Academy so far. Since the establishment in 2017, the Airbnb Academy has trained 200 trainees in South Africa and Kenya, 70% of whom are women. There have been over 375 five-star homes reviews and over 950 five-star experience reviews. Most homes and experience have received five-star reviews, which proves that tourism entrepreneurs trained by Airbnb are always committed to providing high-quality accommodations in the market. The project of Airbnb Academy has been implemented in 30 communities in South Africa and Kenya. This project provides opportunities to marginalized urban areas and rural areas, and increases the incomes of locals.

Experience and Inspirations

1. Partnerships may benefit local communities. The Airbnb Academy can push local communities to get involved in the process with the help of local experts and organizations who are familiar with their own communities.

2. Support existing asset and skill development in communities. The Academy utilizes existing talents and know-how, and gives play to the role of technological platform as a bridge for communication

in the best way, bringing economic benefits to local communities.

3. Iterative process promotes the success of project. Every community has different demands, so there is no “one-size-fits-all” solution. Flexible and resilient methods and resources can be created according to skills, demands, communities and participants to promote the success of project.

4. Learning by doing is the key. To provide participants with opportunities to get involved in Airbnb experience or homestay can help them better understand how to offer five-star experience. This may be the first time for most participants to use the Airbnb platform and enter the tourism industry as tourists and guests.

5. The quality of experience cannot be reduced at any time. It is very important to promote the localization of the project and accommodate it to the local environment, and priorities should be given to ensuring the quality of learning experience. The two-to-three-day training should be presented unofficially in a relaxing atmosphere to invigorate participants’ interest and make it more appealing. Suitable venues, courses, training schedules and coordinators can greatly promote the whole learning experience and the successful implementation of the project.

Next Step

The Airbnb Academy is dedicated to ensuring that people who are passionate about sharing homes and communities can enjoy the economic opportunities brought by Airbnb. The Airbnb Academy takes the following measures to realize this vision: Increase the availability of methods and resources developed by the Academy; cooperate with local organizations to ensure these methods and resources are widely applied in communities; and provide solutions to ensure that all participants can make full use of tourism opportunities.



“三区三州”旅游大环线宣传推广联盟： 用大 IP 开创地区文化旅游扶贫的新模式

Promotion Alliance for “A Priority in the National Poverty Alleviation Strategy” Circular Tour:
Utilize Important IP to Create a New Model of Poverty Alleviation through Cultural Tourism

“ 摘要

“三区三州”旅游大环线，将分布在沿线的丝绸之路、茶马古道等历史文化和自然资源串联在一起，具有多元民族历史文化特色，这样的地区可谓世界级的旅游目的地。但同时，这里也是国家层面的深度贫困地区。“三区三州”旅游大环线宣传推广联盟的成立，为这里的脱贫工作提供了新思路、新举措、新路径，发挥了文化旅游产业在脱贫攻坚工作中的特殊作用。“百千万”游“三区三州”旅游大环线活动、“三区三州·旅游大环线专列”首发活动等精品活动的策划，有力地打造了品牌形象，形成了“三区三州”这个文化旅游的大 IP。

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挑战与问题

西藏自治区、青川滇甘四省藏区、新疆南疆四地州，以及四川凉山州、云南怒江州、甘肃临夏州（以下简称“三区三州”）80%以上区域位于全球海拔最高的青藏高原区，区域自然条件差、经济基础弱，是国家层面的深度贫困地区，是国家全面建成小康社会最难啃的“硬骨头”。

为助力脱贫攻坚，2019年1月5日，文化和旅游部、国务院扶贫办在甘肃省临夏州永靖县举办了“三区三州”旅游大环线推介活动，提出“三区三州”旅游大环线的四条线路，分别是北段—西段“丝路文化经典线”、南段“边境极限探险线”、东南段“茶马古道寻踪线”、东段“大香格里拉人间乐土线”。同日，“三区三州”旅游大环线宣传推广联盟（以下简称“联盟”）也同时在甘肃省临夏州永靖成立，并将联盟秘书处设在甘肃省文化和旅游厅。按照《联盟章程》的规定，联盟各成员单位将在文化和旅游部的统一领导下，按照“统一形象、统一品牌”的原则，面向国内国际市场，开展

联合营销；与国内外知名媒体合作，联合策划开展主题宣传营销活动。

措施

1. 建立工作机制，加强制度建设。自2019年1月联盟大会召开后，联盟秘书处制定了秘书处工作规则，建立了联盟成员单位联络机制，明确了各成员单位分管领导和联络员。在甘肃省文化和旅游



旅游厅官方网站开设“三区三州文化旅游扶贫”专栏，及时发布成员单位工作动态，增进成员单位之间的学习交流。定期召开办公例会，及时沟通交流阶段工作，落实下一阶段工作计划。以联盟秘书处名义向国家文旅部和“三区三州”各省区党委、政府及文旅部门赠发《西北文化资源大典》等书籍，增进“三区三州”各省区文化旅游交流和对外发展。

2. 研讨行业热点，凝聚发展共识。2019年7月30日，在第四届丝绸之路（敦煌）国际文化博览会和第九届敦煌·丝绸之路国际旅游节开幕期间，甘肃省人民政府和“三区三州”旅游大环线宣传推广联盟共同举办了“美丽战胜贫困”工作论坛。甘肃省、国务院扶贫办、四川省政协、凉山州的多位领导参加了论坛，并围绕各自工作实际作了主旨发言。

3. 策划精品活动，打造品牌形象。一年来，联盟秘书处联合各省区先后举办了“百千万”游“三区三州”旅游大环线活动、旅游商品展销等活动。2019年12月21~27日，举办了“三区三州·旅

游大环线专列”首发活动。首发活动从北京西站发车，历时7天，行程近7000千米。专列停靠地甘肃省临夏州、张掖市、嘉峪关市、敦煌市、武威市等地举办了系列宣传活动，宣传推介当地文化旅游资源和线路、产品。来自国内外68家单位120多名旅游商、新闻媒体记者、网络平台和自媒体人士全程参与相关活动。据不完全统计，活动前后各类新闻媒体累计发布稿件804篇（条），点击阅读量、曝光量、转发量累计1.9亿人次，特别是央视二套财经频道《第一时间》宣传报道了北京首发仪式，满天星自媒体网络红人创建的“三区三州旅游专列”话题阅读量7302.7万人次，5564人参与讨论，有效地扩大了活动的宣传效果和影响力。

4. 开发线路产品，拓展传播途径。启动“三区三州”少数民族文艺展演活动，西藏自治区藏剧团传统藏剧《朗萨雯波》在甘肃兰州成功上演。组织参加“三区三州”旅游大环线暨西藏旅游推介活动，在“黄金周”“小长假”期间联合各省区推出经典旅游产品和红色旅游精品线路，在《中国旅游报》



开设“三区三州”旅游大环线宣传专栏。另协调成立了中国银行“三区三州”支行，开发相关金融信贷产品。

成效

“三区三州”旅游大环线宣传推广联盟促进了“三区三州”文化旅游产业发展，助力带动了“三区三州”深度贫困地区和贫困人口脱贫。

1. 推出了文化旅游扶贫新品牌。旅游大环线将分布沿线的丝绸之路、茶马古道等历史文化和自然资源串联在一起，展示了多元民族历史文化特色，更塑造了旅游大环线的良好形象。

2. 开创了文化旅游扶贫新模式。利用得天独厚的旅游资源，带动更多贫困地区贫困人口通过参与文化和旅游发展实现脱贫致富。

3. 树立了文化旅游扶贫新标杆。组织游客到贫困地区旅游就是一种实实在在的扶贫方式。通过专列游、自驾游等形式带来大量游客，与此同时不断加强研学科普、红色教育等文化旅游产品设计，全力提升服务品质，促进了经济和社会效益“双丰收”。

经验与启示

“三区三州”地区借外力、练内力、聚合力，培育文化旅游产业扶贫新的增长点，创新发展文化



旅游新业态，打造引爆点，使“三区三州”发生美丽蝶变。

“三区三州”地区文化旅游扶贫要突破瓶颈制约，从“输血”转变成“造血”，从节点发展扩展到全域发展、科学发展，只有这样才能激活美丽扶贫发展的内生动力。

“三区三州”地区文化旅游开发应加快管理人才培养，形成优秀策划团队，将美丽的景色通过更好的创意推广出去，以吸引更多游客走进来，给当地群众带来创收的机会和途径。

下一步计划

将用足用好“三区三州”旅游大环线宣传推广联盟这个平台，会同“三区三州”各省区高水平策划自驾、研学、主题教育等特色文化旅游产品、线路；在北京、上海、广州、重庆等客源集中城市开展联合营销；在腾讯等重点网络平台进行营销推广；以敦格铁路（敦煌-格尔木）开行为契机，开发“甘青”旅游环线产品，进一步丰富提升“三区三州·旅游大环线专列”文化旅游品牌，让文化旅游扶贫为“三区三州”地区打赢、打好脱贫攻坚战和乡村振兴增添新的活力。

“ Abstract

“A priority in the national poverty alleviation strategy” circular tour connects historical, cultural and natural resources along the Silk Road and the Ancient Tea Horse Road, which is a world-class tourist destination featured by multi-national history and culture. However, at the same time, these are also severely impoverished areas in the country. The Promotion Alliance for “a priority in the national poverty alleviation strategy” circular tour has offered new thoughts, new measures and new paths for poverty alleviation, and given play to the special role of the cultural tourism industry in promoting the cause of poverty alleviation. The activity of “100 Travel Agencies, 1,000 Private Cars and 10,000 Visitors” Entering “a priority in the national poverty alleviation strategy”, the departure ceremony of “Special Train for ‘A Priority in the National Poverty Alleviation Strategy’ Circular Tour” and some other high-quality activities have built the brand image and contributed to the cultural tourism IP of “a priority in the national poverty alleviation strategy”.

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Challenges and Problems

More than 80% of Tibet Autonomous Region, Tibetan regions in four provinces (Qinghai, Sichuan, Yunnan and Gansu), four southern prefectures of Xinjiang Uygur Autonomous Region, Liangshan Prefecture in Sichuan, Nujiang Prefecture in Yunnan, and Linxia Prefecture in Gansu (hereinafter referred to as “a priority in the national poverty alleviation strategy”) are located in Qinghai-Tibet Plateau which has the highest altitude in the world. Due to poor natural conditions and weak economic base, these areas are severely impoverished in China and also the “hard nut” in the process of building a moderately prosperous society.

In order to promote poverty alleviation, on January 5, 2019, the Ministry of Culture and Tourism of the People’s Republic of China and the Poverty Alleviation Office of the State Council held the promotion event for “a priority in the national poverty alleviation strategy” circular tour in Yongjing County, Linxia Hui Autonomous Prefecture, and released the four routes, namely, north-west section “classic route of Silk Road Culture”, south section “extreme expedition route along the border”, south-east section “route of Ancient Tea Horse Road” and east section “Great Shangrila Paradise route”. The Promotion Alliance for “a priority in the national poverty alleviation strategy” circular tour (hereinafter referred to as “the Alliance”) was established on the same day and its secretary department was set up at Gansu Provincial Department of Culture and Tourism. According to “the Articles of the Alliance”, member units shall obey the guidance of Ministry of Culture and Tourism of People’s Republic of China, build “unified image and unified brand” and carry out joint marketing open to both Chinese and foreign markets; they shall cooperate with famous media at home and abroad and jointly organize themed promotion and marketing activities.



Measures

1. Establish working mechanism and strengthen institutional construction. After the conference of the Alliance in January, 2019, the secretary department formulated working rules of the secretary department, established liaison mechanism for member units and determined the leader in charge and liaison person of each member unit. Special column of “poverty alleviation through cultural tourism in a priority in the national poverty alleviation strategy” was set up on the official website of Gansu Provincial Department of Culture and Tourism, which would push the news of member units timely and promote member units to communicate and learn from each other. Regular meetings were held to exchange ideas on the work at the current stage and the working plan for the next period. The secretary department gave away “Record of Cultural Resources in Northwest China” and other books to Ministry of Culture and Tourism of People’s Republic of China as well as party committees, governments and departments of culture and tourism in “a priority in the national poverty alleviation strategy” so as to promote local culture and tourism communication as well as its opening to the outside.

2. Research hot issues in tourism and build a consensus for development. On July 30, 2019, during the 4th Silk Road (Dunhuang) International

Cultural Expo and the 9th Dunhuang Tour – Silk Road International Tourism Festival, Gansu Provincial People’s Government and the Alliance jointly held a forum of “Beauty Conquering Poverty”. Present at the forum were leaders from Gansu Provincial People’s Government, the Poverty Alleviation Office of the State Council, Sichuan Committee of Chinese People’s Political Consultative Conference and Liangshan Yi Autonomous Prefecture, who gave keynote speeches according to their own work.

3. Plan high-quality activities and build brand image. In the past year, the secretary department of the Alliance collaborated with different districts and provinces to hold the activity of “100 Travel Agencies, 1,000 Private Cars and 10,000 Visitors” Entering “a priority in the national poverty alleviation strategy” as well as souvenir exhibition and sale and other activities. On December 21-27, 2019, the first “Special Train for ‘A Priority in the National Poverty Alleviation Strategy’ Circular Tour” started from Beijing West Railway Station, which took seven days and covered about 7,000 kilometers. Series promotion activities were held to promote local cultural and tourist resources, routes and specialties in Linxia Hui Autonomous Prefecture, Zhangye City, Jiayuguan City, Dunhuang City, Wuwei City, etc. where there were the intermediate stations. More than 120 travelling salesmen, journalists, online platforms and We Media operators from 68 Chinese and foreign organizations took part in all related activities. There were altogether over 804 articles released by different news media, which gained 190 million clicks, exposure and forwarding. Especially, “the Moment” program of CCTV 2 reported the departure ceremony in Beijing. The topic established by We Media influencer Miantianxing was read for 73.027 million person-time and 5,564 people participated in the discussion. These activities effectively expanded the promotion effect and influence.

4. Develop exclusive products for each route

and expand ways for promotion. Ethnic minority artistic shows in “a priority in the national poverty alleviation strategy” were kicked off. The Tibet opera group successfully put on traditional program “The Girl Named Langsa” in Lanzhou, Gansu Province. “a priority in the national poverty alleviation strategy” circular tour and Tibetan Tourism promotion activities were held. Classic souvenirs and red tourist routes were launched during the “golden week” and “mini-break”. On “China Tourism”, a special column was set up to promote “a priority in the national poverty alleviation strategy” circular tour. In addition, Bank of China “a priority in the national poverty alleviation strategy” branch was established to offer related financial and credit products.

Results

The Alliance promoted culture and tourism development in “a priority in the national poverty alleviation strategy” and facilitated poverty alleviation in these severely impoverished areas.

1. Create a new brand of poverty alleviation through cultural tourism. The circular tour integrated the historical, cultural and natural resources along the Silk Road and Ancient Tea Horse Road, displaying the characteristics of multi-national history and culture and building a good image of circular tour.

2. Create a new model of poverty alleviation through cultural tourism. The Alliance took advantage of particularly favorable tourism resources and led more poverty-stricken people to shake off poverty and become prosperous through taking part in culture and tourism development.

3. Create a new benchmark of poverty alleviation through cultural tourism. Build a new benchmark of poverty alleviation through cultural tourism. Inviting tourists to poverty-stricken areas is an actual way of poverty alleviation. The Alliance brought in plenty of



tourists by special trains and through road trips and strengthened the design of culture and tourism products, such as popularization of science and red education, comprehensively improving the quality of service and promoting the development of both economy and society.

Experience and Inspirations

The “a priority in the national poverty alleviation strategy” takes advantage of external forces, focuses on internal development and collaborates to develop a new growth point of poverty alleviation through cultural tourism. They innovate a new format of culture and tourism and build hot routes, all of which contribute to the beautiful transformation of “a priority in the national poverty alleviation strategy”.

The poverty alleviation through cultural tourism in “a priority in the national poverty alleviation strategy” should break through the bottlenecks, transforming from “blood transfusion” to “blood generating” and from node development to all-round and scientific development. Only in this way can the inner driving force of “beauty conquering poverty” be activated.

“A priority in the national poverty alleviation

strategy” should accelerate to develop management talents and establish excellent event planning teams to promote the beautiful scenery in more innovative ways, attract more tourists and create opportunities and ways for local people to increase income.

Next Step

We’ll make full use of the promotion alliance of “a priority in the national poverty alleviation strategy” circular tour and work together to organize high-level road tours, research and study, themed education and other distinctive cultural tourism products and routes; we’ll conduct joint marketing in Beijing, Shanghai, Guangzhou, Chongqing and other places which have quantities of visitors; we’ll market on Tencent and other major online platforms; we’ll take advantage of Dunhuang-Golmud Railway to develop “Gansu and Qinghai” circular tour. We’ll further improve the cultural tourist brand of “Special Train for ‘A Priority in the National Poverty Alleviation Strategy’ Circular Tour” and inject new impetus into poverty alleviation and rural vitalization in “a priority in the national poverty alleviation strategy”.



山西晋中市左权县： 全域旅游走活“扶贫一盘棋”

Zuoquan County, Jinzhong City, Shanxi Province:
Alleviating Poverty through All-for-one Tourism

“ 摘要

借生态文化旅游省级开发区建设东风，左权县拉开全域旅游发展大幕。围绕脱贫攻坚全面铺开和布局，通过规划引领、交通先行、精准扶贫、全域带动、宣传营销等措施，将全域旅游示范区创建过程真正转化成农民增收脱贫的过程，走出一条贫困地区通过旅游发展实现精准脱贫、通过生态文化旅游促进县域经济转型发展的新路径。

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挑战与问题

左权县是革命老区、国家扶贫开发工作重点县，辖 10 个乡镇 1 个省级生态文化旅游开发区，人口 16 万，总面积 2028 平方公里。左权地处太行山脊中段，山有山色、水有水韵、村有村情、民有民风。境内自然景观 800 余处，名胜古迹 44 处，是太行精神的孕育地，现存革命遗址 150 余处。左权有“万首民歌千出戏”的美誉，开花调和小花戏被列入国家非物质文化遗产保护名录。左权还是《小二黑结婚》《李有才板话》《鸡毛信》、电影《老井》等作品的原创地、拍摄地。

丰富的文化旅游资源，是这个国家级贫困县的宝贵财富。但是，资源大县却不是旅游强县：交通不便，基础设施配套不完善；旅游产业发展滞后，产品比较单一，品牌效应不明显；旅游收入在全县经济总量中所占比例不高。

措施

1. 规划引领。编制《左权县乡村旅游扶贫规划》，依托全域旅游“一核、一心、两翼、多点”规划布局，以“百里画廊”“太行一号”旅游公路沿线为主轴，

深挖红色景点、绿色山水、生态庄园、民俗文化等资源，集中开展以 29 个国家乡村旅游扶贫重点村、7 个 A 级景区、10 个经典庄园、6 个精品采摘园为重点的基础设施改造、配套服务升级和业态策划扶持等工作，全面提升旅游产业减贫能力。

2. 交通先行。左权县从旅游公路切入，全面铺开 11 条“太行一号”旅游公路建设，完成投资 3.7 亿元。加快推进“四好农村路”建设，把农村旅游路网建设与农业产业发展、特色文旅开发、贫困人口增收统筹谋划、一体实施，新改建农村路 317 条 1261.5 公里，完善旅游功能配套，打通制约旅游发展的“最后一公里”。目前，7 个 A 级景区、280 多处景点已基本连线成片，形成路景融合的旅游路



循环圈。所有道路交通工程建管优先吸纳建档立卡贫困劳动力，近三年累计直接受益贫困人口 2150 人，年人均增收 6200 元。旅游路网的形成，有力推动中药材、核桃、杂粮、蔬菜等特色产业发展，带动沿线村民 5000 余人就近就业，旅游公路的带动效应凸显。

3. 精准扶持。重点扶持 29 个全国乡村旅游扶贫重点村，新建改建游客中心 10 个、非遗文化展销中心 1 个、停车场 15 个，完成 A 级景区、百里画廊沿线及乡村旅游重点村改厕 13964 座，投资 180 万元完善标识标牌 200 余处。出台了农家乐和“太行人家”民宿客栈实施方案、标准及管理办法，补助 90 万元完成 100 户农家乐基础配套（其中贫困户占 50%），补助 100 万元新建 2 处民宿社区、改建 18 户民宿客栈，配发统一的工作服、消毒柜等服务设施，统一进行对外宣传营销和经营管理培训。组织景区、农家乐、星级饭店等 16 家涉旅单位在服务外包、购销代销及技能培训等方面与贫困户结对帮扶。

4. 全域带动。左权县推动全域旅游开发与建设

脱贫攻坚深度融合，围绕“百里画廊”“太行一号”旅游公路沿线“太行人家”核心品牌打造，以农家乐、民宿客栈、生态庄园、景区企业及各类专业合作社为载体，形成全域带动新格局。一是农家乐、民宿客栈“一带多”模式。通过 1 户农家乐、民宿客栈带动 2~4 个贫困人口就业。二是景区企业带动模式。太行龙泉旅游区与龙则村、西瑶村、松树坪 3D 动漫村等实施联动发展，带动周边 16 个贫困村在 2017 年全部脱贫。7 个 A 级景区、10 个经典庄园、6 个精品采摘园等旅游企业在用工方面优先录用贫困户，通过“吸、帮、带、补”带动 1800 人就业增收，人均增收 2800 余元。三是生态庄园模式。全县 257 个生态庄园采用“能人带穷人”“庄园带农民”“企业带农村”三个模式，带动贫困村 46 个、贫困户 1243 户、贫困人口 3075 人。四是专业合作社带动模式。“百里画廊”沿途黄金谷打造工程，农业专业合作社的贫困户参与度达 50% 以上，解决了 800 余人的就业问题。县扶贫攻坚造林专业合作社达到 45 个，参与造林人数达到 4507 人，其中建档立卡贫困户 1429 户，已带动 3345 人脱贫。



5. 宣传营销。打造“听着民歌游左权”的特色旅游产品。成功举办首届“左权民歌汇·2019 年国际民歌赛”，主流媒体专题宣传和民歌网红抖音、微信公众号等自媒体传播相结合。

成效

左权县全域旅游与旅游扶贫互促共进。2019 年全县接待游客达 524 万人次，旅游综合收入同比增长 19.5%。培育建设乡村旅游示范村 58 个（省级乡村旅游扶贫示范村 9 个、市级乡村旅游示范村 4 个、3A 级省级乡村旅游示范村 2 个），生态庄园达 257 处（精品庄园 20 处），农家乐 120 户，“太行人家”民宿客栈 3 户，民宿社区 2 处、致富带头人 70 个。累计直接带动贫困户 892 户、2048 人脱贫，人均增收约 2200 余元。红都民歌村、日月星庄园、莲花岩庄园、老井民俗村、松树坪 3D 动漫村、麻田荷花园等一大批知名的餐饮住宿型、生活体验型、风景游览型、休闲娱乐型、避暑度假型景点辐射受益贫困人口近万人。

经验与启示

1. 全域旅游走活扶贫“一盘棋”。生态庄园发端于对城镇化和扶贫攻坚过程中移民搬迁所形成的“空壳村”“荒芜村”“萎缩村”的开发利用，是左权县率先实行土地流转“三权分置”，实现



一二三产融合发展的改革创新。全域旅游从政策上盘活了土地、房屋等农村资源流转，进一步激发了农村发展活力。

2. 文旅融合助推扶贫产业升级。立足红色文化、民歌民俗、非遗节庆等资源优势，推动产业优化升级，释放文旅融合扶贫效能。与军事科学院军队政治工作研究院签订军民融合项目，有序推进红色景点修复，打造中小学生研学旅游实践教育基地，红色研学课程《巍巍太行小八路》荣获“2019 年全国中小学生研学旅行活动课程设计大赛”一等奖，红色剧目《太行奶娘》全国巡演 500 场。将布艺、剪纸等特色文化产业引进贫困村，举办非遗灯展和非遗集会场活动。

下一步计划

紧紧围绕“做大红色旅游、做强生态旅游、做精文化旅游、做活乡村旅游”的发展目标，集中打造 5 个人居环境整治精品示范村、15 个重点治理村，创建 3 个省级美丽休闲乡村、600 户太行人家。继续推进老井、南会、红都、泽城等 10 个乡村旅游重点村基础设施建设和 90 户农家乐提质工程，实施“一带多”脱贫计划，培训 200 个致富带头人。通过发展全域旅游，至少推动 1 万个贫困人口如期脱贫，带动全县农民人均可支配收入超 8000 元，实现全域脱贫致富。

“ Abstract

Taking advantage of the opportunity of building the provincial eco-cultural tourism development zone, Zuoquan County has started the development of all-for-one tourism. Centering on poverty alleviation, a series of initiatives including reasonable planning, improvement of transportation infrastructure, targeted poverty alleviation, all-for-one tourism and marketing have been planned and performed to truly turn the building of tourism demonstration zone into the income increase and poverty alleviation process for farmers and explore a new development path of realizing targeted poverty alleviation through tourism development and promoting economic transformation and development through eco-cultural tourism.

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Challenges and Problems

Zuoquan County is a national key poverty alleviation and development county in the old revolutionary base area. It rules 10 towns and one provincial eco-cultural tourism development zone and has a population of 160,000 and a total area of 2,028 square kilometers. Located in the middle section of Taihang Mountain, Zuoquan County owns magnificent mountains, splendid water, characteristic villages and hospitable people. With more than 800 natural sights and 44 scenic spots and historical sites, it is the cradle of Taihang spirit. More than 150 revolutionary sites are located here at present. Zuoquan enjoys the reputation of “home to 10,000 folk songs and 1,000 plays”. Kaihuadiao and Xiaohua Play which originate from here have been included in the national intangible cultural heritage protection list. Zuoquan is also the place where many works including the Xiao Eehei’s Marriage, the Tale of Li Youcai’s Rhymes, the Letter With Feathers and the movie “Old Well” were created or shot.

Rich cultural tourism resources are the precious

wealth of this national poverty-stricken county. However, a resource-rich county is not necessarily a tourism-developed county. Due to inconvenient transportation, incomplete supporting infrastructure; undeveloped tourism industry, and the lack of diversity in products and well-known brands, the tourism income only accounts for a small proportion in its total economic output.

Measures

1. Reasonable planning. The Planning for Rural Poverty Alleviation through Tourism of Zuoquan



County is formulated, specifying that the all-for-one tourism of the county will be based on “one core, one center, two wings and multiple sites” and center around the “Hundred Mile Gallery” and “Taihang No.1” tourist highway to explore resources of red tourism scenic spots, green landscapes, ecological gardens, folk culture, etc. Besides, efforts shall be made in infrastructure transformation, supporting service upgrading and business planning support focusing on 29 national key villages for rural poverty alleviation through tourism, seven A-level scenic spots, 10 classic gardens and six quality picking gardens to fully enhance the function of tourism in poverty alleviation.

2. Improvement of transportation infrastructure. Zuoquan County takes the tourist highway as the starting point by fully advancing the construction of 11 lines of “Taihang No.1” tourist highway with an investment of RMB370 million. Efforts are made to accelerate construction of “Four Good Rural Roads”. The construction of rural tourist road network is planned and implemented together with agricultural industry development, characteristic cultural tourism development, and income increase of impoverished people. 317 rural roads with a length of 1,261.5 kilometers have been renovated to enhance functional support for tourism and pave the “last mile” that restricts tourism development. At present, seven A-level scenic spots and more than 280 sights have been basically connected with roads, and a tourism circle integrating roads and sights has been created. In the employment for construction and management of all road projects, priority is given to registered impoverished people. In the past three years, a total of 2,150 impoverished people have been directly benefited with an increase of annual per capita income by RMB 6,200. The formation of tourist road network has greatly promoted the development of characteristic industries such as Chinese medical herbs, walnuts, coarse cereals and facility vegetables, which helps more than 5,000

villagers along the road find jobs near their home and highlights the driving force provided by tourist roads.

3. Targeted poverty alleviation. By placing the focus of its support on 29 national key villages for rural poverty alleviation through tourism, Zuoquan County has built or renovated 10 tourist centers, one exhibition center for intangible cultural heritage and 15 parking lots, transformed 13,964 toilets in A-level scenic spots, along the “Hundred Mile Gallery” and in key rural tourism villages, and invested RMB 1.8 million to improve signs at over 200 places. The implementation plans, standards and administrative rules for agritainment and “Taihang People” homestay inns have been issued. A subsidy of RMB 900,000 has been granted to help building supporting facilities for 100 homestays (50% of which are operated by impoverished people) and a subsidy of RMB 1 million has been granted to build two homestay communities and renovate 18 homestay inns for which the government has distributed uniform service facilities such as overalls and disinfection cabinets, and provided publicity, marketing and management training. Besides, 16 tourism-related institutions such as resorts, agritainment businesses and star hotels are mobilized to pair up with impoverished households and help them in service outsourcing, procurement & distribution and skills training.

4. All-for-one tourism. Zuoquan County promotes the deep integration of all-for-one tourism development and poverty alleviation. Centering around the building of the core brand of “Taihang People” along the “Hundred Mile Gallery” and “Taihang No.1” tourist highway, it establishes agritainment businesses, homestay inns, ecological gardens, resort enterprises and various specialized cooperatives, forming a new mode of poverty alleviation driven by all-for-one tourism. First, agritainment businesses and homestay inns. One agritainment business and homestay inn is expected to create jobs for 2-4 impoverished persons.

Second, resort enterprises. Taihang Longquan Resort has realized joint development with Longze Village, Xiyao Village, Songshuping 3D Animation Village, etc., which helped 16 impoverished villages nearby to shake off poverty in 2017. Tourism enterprises including seven A-level resorts, 10 classic gardens and six quality picking gardens, give priority to impoverished households in employment, and has provided jobs for 1,800 people, thus increasing their per capita income by about RMB 2,800. Third, ecological gardens. Through the three modes of “able people helping the impoverished people” “gardens helping farmers” and “enterprises helping villages”, the 257 ecological gardens have helped 46 impoverished villages, 1,243 impoverished households and 3,075 impoverished people. Fourth, specialized cooperatives. In the construction of Gold Alley along the “Hundred Mile Gallery”, over 50% of workers are from impoverished households in specialized cooperatives, providing jobs for over 800 people. The county has established 45 specialized cooperatives for poverty alleviation and afforestation and 4,507 people in the cooperatives

involving 1,429 registered impoverished households have participated in afforestation, which may help 3,345 people to shake off poverty.

5. Publicity and marketing. Zuoquan County has developed the characteristic tourism product of “listening to folk songs and visiting Zuo Quan”. It successfully held the first “Zuoquan Folk Songs Collection - 2019 International Folk Songs Competition” which was publicized in mainstream media as well as self media including Douyin accounts and WeChat official accounts of online celebrities in folk songs.

Results

The all-for-one tourism and poverty alleviation through tourism promote the development of each other in Zuoquan County. In 2019, the county accepted 5.24 million tourists and the total tourism income had a YOY growth of 19.5%. It has fostered and built 58 rural tourism demonstration villages (including nine provincial rural poverty alleviation through tourism,



four municipal pilot village for rural tourism and two 3A-level provincial pilot village for rural tourism), 257 ecological gardens (including 20 quality gardens), 120 agritainment businesses, three “Taihang People” homestay inns, two homestay communities and 70 entrepreneurial leaders, which has directly helped 892 households and 2,048 people to shake off poverty with a per capita income increase of about RMB2200. A large number of famous scenic spots for accommodation, experience, sightseeing, leisure & entertainment or holiday such as Hongdu Folk Song Village, Riyuexing Garden, Lianhuayan Garden, Laojing Folk Customs Village, Songshuping 3D Animation Village and Matian Lotus Garden have benefited nearly 10,000 impoverished people.

Experience and Inspirations

1. Alleviating poverty through all-for-one tourism. The ecological garden is built to develop and utilize “hollow village”, “barren village” and “shrinking village” formed by relocation in the process of urbanization and poverty alleviation. It is a reform and innovation performed by Zuoquan first to implement the “separation of ownership rights, contractors’ rights and land management rights” through land transfer and realize the integrated development of three sectors of economy. All-for-one tourism has stimulated the circulation of rural resources, such as land and houses, in terms of policy and further generated the vitality of rural development.

2. Driving the upgrading of poverty alleviation industries through culture and tourism integration. Based on the advantages of revolutionary culture, folk songs and customs, intangible culture heritage and other resources, Zuoquan County has been working to promote the optimization and upgrading of industries and release the potential of cultural and tourism integration for poverty alleviation. It has signed an

agreement on military-civil integration projects with the Military Political Work Institute of PLA Academy of Military Science to promote the orderly restoration of revolution-related scenic spots and built the study, travel, practicing and education base for primary and secondary school students. The revolution study course “Little Soldier of Eighth Route Army on Magnificent Taihang Mountain” won the first prize in the “2019 National Curriculum Design Competition for Study and Travel Activities of Primary and Secondary School Students”, and the revolutionary drama “Wet Nurses on Taihang” has been performed 500 times across the county. Characteristic cultural industries such as cloth art and paper cutting are introduced into impoverished villages, and intangible culture heritage-related lamp exhibitions and assembly are held.

Next Step

Centering around the development target of “red tourism, eco-tourism, cultural tourism and rural tourism”, Zuoquan County will centralize efforts and resources to build five demonstration villages for living environment improvement, 15 key improvement villages, three provincial beautiful leisure villages and 600 “Taihang People” homestay inns. It will continue to promote the infrastructure construction in 10 key rural tourism villages, including Laojing, Nanhui, Hongdu and Zecheng, upgrade 90 homestay inns, implement the “One for Several” poverty alleviation plan, and train 200 entrepreneurial leaders. Through the development of all-for-one tourism, the county will help at least 10,000 impoverished people to shake off poverty as scheduled, increase the per capita disposable income of farmers in the county to above RMB 8,000, thus realizing poverty alleviation and prosperity across the county.



中国旅行社协会铁道旅游分会： 利用专列优势，实现“精准扶贫”

**Railway Tourism Branch of China Association
of Travel Services:
Realizing “Targeted Poverty Alleviation” Utilizing
the Advantage of Special Trains**

“ 摘要

铁路作为国民经济的基础性设施，在发挥自身优势服务国家经济发展和扶贫攻坚战略中负有义不容辞的责任。中国旅行社协会铁道旅游分会充分展现铁路旅游应有担当，发挥行业协会的服务平台和桥梁纽带作用，以“铁路+旅游”的方式精准扶贫。协会的业务范围涵盖全国的火车客运站及旅客列车，也覆盖了全国大部分的旅游城市和景区，形成了独树一帜的旅游经济辐射圈。2018年，全路开行扶贫专列403列，向贫困地区发送游客27.12万人次；2019年，全路开行扶贫专列594列，向贫困地区发送游客37.64万人次。

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挑战与问题

新疆维吾尔自治区位于中国西北边陲，是国家主要贫困区域之一。贫困地区大多处于较为封闭的区域，由于地处偏远，土地贫瘠，交通不便，科技落后，人畜饮水困难，自然灾害频繁，有些地区甚至不具备基本的生存条件，脱贫致富难度大。虽然经过多年的扶贫攻坚，2003年仍有52.75万的贫困人口；约92.5%的贫困人口分布在南疆4地州，其中和田、喀什2地区占85%左右。

近年来，虽然新疆旅游产业高速发展，但仍暴



露出许多的问题。例如，新疆旅游业的人才培养体系不健全，旅游及相关产业从业服务人员技能培训不足；景区间的距离较长，从而大幅增加了交通成本；总体配套不足，营收手段较为单一；旅游信息化建设应用水平低，数字品牌建设较为落后等。

措施

1. 将专列的优势用到极致。铁路旅游专列具有定时、定点、定线路的特点，有“一线多游、一票到底”的优势。一线多游，是指一趟旅游专列可以提供多个不同地区的景点，极大地满足游客想一次出游游览众多景点的愿望。一票到底，是指乘坐旅游专列出行，让游客一次出游游览众多景点却不用遭遇买票难的尴尬情况。旅游专列运行中，列车中途不存在中转换乘的情况，省去了其他出行方式的节奏紧张和舟车劳顿，真正实现车随人走，专属享受。而且，旅游专列大多夜行昼游，相比其他旅游出行方式，相同的时间内可游览更多的景点。

旅游专列组客量大，每趟专列可在500人左右，不仅为目的地市场带来丰富的客源，同时也是一种

积极的旅游促销方式，可以在客源地产生较大的轰动效应，为后期客源开发打下更好的基础。

2. 以援疆工作为例。铁道旅游分会高度重视《关于进一步推进旅游援疆工作的指导意见》各成员单位积极落实，通过实地考察后设计了将自然风光和人文景观相结合的旅游产品，从客源地出发到和田、阿克苏或阿勒泰等新疆地区，每一条线上都穿插了近 10 个城市以及 10 多个知名景点。专列让每个地方都给游客带来不一样的新鲜感受，让 10 多天的漫长旅途变得多姿多彩。

根据北京市对口支援新疆和田地区总体工作计划，开行了“京和号”旅游专列。运行线路为北京西-吐鲁番-和田-喀什-哈密-柳园-张掖-北京西，运行时间为 16 天。自产品上线以来，因产品的独特性和创新性，受到市场极大欢迎，出现了旅游淡季满员发车、一票难求、提前封团、加挂车厢火爆局面，并取得良好社会效应和经济效益，充分展



现了和田地区民族团结融合发展和北京援疆成果。在全国铁道旅游联盟的年度设计大赛中，“京和号”获得一等奖，成为全国铁路旅游专列的精品示范线路。2017 年更增开了“津和号”“皖和号”系列南疆专列。

在浙江省文旅局和上海铁路集团公司的大力支持下，开行了“诗画浙江——阿克苏”号援疆旅游专列，沿途经停西安、西宁、乌鲁木齐、吐鲁番、敦煌等城市，往返共 16 天。这是阿克苏市接待的首趟全软卧专列，专列游客所到之处受到了阿克苏人民的热情接待。火车上不仅有专业的客运服务人员、专业的随车医生、还有管家式服务的全陪导游全程为游客提供服务，游客在舒适的全软卧火车上享受休闲度假娱乐的时光。

为响应黑龙江和新疆制定的“以旅游产业为主体，牵动一产、托举二产”的绿色可持续发展战略，从哈尔滨到阿勒泰的“龙泰号”援疆旅游专列成功开行，这是黑龙江直达新疆维吾尔自治区阿勒泰地区的唯一旅游专列。此趟专列全程横跨黑龙江、吉林、内蒙古、甘肃、宁夏、新疆 6 省 13 市，全程 14~16 天。自开行以来，趟趟安全正点，没有一趟因为运行图点线不合理而受到影响，没有一次因为车辆编挂不合理而受到投诉，真正让游客体验到了铁路旅游专列的安全、舒适，在取得巨大经济效益和社会效益的同时，也成为一趟助力新疆阿勒泰地区振兴发展的减贫富民专列。为促进黑龙江与阿勒泰两地间的旅游文化交流，还开启了两地旅游交流新模式，即专列在哈尔滨发车时，预留部分铺位，待到返程时，搭载阿勒泰地区的中老年游客来到黑龙江，观赏黑龙江的美景，受到两地游客的一致好评。

成效

至今为止，已成功开行“京和号”16 列，累计输送游客 8000 余人，“京和号”旅游专列已经成



为援疆项目品牌，成为产业援疆的示范项目；开行“津和号”9 列，累计输送游客 4500 余人；河北援疆“冀州情-巴州行”2 列，累计输送游客 1000 余人；开行“诗画浙江-阿克苏号”6 列，累计输送游客 3000 余人；开行“皖和号”5 列，累计输送游客 4000 余人；开行“龙泰号”18 列，累计输送游客 11500 余人。据不完全统计，旅游行程中，通过当地政府组织的精品玉器、民族特产、国际大巴扎的参观活动，专列客人在疆期间用于购买特色纪念品的人均消费约 4000 元。

除了上述的援疆专列产品，铁道旅游分会还成功组织开行了汉中扶贫高铁专列、红色“遵义号”等扶贫专列，使旅客感受到革命情怀，也进一步促进两地经济合作和人民友好交流。

经验与启示

一是应不断优化线路行程，改进和提升组织接待、监督管理等旅游整体服务的水平，启用全新改造的高标准旅游专用车底，选派熟悉、线路经验丰富的领队、全陪、乘务人员。二是加强与地方政府的合作力度，构建“铁路旅游+”的合作模式。三是对口支援地区旅游产业不够发达时，在专列开行前期，组团单位提前部署，派专人前往当地，为旅游企业提供导游培训和车辆调度等多项业务技能培训。四是充分利用社会媒体资源，如与电视台合作开展“主播带队”等活动，持续扩大扶贫旅游专列的社会影响力。五是借助电商平台开放窗口进行旅游产品线上交易，游客可以借助手机 App 或者微信小程序等现代化信息手段进行在线购买。

下一步计划

下一步，中国旅行社协会铁道旅游分会各成员单位将进一步总结经验，全力设计组织开行扶贫专列、招揽团队，特别是加大“三区三州”深度贫困地区的旅游专列开行力度，发挥铁道旅游的优势，助力打赢扶贫、脱贫攻坚战，促进集中连片贫困地区脱贫奔小康。

“ Abstract

As the basic facilities of the national economy, it is an unavoidable duty of railways to serve the national economic development and poverty alleviation by utilizing its advantages. The Railway Tourism Branch of China Association of Travel Services has fully undertaken the responsibilities of railway tourism and fulfilled the role of service platform and bridge as a trade association to help targeted poverty alleviation through the mode of “railway + tourism”. The business of the Association covers passenger train stations and passenger trains across China, as well as most tourist cities and scenic spots in China, forming a unique tourism economic radiation circle. In 2018, it dispatched a total of 403 poverty alleviation trains transferring 271,200 tourists to poverty-stricken areas; in 2019, it dispatched a total of 594 poverty alleviation trains transferring 376,400 tourists to poverty-stricken areas.

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Challenges and Problems

Located in the northwest border of China, Xinjiang Uygur Autonomous Region is one of the major poverty-stricken areas in China. Poverty-stricken areas are mostly in remote areas. The remote location, barren land, inconvenient transportation, undeveloped technology, insufficient drinking water for people and animals, frequent natural disasters and the lack of basic living conditions in some areas make poverty alleviation very difficult. Despite years of poverty alleviation efforts, there were still 527,500 impoverished people in Xinjiang in 2003; about 92.5% of them lived in four prefectures of southern Xinjiang, of which Hotan and Kashgar accounted for about 85%.

In recent years, although Xinjiang’s tourism has had a rapid growth, many problems are exposed, such as incapable talent training system for tourism industry Xinjiang; insufficient skills trainings for service personnel in tourism and related industries; long

distance between scenic spots, which greatly increases the transportation cost; insufficient supporting facilities; few revenue generation means; low level of tourism informatization; insufficient digital brand building.

Measures

1. Utilizing the advantages of special trains to the most extent. The special tourist train is characterized by fixed time, fixed destination and fixed line, and has the advantage of “one line for multiple spots and one ticket for the whole journey”. “One line for multiple spots” means that by taking the special tourist train, tourists may visit multiple scenic spots in different areas to satisfy their desire to visit multiple scenic spots at one time. “One ticket for the whole journey” means that by taking the special tourist train, tourists may visit multiple scenic spots at one time without the worry of unable to get tickets. The special tourist train eliminates transfers in the journey and avoids the tension and

tiredness in other modes of travel, allowing people to travel at ease and enjoy the journey. Moreover, most of the special tourist trains run at nights, so tourists may visit the scenic spots at daytime. Compared with other means of travel, the tourists may visit more scenic spots in the same length of time by taking the train.

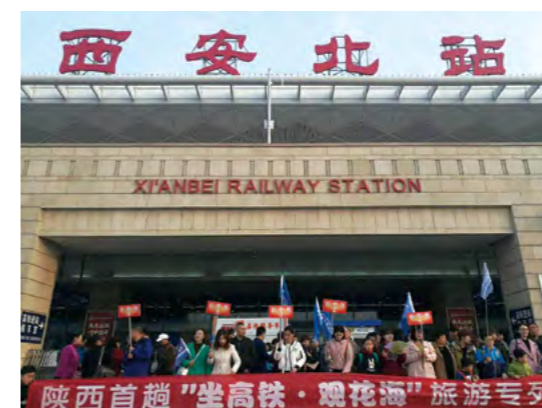
The special tourist train has a large capacity and may carry about 500 passengers each time, which not only brings a large of tourists to the destination market, but also may be used for active tourism promotion to conduct publicity in the source of tourists and lay a good foundation for the later development of tourists.

2. Example of Xinjiang Aiding. The Railway Tourism Branch of China Association of Travel Services attaches great importance to the Guiding Opinions on Further Promoting Tourism Aid to Xinjiang and all member units have worked actively to implement the Guiding Opinion. After field investigation, tourism products that combine natural scenery and cultural landscape are designed. Nearly 10 cities and more than 10 famous scenic spots are included along each line from the source of tourists to Hotan, Aksu or Altay or other Xinjiang destinations. The special trains bring a different and fresh experience to tourists in every place, and make the long journey of more than 10 days colorful.

According to the general plan for Beijing’s aid to Hotan of Xinjiang, the “Beijing-Hotan” special tourist

train is established. The train runs along the line of Beijing West-Turpan-Hotan-Kashi-Hami-Liuyuan-Zhangye-Beijing West, and takes 16 days each trip. Due to the uniqueness and innovation, the product has been widely welcomed in the market since the launch. The trains are still full in the off-season for tourism, and the demand is much higher than the supply of tickets, resulting in early termination of sale or addition of carriages. Besides, it brings good social and economic benefits and fully demonstrates the ethnic unity and integrated development in Hotan and the achievements of Beijing’s aid to Xinjiang. In the annual design competition held by China Railway Tourism Alliance, the “Beijing-Hotan” line won the first prize, and has become a quality demonstration line of the China’s special tourist lines. In 2017, “Tianjin-Hotan” and “Anhui-Hotan” special trains were established as part of special trains to southern Xinjiang.

With the strong support from Zhejiang Provincial Bureau of Culture and Tourism and Shanghai Railway Group Corporation, the “Zhejiang-Aksu” special tourism train is established, which passes Xi’an, Xining, Urumqi, Turpan, Dunhuang and other cities and takes a total of 16 days per trip. It is the first all-soft sleeper to Aksu City, and the tourists receive warm reception from the people of Aksu. On the train, there are not only professional passenger service personnel, professional on-board doctors, but also tour guides



providing butler-like services for tourists along the journey to allow tourists to enjoy leisure time on the comfortable fully soft sleeper.

In response to the green and sustainable development strategy of “Driving agriculture and industry through tourism” formulated by Heilongjiang and Xinjiang, the “Heilongjiang-Altay” special train for aiding Xinjiang from Harbin to Altay is successfully established, which is the only special tourist train from Heilongjiang to Altay of Xinjiang Uygur Autonomous Region. It runs across 13 cities in six provinces of Heilongjiang, Jilin, Inner Mongolia, Gansu, Ningxia and Xinjiang and takes 14-16 days per trip. Since its establishment, all trips have been safe and punctual. No trip is affected because of the unreasonable arrangement of operation, and no complaint is filed because of unreasonable arrangement of carriages, which really allows tourists to experience the safety and comfort of special tourist trains. While generating great economic and social benefits, it has also become a special train helping the revitalization and development of Altay region in

Xinjiang. In order to promote the tourism and cultural exchange between Heilongjiang and Altay, a new mode of tourism exchange between the two places has also been created, that is, some berths are reserved when the special train departs from Harbin to take middle- and old-aged tourists in Altay to Heilongjiang when it returns to enjoy the beautiful scenery of Heilongjiang, which is highly praised by tourists from both places.

Results

Up to now, 16 “Beijing-Hotan” special tourist trains have been dispatched transferring a total of over 8,000 tourists. The “Beijing-Hotan” special tourist train has become a brand of Xinjiang aiding program as well as a demonstration project for industrial aid to Xinjiang. Besides, nine “Tianjin-Hotan” special tourist trains have been dispatched transferring a total of over 4,500 tourists; 2 “Hebei-Bayingol” special tourist trains have been dispatched transferring a total of over 1,000 tourists; 6 “Zhejiang-Aksu” special tourist trains have

been dispatched transferring a total of over 3,000 tourists; five “Anhui-Hotan” special tourist trains have been dispatched transferring a total of over 4,000 tourists; 18 “Heilongjiang-Altay” special tourist trains have been dispatched transferring a total of over 11,500 tourists. According to incomplete statistics, tourists on the special train spend about RMB 4,000 per capita in purchasing speciality souvenirs when attending the visits of fine jade, ethnic specialties and international bazaars organized by the local government during their stay in Xinjiang.

In addition to the above-mentioned special train products for aiding Xinjiang, the Railway Tourism Branch of China Association of Travel Services has also successfully established other special trains for poverty alleviation including the Hanzhong Poverty Alleviation High-speed Train and the red “Zunyi” train to allow passengers sense the revolutionary spirits and further promote economic cooperation and friendly exchanges between different places.

Experience and Inspirations

First, keep optimizing the route, improve and enhance the tourism service capabilities in reception organization, supervision and management, etc., employ the newly renovated high-standard special underbody for tourism, and select experienced tour leaders, escorts and crew members familiar with the route. Second, strengthen cooperation with local governments and build the cooperation mode of “railway tourism +”. Third, ask the organizers to make early arrangements and dispatch dedicated persons to the target area of support to provide tour guide training and business skill trainings on vehicle dispatching, etc. in early days of special train operation if the tourism industry in the destination is underdeveloped. Fourth, make full use of social media resources, such as cooperating with TV stations to carry out activities like “anchors leading the



tourist teams”, to keep expanding the social influence of special poverty alleviation tourist trains. Fifth, trade tourist products online with open windows of e-commerce platforms by allowing tourists to purchase products online through modern information-based means such as mobile APP or WeChat applet.

Next Step

In the next step, all member units of the Railway Tourism Branch of China Association of Travel Services will further sum up experience and make every effort to design and organize the special trains for poverty alleviation and recruit teams for them, especially special tourist trains to areas of extreme poverty like “a priority in the national poverty alleviation strategy” to give full play to the advantages of railway tourism to aid poverty alleviation and help contiguous poverty-stricken areas to shake off poverty.





河南信阳市新县田铺乡大湾村：耳目一新的“文创小店 + 乡舍农家 + 特色商品”旅游扶贫模式

Dawan Village, Tianpu Township, Xin County, Xinyang City, Henan Province:

Completely Innovative Tourism-Based Poverty Alleviation Mode of “Culture & Creative Shop + Farmhouse + Characteristic Commodities”

“ 摘要

田铺大湾村位于大别山青龙岭山下，距新县县城 24 公里。村落规模 4.6 平方公里，367 间房屋，81 户村民，295 人。村落房屋始建于明末清初，距今 400 余年，是典型的豫南民居，因其地理位置特殊，受中原文化、楚文化与徽派文化的影响，形成了土坯墙体、斜顶瓦房的独特建筑形式。作为中国传统村落、中国景观村落，田铺大湾村在保护性开发过程中走出了一条创新发展之路，形成了“文创小店 + 乡舍农家 + 特色商品”的乡村旅游产业扶贫新模式。

”

挑战与问题

田铺大湾村几年前还是一个不折不扣的贫困村、“空心村”，守着绿水青山，却找不到饭碗。村子的整体环境卫生差，房前屋后是旱厕和没有经过污水处理的牛栏、猪圈，垃圾随处可见。村庄基础设施差，进出村庄的道路是一条小泥土路，可以说是“晴天一身灰，雨天一身泥”；村子内排水不畅，污水横流；文化基础设施也相当落后。人的精神面貌也较差，村子里年轻人基本上外出务工，只有几十个留守老人带着孩子在家。缺乏产业支撑，地处深山区，山多地少，缺乏大规模发展特色种植的自然条件，再加上缺少专业人才带动，产业发展举步维艰。



然条件，再加上缺少专业人才带动，产业发展举步维艰。

措施

1. 彰显“豫风楚韵”特色，进行硬件升级，聚集旅游人气。村落集硬朗的北方民居和灵秀的南方户型为一体，极具豫风楚韵气息，田铺大湾村抓住这一特色，以美丽乡村建设与农村环境综合整治为契机，整体规划设计，先后投入 3000 多万元，按照“设施完善布局美、村容整洁环境美、创新增收生活美、乡风文明身心美”的标准进行基础设施建设和房屋布局提升，按照每平方米 500 元的奖补标准对民房进行整体粉刷包装，形成统一古色格调。不搞大拆大建，保留乡村文化肌理，让乡村更像乡村。正是因为保留了原汁原味的乡村文化，才让大量寻访乡愁的游客慕名而来。

2. 紧跟市场需求，建立文创小店。结合豫南文化特色与创客智慧，打造了“80 后记忆”“不期而遇”书店、“不秋草”竹编店、古韵茶舍等 20 余家豫南建筑特色小店，供游客或临窗品茗、找寻记忆，或体悟乡野、触发灵感。开发的田铺豆腐乳、天麻



油、山野菜等十多种品类丰富的豫风楚韵土特产品，也让全村的休闲旅游后备经济喷薄释放。

3. 突出“乡村创客”主题，搭建就业平台。成立三色农耕园艺合作社，与上海蔓乡旅游投资管理有限公司深度合作，以“乡村创客”为主题，将大众创业、万众创新与美丽乡村建设相结合，引导成功人士返乡投资，吸纳贫困群众广泛参与，构筑集融智、融资、融新、融创于一体的旅游开发机制。先后整合文创手工、文创艺术、微创企业、高校、传媒联盟等“双创”资源，汇聚青年创客团队先进的技术和理念，投入乡村民宿、手工艺和土特产品的创意设计和开发，形成了“处处有创意，户户是景点”的局面。

4. 优先使用本地贫困劳动力，提供就业岗位。将一批在家妇女、老人、回乡待业人员招聘到餐饮服务、商铺销售、卫生保洁等岗位，既实现了贫困人口家门口就业，又解决了“三留守”问题。如在手工绣品店铺“匠心工坊”当绣娘的韩光兰，因为田铺大湾旅游扶贫的兴起，韩光兰在“匠心工坊”每月底薪加提成可达2000元左右。在外地务工的农民韩光莹因为看到了家乡旅游扶贫的新机会，回到老家开办了村里的第一家乡村民宿，年收入10万余元。

5. 践行“文旅融合”路径，实现到户增收。田铺大湾村创客小镇作为重点文化旅游创新示范工

程，充分利用村落临近将军故里4A级景区的区位优势，厚植红色文化、将军文化、乡土文化，同时将创意文化融入美丽山水，以时尚文化增辉传统村落，坚持把文化元素注入旅游产业和产品开发全过程，打造了文艺气息浓厚的特色小店，开发乡村旅游产品，形成豫风楚韵浓郁，红色文化、创意文化交相辉映的文化旅游产业化发展格局。

成效

田铺大湾村用了不到两年的时间就成为河南省第一个创客小镇，2016年“十一”营业以来，已有60多个省内外创客团队和文旅策划机构前来考察调研，小镇累计接待游客超过150万人次，综合收入5亿元。

小镇已建成豫风楚韵农家乐20余家，乡村民舍10余家，开发手工艺旅游产品、种养殖土特产品30多种，年人均增收8000元，实现了“人人有工作，家家有收入”的就业增收目标。通过“房屋租金+工资薪金+年终股金”的利益联结模式，辐射带动了周边6个贫困村，193户贫困户以到户增收项目资金入股合作社并参与就业，实现稳定脱贫。

田铺大湾村以自己的独特、独有和独创，成为新县美丽乡村建设的一个特色亮点，为乡村旅游发展开启了新思路。新县通过实施乡村旅游富民工程，

打造了“九镇十八湾”乡村旅游品牌，利用大别山四季花、四时景，兴起了赏花经济，乡村旅游带动全县32个乡村旅游扶贫重点村11321名贫困群众实现稳定脱贫，84.34%的建档立卡贫困群众在旅游发展各环节受益，不断升温的乡村旅游成为推动老区群众脱贫致富的强劲引擎。

经验与启示

1. 不搞大拆大建，“民宿小巷”越来越灵动。不搞大拆大建，因地制宜、因势利导，把传统村落改造好、保护好，坚持生态优先、绿色发展。在规划设计时，重视对乡村原生态的保护和挖掘，在村子原有的基础上进行修补和升级改造，修旧如旧，既保留村庄原有传统村落的特色和风貌，又极大改善了村民的生活环境。

2. 整合双创资源，打造创客小镇。脱贫攻坚以来，穷山村念起“旅游经”，田铺大湾村里带领村民成立了合作社，通过整合双创资源，利用区域内众多的红色旅游资源和传统古村落的独特优势，搭建起了别具特色的创客小镇，吸引着越来越多的人前来。2015年，田铺大湾与上海蔓乡旅游投资管理有限公司合作，打造河南省首个创客小镇，将创客平台与文化旅游相结合，把创新创意融入美丽山水，以时尚元素增辉传统村落，打造了20余家特色小店，开发了品类丰富、层次多元的乡村旅游产品。不到



两年时间，黄墙黛瓦的百年古村实现华丽转身，独具特色的创客小镇吸引了八方游客的目光。

3. 依托红、绿、古优势，搞活乡村经济。田铺大湾是田铺乡发展乡村旅游的成功个例，也是新县近些年来发展全域旅游的缩影。近年来，按照“绿水青山就是金山银山”理念，新县县委提出“红色引领、绿色发展、古色保护”思路，全力打造全域旅游经济发展品牌。田铺乡党委、政府按照这一思路构架，依托“红、绿、古”旅游资源优势，探索出一条以红色文化游、绿色生态游、古色休闲游为主的乡村旅游发展模式，搞活了农村经济，提升了村民的生活品质和精神面貌，增强了群众的幸福感、获得感，处处洋溢着怡然自得、和谐幸福的生活气息，是以发展乡村旅游助推脱贫攻坚、推动乡村振兴的生动实践。

下一步计划

发挥田铺大湾的示范带动作用，以田铺大湾后续提升发展为主要依托，统筹整合田铺乡游客集散中心建设、集镇区改造提升、多彩响塘建设、黄毛尖旅游开发、非遗小镇及森林小镇等一批重点项目，着力打造红绿辉映、古色新意的特色小镇。

积极引导群众开办民宿，实行合作社统一管理，对现有民宿提档升级，提升服务功能，促进业态多元化发展，开发大湾特色的文创产品，开展特色文化活动，持续保持大湾活力，让大湾时刻具有新鲜感，推动乡村景点市场化、品质化、产业化发展，着力使乡村旅游发展与农户（贫困户）之间形成紧密的利益联结关系，走上可持续发展道路，形成长久的扶贫效益，避免“昙花一现”。

“ Abstract

Located at the foot of Qinglongling, Dabie Mountains and 24 kilometers away from Xin County, Tianpu Dawan Village covers an area of 4.6 square kilometers and has 367 houses, 81 households and a population of 295. Built in the late Ming Dynasty and early Qing Dynasty, the village with typical residential houses in southern Henan has had a history of more than 400 years. Because of the special geographical location, it is influenced jointly by the Central Plains culture, Chu culture and Hui culture and has developed a unique architectural style characterized by adobe walls and sloping roofs. As a traditional Chinese village with the typical village landscape in China, Tianpu Dawan Village has explored an innovative path of development during the protective development and built an innovative village tourism-based poverty alleviation mode characterized by “culture & creative shop + farmhouse + characteristic commodities”.

”

Challenges and Problems

Just a few years ago, Tianpu Dawan was still an impoverished village and “hollow village”. The villagers live near the splendid lucid waters and lush mountains, but couldn’t earn enough for living. The village used to have a very bad hygiene environment. Pit toilets and pigsty without sewage treatment were built in front of and behind the houses, and garbage were scattered everywhere. The infrastructure of the village was very weak. The access to the village was a small dirt road, which brought dirt in sunny days and mud in rainy days. Due to insufficient drainage facilities, sewage ran across the village. The cultural infrastructure was also quite weak. What’s also weak is people’s spirit. Most of the youth chose to leave the village to hunt for jobs with only dozens of aged people at home with children. Due to the insufficient industrial support, the remote location and the lack of cultivated

land, natural conditions required for the development of large-scale characteristic planting and professional talents, it was very hard for the village to develop.

Measures

1. Highlighting the styles of “Yu and Chu” and upgrading infrastructure to attract tourists. The village is a combination of northern China dwellings and southern China dwellings and mixes the styles of Yu and Chu together. Based on this feature and taking the opportunity of the construction of beautiful villages and comprehensive improvement of rural environment, Tianpu Dawan Village formulated a general plan and invested a total of more than RMB 30 million to enhance the infrastructure and house layout following the standard of “complete and elegant infrastructure, neat village environment, rich life and sound culture”. An award of RMB 500 per square meter is granted

to encourage villagers to paint the houses to form the consistent ancient style across the village. It avoids massive construction and demolition and maintains the basic elements of rural culture to make the village look like a village. It is just because of the preservation of the original rural culture that a large number of tourists missing their hometown which no long exists come.

2. Closely following with the market demand and opening culture & creative shops. Combining the characteristics of southern Henan culture with the wisdom of makers, more than 20 shops in the architectural style of southern Henan are opened, including the bookshops of “Memory of the post-80s”, “Unexpected encounter”, “Buqiucao” bamboo weaving shop and ancient style tea houses, for tourists to have tea by the window, ponder or appreciate the rural scenery. More than ten kinds of local products are developed, such as Tianpu bean curd, Tianma oil and wild vegetables, which also promotes the “trunk economy” of leisure tourism.

3. Highlighting “village maker” and building an employment platform. The village establishes the Sane farming and gardening cooperative and conducts profound cooperation with Shanghai Manxiang Tourism Investment Management Co., Ltd. Centering around the theme of “village maker”, it combines mass entrepreneurship and innovation with the construction of beautiful villages, encourages successful people to return home to invest in business and mobilizes impoverished people to participate in the initiative so as to build a tourism development mechanism integrating intelligence, financing, innovation and creation. It has successively integrated “mass entrepreneurship and innovation” resources in arts, creative and crafts enterprises, universities and media alliances to bring together the advanced technologies and concepts of young makers for the creative design and development of farmhouses, handicrafts and local products, thus realizing “creative ideas in every place and sceneries in

every household”.

4. Giving priority to the employment of local impoverished people and providing local employment opportunities. A group of women, elderly, and migrant workers returning to the hometown are employed to provide catering services, sell products and do cleaning tasks, which not only helps impoverished people realize working near their homes, but also solves the problems of “leftover children, women and elderly”. For example, Han Guanglan, who works as an embroiderer in the “Ingenuity Workshop”, a handmade embroidery shop, can earn about RMB 2,000 per month because of Tianpu Dawan poverty alleviation program. Seeing the opportunities brought by the tourism-based poverty alleviation program, Han Guangying, who used to be a migrant worker, returns to the hometown and opens the first rural homestay in the village with an annual income of more than RMB 100,000.

5. Combing culture and tourism to increase the income of each household. As a key cultural tourism innovation demonstration project, the “Maker Town” in Tianpu Dawan Village makes full use of its geological advantage of locating near the 4A-level scenic spot “Hometown of the General” to develop the red culture, general culture and rural culture. Besides, it integrates creative culture into beautiful landscapes and enhances the traditional village with fashion culture. By keeping



infusing cultural elements into tourism and product development, it opens many characteristic shops with strong literary and artistic atmosphere and develops many rural tourism products, forming a cultural tourism development pattern including Yu and Chu cultures, red culture and creative culture.

Results

Tianpu Dawan Village built the first “maker town” of Henan Province in less than two years. Since its opening in November 2016, more than 60 maker teams and cultural tourism planning agencies in and out of Henan Province have visited the town for survey. The “maker town” has received more than 1.5 million tourists and earned a total income of RMB 500 million.

The “maker town” now has more than 20 agritainment houses in Yu and Chu styles and more than 10 rural homestays, and produces more than 30 kinds of tourism handicraft products and local products. It has increased the annual per capita income by RMB 8,000 and realized the employment and income increase target of “providing jobs to every person and income to every household”. Through the interest linkage model of “house rent + salary + dividend distribution”, it also benefits 193 impoverished households in six impoverished villages nearby who make investments in and join the cooperatives with the funds granted under the “household income increase” project and get jobs



from the cooperatives to earn stable income and shake off poverty.

Based on its unique resources and innovative approach, Tianpu Dawan Village has become a star with own characteristics of Xin County in the construction of beautiful countryside, and opens up a new path for the development of village tourism. Through the implementation of the village tourism development project, Xin County has built a village tourism brand consisting of “Nine Towns and Eighteen Bays” and has developed a flower appreciation economy by making use of the flowers and sceneries in four seasons of Dabie Mountains. Thanks to rural tourism, 11,321 people in 32 key rural tourism-based poverty alleviation villages in the county have shaken off poverty and 84.34% of the registered impoverished people are benefited from different procedures of tourism development. The developing village tourism has become a powerful engine to help people in the old revolutionary regions to get rid of poverty.

Experience and Inspirations

1. Avoiding massive construction and demotion and preserving flexible “farmhouse and small allies”. The development shall be based on local conditions and situation without massive construction and demotion. The traditional villages shall be well renovated and preserved by prioritizing ecology and highlighting green development. In the planning and design, attention should be paid to the protection and utilization of the original ecology of village, and the renovations and upgrades should be based on the original appearance of village in order to preserve the characteristics and style of the traditional villages while greatly improving the living environment of villagers.

2. Integrating “mass entrepreneurship and innovation” resources to build the “maker town”. Since the implementation of poverty alleviation



initiative, many impoverished mountain villages have resorted to tourism. Tianpu Dawan Village organizes cooperatives of villagers and builds a unique “maker town” by integrating “mass entrepreneurship and innovation” resources and utilizing the abundant red tourism resources in the region and the unique advantages enjoyed by the ancient village, thus attracting more and more people. In 2015, Tianpu Dawan Village built the first “maker town” of Henan Province with Shanghai Manxiang Tourism Investment Management Co., Ltd., which combines the “maker platform” and culture tourism, integrates creative culture into beautiful landscapes and enhances the traditional village with fashionable elements. It has opened over 20 characteristic shops and developed diverse and multi-level village tourism products. In less than two years, the century-old village with yellow walls and dark green tiles has realized a wonderful transformation, and the unique “maker town” is attracting tourists from all directions.

3. Invigorating the rural economy relying on advantages in red tourism resource, green mountains and historic heritage. Tianpu Dawan is a successful example of developing village tourism in Tianpu Township as well as the epitome of all-for-one tourism development in Xin County in recent years. Following the concept of “Lucid waters and lush mountains are invaluable assets”, the CPC Committee of Xin County presented the idea of “red tourism, green development, heritage protection” in recent

years to spare no efforts in building the all-for-one tourism brand. Under the framework of the idea, the CPC committee and government of Tianpu Township has developed a village tourism development mode focusing on red culture tourism, green ecology tourism and historic heritage-based leisure tourism, which invigorates the rural economy, improves the villagers’ quality of life and spirits, and enhances the people’s sense of well-being and fulfillment. The village of ease, harmony and happiness is a vivid representation of achievements of poverty alleviation and village revitalization based on rural tourism.

Next Step

By fully utilizing the model set by Tianpu Dawan Village and mainly based on the future upgrading and development of Tianpu Dawan Village, a batch of key projects, including the construction of Tianpu tourist center, renovation of town markets, construction of colorful Xiangtang, Huangmaojie tourism development, intangible cultural heritage town and forest town, will be integrated to build a number of colorful and characteristic towns with ancient charm and fashionable appeal.

Active efforts will be made to encourage villagers to establish new homestays centrally managed by the cooperatives, and the existing homestays will be upgraded to enhance the service capability and promote diversified development of the industry. Work will be done to develop cultural and creative products with Dawan characteristics and hold characteristic cultural events to maintain the vitality and freshness of Dawan, drive the quality, market-oriented and industry-based development of rural tourism, build a close interest linkage relationship between rural tourism development and farmers (impoverished households), realize sustainable development and long-term poverty alleviation effects and avoid “a flash in the pan”.



万达集团“包县”帮扶项目： 企业通过全要素投入推动可持续脱贫

“Counterpart Support for Counties” Project of
Wanda Group:
Enterprises Promote Sustainable Poverty Alleviation through
Total Factor Input

“ 摘要

企业扶贫的全要素模式是指企业不仅进行产业扶贫发展经济、增加就业，还从教育、社会兜底等其他方面实施扶贫项目，实现经济、教育、信心、社会环境等全方位的提升，最后达到可持续脱贫的效果。万达集团通过包县帮扶贵州黔东南州丹寨县，使丹寨万达小镇从默默无闻的贫困县，一跃成为黔东南州的“旅游新星”。万达丹寨扶贫从实践过程看，反映出“动力、过程、结果”系统解决贫困问题的工作思路；从实践行为看，体现出“把企业家精神注入到扶贫事业中”的突出特点；从实践结果看，不仅解决物质上短期贫困问题，还追求从精神、行为、社会和文化方面谋求长期的扶贫效果。

万达企业扶贫的经验可以总结为：真心投入、社会创业、科学决策、机制创新、专业运营、注重实效、深度融合、持续发展。该模式对企业参与扶贫开发颇有借鉴价值，对贫困地区的可持续脱贫意义重大。

”

挑战与问题

大量关于贫困的研究与实践表明，导致贫困的原因是一个复杂的系统，而非个别因素使然。因此把贫困归咎于自然生态条件、资金、技术，或者人口素质的观点都不具有完全的说服力，因为从贫困经济运行的不同侧面固然可以寻求出不同原因，但是各个单独侧面原因都无法完整地概括贫困的综合成因。

2011年丹寨县贫困发生率为49%，全县大约一半是贫困人口。万达集团注重扶贫工作，结合20余年的扶贫经验，从丹寨县的贫困实际情况出发，开创性提出企业包县扶贫的方案，即万达集团承诺帮扶丹寨县在2019年实现全县整体脱贫。通过大胆实践，万达在丹寨县兴办丹寨职业技术学院、建设丹寨万达小镇、每年发放兜底扶贫资金，这些扶

贫项目的实施不仅对减轻丹寨贫困问题具有立竿见影的好处，而且将对丹寨扶贫起到长期的效果。

措施

2014年万达集团与丹寨县政府签订包县扶贫协议，先后捐资约21亿元在丹寨县开展长期、中期、短期扶贫项目。约3亿元建设贵州万达职业技术学院，通过教育扶贫提高当地人口的教育水平、职业技能，达到长期扶贫的效果；约13亿元捐建丹寨万达小镇，通过旅游产业促进地方经济增长，增加就业岗位，起到一人就业全家脱贫的扶贫效果；约5亿元设立万达产业扶贫基金，每年拿出约5000万元万达产业扶贫基金设置扶贫劳动公益性岗位，开展生产（劳动）扶贫奖补、对特殊人群生产生活救助。



其中，大部分扶贫工作主要是依托丹寨县万达小镇进行的，通过建立丹寨小镇，实施囊括就业、医疗、教育、生产等的综合扶贫。丹寨万达小镇的建设开发与运营管理可以总结为三个阶段：提供动力、控制过程、落实效果（如下图）。



万达丹寨小镇扶贫项目的实施过程

1. 提供动力。一方面，政府提供政策，发挥行政力量支持扶贫项目快速启动。2014年12月万达集团与丹寨县政府签约以后，丹寨县政府成立了10个人编制的工作专班，专门对口协调和服务万达集团的扶贫工作。另一方面，企业投入资金、专业团队，配套产业资源。万达集团对建设丹寨万达小镇非常重视，成立丹寨万达商业管理公司，负责建设运营。

2. 控制过程。第一，万达在扶贫项目选择上形成了一套严密的机制。立项、形成初步思路、实地调研、多方论证、方案优化、方案落地、效果评估、董事长最终决策，程序严格。综合权衡之后，万达集团才决定建设丹寨万达小镇。第二，科学执行。一是在时间把控上，速度就是生产力，果断决策非



常重要；二是在科学性把控上，方案论证、方案优化必须科学理性，宁缺毋滥，杜绝任何形式的武断马虎、不负责任；三是在质量把控上，万达利用领先设计技术、先进管理方法，保证施工质量。

3. 落实效果。第一，在经济层面上。丹寨万达小镇为劳动力转化为经济价值提供平台，丹寨万达小镇创造了保安、环卫、服务员等1255个就业岗位，人均增收2.7万元。第二，在精神与行为方面。定期召开商户培训，从商业理念、服务技能、职业素养等方面改变人们的思想和行为。第三，在社会与文化方面。传统手工艺产品得到复兴，当地非物质文化遗产得以传承和发展。

成效

1. 丹寨万达小镇开业以来对丹寨脱贫起到了显著的效果。第一，丹寨县贫困人口的经济收入增加显著。丹寨万达小镇2017年累计接待游客550万人次，是2016年丹寨全县游客数量的600%；丹寨县旅游综合收入约24.3亿元，是2016年全县旅游综合收入的443%；带动全县1.6万个贫困人口实现增收。第二，新增就业岗位减少了丹寨县贫困人口数量。小镇开业以来，共带动丹寨超过20个产业全面发展，全面带动卡拉村、泉山村、甲脚村、石桥村等27个景区和旅游村寨游客量持续增加，直接或间接创造出1.6万就业岗位，减少了贫困人口数量5.65万人。第三，丹寨县贫困发生率持续

下降。2011年丹寨县贫困发生率为49%，全县大约一半是贫困人口。但是到了2016年丹寨县贫困发生率减少到22.71%，2017年丹寨县贫困发生率继续减少到16.62%。

2. 万达丹寨包县扶贫具有可持续性效果。第一，对当地居民的调查显示，一年来丹寨群众的生活质量提升、学习进取意愿增强、社会交往增加、生活满意度显著提高。第二，万达将现代商业理念带入丹寨，使丹寨人转变思想观念，积极参与旅游产业，努力改变落后现状。第三，丹寨万达小镇提高了人们的生活满意度，因为其提供了休闲游玩场所，创新了更多特色商品，展示了丹寨特色文化，增加了丹寨老百姓的自豪感。第四，万达对丹寨县教育事业和传统文化复兴起到推动作用。万达职业技术学院为丹寨学子创造了接受职业教育的机会，丹寨万达小镇也为复兴丹寨县传统民族文化产业提供平台。

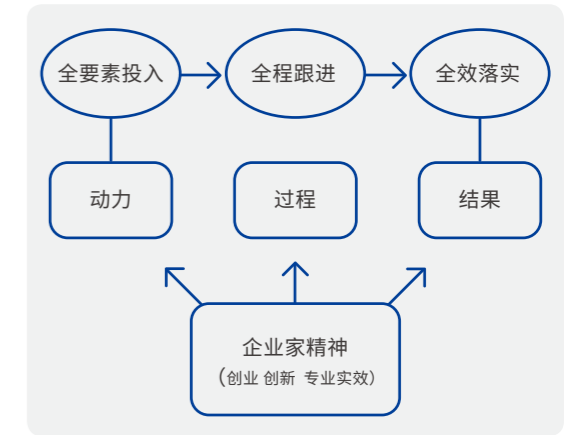
典型案例：刘开芬（48岁）一家4口，老公生病无劳动能力，两个女儿在上学，一家人就靠刘开芬一人支撑。2017年，万达进入丹寨后，刘开芬先是拿到了万达扶贫产业基金发放的约6000元分红，又在小镇的国春银饰找到了工作，每月基本工资加分红能有约3100元，一年增加4万多元的收入，生活条件大大改善。

经验与启示

1. 企业机制、专业运营，能提高扶贫项目的效率，放大扶贫效果。在扶贫实践中，由企业包县参与扶贫，全程跟进扶贫事业，有助于把控扶贫过程，提高扶贫效率。从动力注入、资金支持，到形成方案、优化落实，再到效果评估、各项跟进等方面，企业专业运营可以高效、科学、高质量推进扶贫事业的发展，放大扶贫效果。

2. 万达丹寨扶贫实践形成的企业扶贫的全要素模式，可供其他企业借鉴使用。万达丹寨扶贫可称

为“用企业家精神扶贫的全要素模式”。具体如下图所示。



用企业家精神扶贫的全要素模型

下一步计划

万达集团将继续用企业家精神扶贫的八项经验推动扶贫。丹寨扶贫项目从实践过程看，反映出“动力、过程、结果”系统解决贫困问题的工作思路；从实践行为看，体现出“把企业家精神注入到扶贫事业中”的突出特点；从实践结果看，不仅解决物质上短期贫困问题，还追求从精神、行为、社会和文化方面谋求长期的扶贫效果。该模式具有普适性，可供其他企业借鉴使用，具有推广价值。



“ Abstract

In the total factor model of enterprises for poverty alleviation, the enterprises not only carry out industrial poverty alleviation to promote economic growth and increase employment, but also implement poverty alleviation projects from other aspects such as strengthening educational and social assistance, so as to achieve improvements in the economy, education, confidence, social environment, etc. and sustainable poverty alleviation. Thanks to the counterpart support provided by Wanda Group for Danzhai County in Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province, Danzhai Wanda Town has developed from an obscure and impoverished county into an “attractive tourist destination” in Qiandongnan Prefecture. Looking back at the process of Wanda’s poverty alleviation practices in Danzhai, we can conclude the working idea of using the “motivation, process, and result” system against poverty; seen from actual actions, the outstanding characteristic is to “inject entrepreneurial spirit into the poverty alleviation cause”; seen from the practical results, it not only solves short-term poverty in materials, but seeks long-term poverty alleviation at the spiritual, behavioral, social and cultural levels.

The experience in poverty alleviation of Wanda Group is summarized as follows: sincere investment, social entrepreneurship, scientific decision-making, mechanism innovation, professional operation, practical results, deep integration and sustainable development. This model is of great reference value for enterprises to participate in poverty alleviation and development, and will contribute a lot to sustainable poverty alleviation in impoverished areas.

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Challenges and Problems

A large number of studies and practices on poverty have shown that poverty is caused by a complex system rather than individual factors. Therefore, it’s not completely convincing to attribute poverty to natural ecological conditions, capital, technology or the quality of population. This is because although different causes can be found from various operation aspects of the poverty economy, the comprehensive causes of poverty can’t be completely summarized by any single cause.

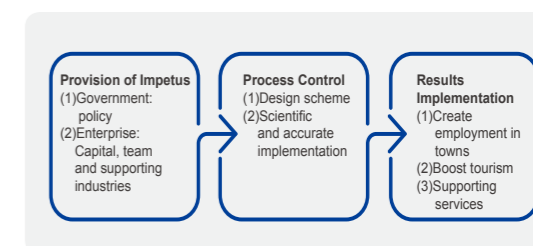
In 2011, the poverty headcount ratio of Danzhai reached 49%, with the impoverished people accounting for about half of the county’s population. Wanda Group has attached great importance to poverty alleviation, and first proposed the poverty alleviation program through counterpart support for counties based on twenty years of experience in poverty alleviation and actual poverty conditions in Danzhai County. Specifically, Wanda Group has pledged to lift Danzhai County out of poverty by 2019. Wanda boldly took various poverty alleviation measures such as establishing the Vocational and Technical College in Danzhai County, building Danzhai Wanda Town and distributing poverty alleviation assistance funds every year. The implementation of these poverty alleviation projects will not only bring immediate benefits to poverty alleviation in Danzhai County, but will have a long-term effect on poverty alleviation in Danzhai.

Measures

In 2014, Wanda Group signed a poverty alleviation agreement with the Government of Danzhai County on successively contributing about RMB 2.1 billion to carry out short-, medium- and long-term poverty alleviation projects in Danzhai County, of which about RMB 300 million will be used to build Guizhou Wanda Vocational and Technical College so that the education

level and vocational skills of local population can be improved through education poverty alleviation and long-term poverty alleviation effect can be achieved; about RMB 1.3 billion will be used to build Danzhai Wanda Town to promote local economic growth and create jobs through the tourism industry, thus generating the effect of whole-family poverty alleviation driven by one person employed; and about RMB 500 million will be used to set up the Wanda Industrial Poverty Alleviation Fund that will allocate about RMB 50 million to set up poverty alleviation public welfare posts, and provide awards and subsidies for poverty alleviation through production (labor), as well as work and life assistance to special groups.

In this process, most poverty alleviation work is mainly carried out by relying on Danzhai Wanda Town. Through the establishment of Danzhai Town, the comprehensive poverty alleviation is implemented, covering employment, healthcare, education, production, etc. The construction, development, operation and management of Danzhai Wanda Town can be divided into three stages: provision of impetus, process control and results implementation, as shown in the figure below.



Implementation process of the poverty alleviation project in Wanda Danzhai Town

1. Policies and gives full play to its administrative power to support the rapid launch of poverty alleviation projects. In December 2014, Wanda Group signed a contract with the Government of Danzhai County. After that, the latter set up a special working group composed of 10 people who are responsible for coordinating and serving Wanda Group’s poverty

alleviation work. On the other hand, the enterprises invest capital, assign professional teams and provide industrial resources. Wanda Group has paid high attention to the construction of Danzhai Wanda Town, and established Danzhai Wanda Commercial Management Company to be responsible for construction and operation matters.

2. Process control. First, Wanda has formed a strict selection mechanism for poverty alleviation projects, covering project approval, formation of preliminary ideas, field research, multi-demonstration, program optimization and implementation, effect evaluation, final decision by the chairman and strict procedures. After taking various factors into consideration, Wanda Group has decided to build Danzhai Wanda Town. Second, scientific execution. (a): Time control. Speed is productivity, so it's very important to make decisions with determination; (b) Scientific control. The program demonstration and optimization must be scientific and rational, rather than excessive. Put an end to any form of arbitrariness, carelessness and irresponsibility; (c) Quality control. Wanda Group has used leading design technologies and advanced management methods to ensure construction quality.

3. Results implementation. First, the economic level. Danzhai Wanda Town provides a platform for the transformation of labor force into economic value. It has created 1,255 jobs of security guards, sanitation workers and waiters, with an average income increase of RMB 27,000 per capita. Second, spirit and behavior level. Organize trainings for merchants on a regular basis, and change their thinking and behavior in terms of business philosophy, service skills, and professional quality. Third, social and cultural level. Promote the revival of traditional handicraft products, and the inheritance and development of local intangible cultural heritages.

Results

1. Since the opening of Danzhai Wanda Town, it

has significantly promoted the poverty alleviation in Danzhai County. First, the economic income of the poverty-stricken population in Danzhai County has increased significantly. In 2017, Danzhai Wanda Town received 5.5 million tourists, 600% of the total number of tourists in 2016; the comprehensive tourism revenue of Danzhai County recorded about RMB 2.43 billion, 443% of the total tourism revenue in 2016; 16,000 impoverished population increased their income. Second, the new jobs created have helped Danzhai County reduce the number of poverty-stricken population. Since Danzhai Wanda Town was opened, it has driven the integrated development of more than 20 industries in Danzhai County, and continuously attracted an increasing number of tourists to 27 scenic areas and tourist villages, including Kala Village, Quanshan Village, Jiajiao Village and Shiqiao Village, directly or indirectly creating 16,000 jobs and reducing the number of poverty-stricken population by 56,500. Third, the poverty headcount ratio in Danzhai County has continued to decline. In 2011, the poverty headcount ratio of Danzhai reached 49%, with the impoverished people accounting for about half of the county's population. However, by 2016, the poverty headcount ratio of Danzhai County had been reduced to 22.71%, and in 2017, it continued to decrease to 16.62%.

2. The counterpart support provided by Wanda Group to Danzhai County has generated a sustainable effect of poverty alleviation. First, a survey among local residents shows that, in the past year, the life quality of local people has been improved, their willingness to learn and make progress has been enhanced, their social contacts have been increased, and their life satisfaction has been significantly improved. Second, Wanda Group has brought modern business concepts into Danzhai that helped local people change their ideas, actively participate in the development of tourism industry, and strive to change the backward status quo. Third, Danzhai Wanda Town has provided the place for leisure and entertainment, innovated more characteristic products and showcased the characteristic culture of Danzhai County, increasing the pride of local

people and improving their life satisfaction. Fourth, Wanda Group has played a positive role in promoting the educational cause and revival of traditional culture in Danzhai County. Wanda Vocational and Technical College has created opportunities for students in Danzhai County to receive vocational education, while Danzhai Wanda Town provided a platform for the renaissance of traditional national cultural industries in Danzhai County.

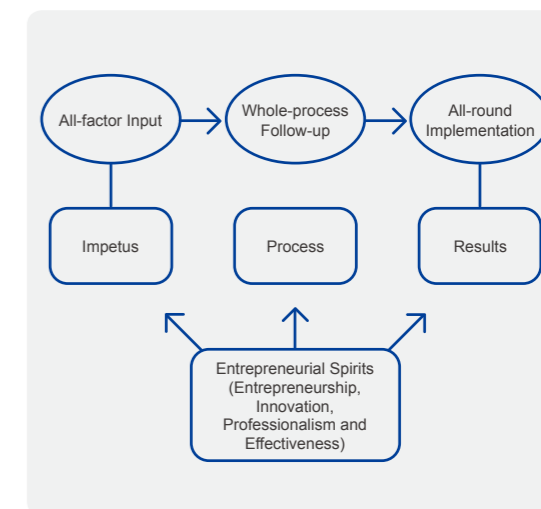
Typical cases: Liu Kaifen (48 years old) is from a family of four members. Her husband is sick and unable to work, and two daughters are at school. The whole family is supported by Liu Kaifen alone. In 2017, after Wanda Group entered Danzhai, Liu Kaifen first received about RMB 6,000 in dividends from the Wanda Poverty Alleviation Industrial Fund, and then found a job in Guochun Silver Jewelry in the town. She can receive the monthly basic salary plus dividends of about RMB 3,100 and increased her annual income of about RMB 40,000, greatly improving the living conditions.

Experience and Inspirations

1. Enterprise mechanism and professional operation can improve the efficiency of poverty alleviation projects and magnify the effect of poverty alleviation. In the practice of poverty alleviation, the enterprises will provide counterpart support to counties and participate in and follow up the poverty alleviation work throughout the process, which helps to control the poverty alleviation process and improve the efficiency of poverty alleviation. From impetus injection, financial support, to the formation, optimization and implementation of plans to effect evaluation and various follow-ups, etc., the professional operation of enterprises can promote the development of poverty alleviation in an efficient, scientific and high-quality manner, and magnify the effect of poverty alleviation.

2. The total factor model of enterprise poverty alleviation practiced by Wanda Group in Danzhai

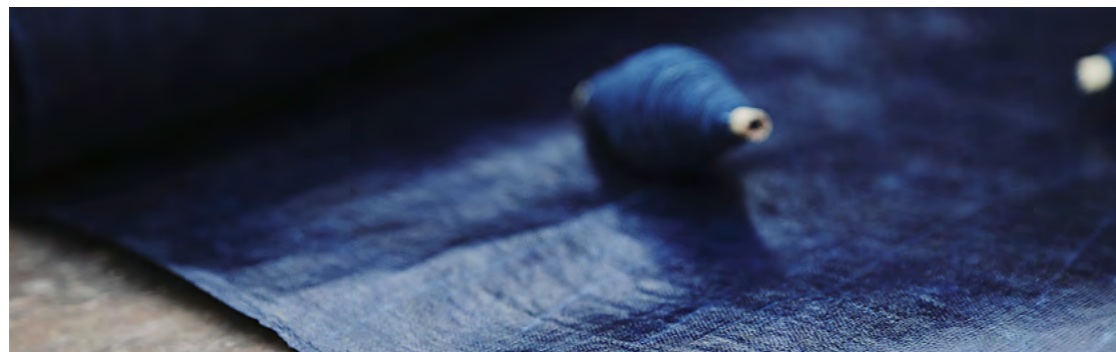
County can be used for reference by other enterprises. The poverty alleviation practices of Wanda Group in Danzhai can be called as "a total factor model of poverty alleviation with entrepreneurial spirits". The details are shown in the figure below.



A total factor model of poverty alleviation with entrepreneurial spirits

Next Step

Wanda Group will continue to promote poverty alleviation with its eight experience in poverty alleviation through entrepreneurship. Looking back at the process of the poverty alleviation project in Danzhai, we can conclude the working idea of using the "motivation, process, and result" system against poverty; seen from actual actions, the outstanding characteristic is to "inject entrepreneurial spirit into the poverty alleviation cause"; seen from the practical results, it not only solves short-term poverty in materials, but seeks long-term poverty alleviation at the spiritual, behavioral, social and cultural levels. The model is of universal relevance and promotion value, and can be used by other enterprises for reference.



穷游网： 以文创产品为抓手，“文创 + 旅行”的多维 扶贫实践

**QYER: Multi-dimensional Poverty Alleviation Practices of
“Cultural and Creative Industry Development + Tourism”
Supported by Cultural and Creative Products**

“ 摘要

榕江县位于贵州省东南部，隶属黔东南苗族侗族自治州。这里有良好的文旅发展条件和丰富的旅游资源，但当地的文化内核及资源特色未被挖掘和包装，更缺少网络平台的曝光及引流。穷游网利用自身网络平台的优势，坚守“负责任的旅行”的理念，将文创产品打造经验应用于榕江县党细村的扶贫项目，制作了当地特色的文创产品，并借助平台流量和社群优势，将榕江县党细村的文化、旅游与广大旅行者互联，帮贫困地区挖掘市场价值，开展“文创 + 旅行”的多维扶贫实践。

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挑战与问题

贵州省榕江县塔石乡党细村是贵州黔东南地区富有民族特色传统的苗族村寨。这里建档立卡的贫困户有 634 人，贫困发生率达 52.6%。榕江县因被山水阻隔，铁路网也是几年前才开通，这里的发展相对落后，但传统文化、民俗得以保留传承，也被称为“世间桃花源”。也因此，当地的文化内核及资源特色并未被挖掘和包装，且极其缺少平台流量的曝光引流。



措施

作为国内领先的旅行生活分享平台，穷游网目前已有近亿用户，并且多年前就开始孵化文创产品，上线了旅行文创品牌“JNE”，并利用线上媒体优势进行文化和旅游宣传，积累了丰富的创意营销经验。

网站将制作文创产品的经验应用于榕江县党细村的扶贫项目，挖掘蓝染文化及匠人精神，打造了独具特色的蓝染旅行手账本。并通过媒体传播，将榕江县党细村的文化、旅游与广大旅行者互联。帮



贫困地区挖掘市场价值，实现“文创+旅行”的多维扶贫实践。

1. 挖掘文旅特色，为提升目的地市场价值奠定基础。深处黔东南的榕江县，森林覆盖率超过70%，是苗侗文化的祖源地。隐藏在大山里遗世独立，也得以保留了最原始的自然生态和乡土人情。榕江县党细村这个位于高山之巅的村落，有着近千名天生手艺人。苗族的蜡染、刺绣这些苗寨老祖留下来的传统技艺，一直传承至今。蓝靛染是这里的特色文化之一。这是中国的一种古老的草木印染工艺，每块布料都由手艺人亲手印染，别具一格。纯手工打制的苗银更是当地苗族的代表元素。从文化资源和旅游资源两个方面，榕江县都具有优质的文旅市场价值。由资深旅游编辑、设计师及旅行达人组成的文创小组，对目的地展开了实地考察、在地交流和主题分析。

2. 利用文创开发经验，开创新型扶贫模式。凭借多年积累的文创开发、制作、推广的经验，结合前期的文化挖掘，用“蓝靛染”“苗银”“旅行”

三大元素，最终融合打造了独具中国民族风的——蓝染旅行手账本。榕江县的手艺人亲自染的布料做的外皮，用苗银纯手工敲制的封扣，体现了民族手作的细腻感，使用时还可闻到天然的草木香气。手账内页用穷游网的IP形象“彼得北”设计了插画日历，每页都绘有不同的形象及旅行指南，将文化、旅行与创意三者彻底融合。此外，随附手账本还设计了贴纸、收纳袋等实用周边小物，将文旅特色与文创巧思紧密结合。

3. 借助平台流量及社群优势，为贫困地区引流。充分发挥在线旅行平台的优势，将定制的手账本针对两类人群做精准营销推广。首先，将手账本分享给商业合作伙伴，也就是将文创扶贫的成功模式传递到行业内，从行业侧引起对扶贫的关注，为贫困县获得更多的订单机会。其次，近亿用户可通过网红达人口碑传播、流量倾斜、用户互动等形式，帮榕江县以文创的内核，获得曝光和关注，并吸引旅行者前往。此外，蓝染手账本还上架了穷游官方旗舰店进行销售，帮当地获得更多的收入。



成效

穷游网贵州榕江县的文创扶贫项目，是利用当地传统特色实施的扶贫项目，帮助当地村民实现家门口就业。网站与党细村本地的姊妹蜡染刺绣合作社合作，在单次的项目上，输出了十万余元的文创产品订单，共有10户贫困户参与了文创产品的生产制作。在提升当地村民的收入的同时，还帮助当地合作社增加了妇女就业机会。

通过整合营销，使“蓝染手账本”在全网曝光近8000万次，将当地文化和旅游资源传递给旅行者，帮助当地文旅“走出去”。此外，还将蓝染手账及扶贫模式分享给近200家商业品牌，为党细村文创产品的后续合作建立了有效联系。根据后期合作社及村民调研的反馈，当地旅游人数也有显著的增长。

穷游网一直致力于推广“负责任的旅行”，而文创扶贫也是其在该项目内的一个新的实践，在人民网主办的第十三届人民企业社会责任颁奖典礼中，荣获了“年度案例奖”。



也将这些内容传播、分享给网站的用户，将贫困地区的文旅精髓，传递给精准的旅行人群，带旅行者“走进”，帮贫困地区“走出来”。

经验与启示

1. 挖掘文旅内核，可持续发展。利用内容运营及文创推广经验，帮助贫困地区挖掘更深层、更社会化的市场价值和立意，让目的地“文旅”圈、让当地人利用传统手艺实现可持续发展。

2. 创意IP模式，实现快速复制。文创IP扶贫“小而精”，从文化挖掘、产品包装，再到宣传销售，有明确的实操链条，且市场受众清晰，主要是现今作为消费主力的年轻群体。此模式可快捷地复制到其他贫困地区，实现扩散型的扶贫打法，同时也进行了文旅发展的大方向。

3. 互联网平台的链接作用。网站通过多年发展已积累无数旅行先锋人群，并持续在旅行及文化领域进行深耕。在挖掘深度文化及旅行玩法的同时，

下一步计划

穷游网在文创IP扶贫的模式上进行了创新的尝试，并取得了一些成果。2019年，发挥深度旅行线路的经验，联手Airbnb为贫困地区定制了CityWalk线路等，并上线售卖，帮助村民开拓旅行资源的多维利用，创造更多就业岗位。此外还在多个贫困地区举办了培训沙龙，将网站的领队运营管理经验传递给贫困村民，实现授人以渔。

下一步，穷游网将更加规范文创扶贫模式，快速便捷地复制到更多的贫困地区；扩大扶贫规模，号召更多品牌加入，产出更多产品订单；同时，也致力于延展更多方向，如利用穷游社群的优势，让用户更多地参与到扶贫项目中，使更多的人可以加入到脱贫攻坚和乡村振兴的事业中来。

“ Abstract

Located in the southeast of Guizhou Province, Rongjiang County is under the jurisdiction of Qiandongnan Miao and Dong Autonomous Prefecture. In spite of boasting good conditions for cultural and tourism development and rich tourism resources, the core of local culture and resource characteristics of Rongjiang County have not been tapped and packaged, lacking traffic channeling and exposure on online platforms. QYER has, by exerting its own advantages as an online platform and upholding the concept of “Responsible Travel”, applied its experience in creating cultural and creative products to the poverty alleviation project in Dangxi Village in Rongjiang County and produced cultural and creative products with local characteristics. It also gives full play to the platform’s traffic and online community advantages to connect the culture and tourism of Dangxi Village in Rongjiang County with travelers, assist poverty-stricken areas in tapping the market value and carry out multi-dimensional poverty alleviation practices of “Cultural and Creative Industry Development + Tourism”.

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Challenges and Problems

Dangxi Village, Tashi Town, Rongjiang County of Guizhou Province is a traditional Miao village with unique ethnic characteristics in the southeast of Qiandongnan Miao and Dong Autonomous Prefecture in Guizhou. This region has a filed impoverished population of 634, and a poverty headcount ratio of 52.6%. Blocked by mountains and rivers, the railway network in Rongjiang County was not opened until a few years ago. Although the county’s development is relatively backward, its traditional culture and folk customs have been preserved and inherited. Therefore, this place is also reputed as “Paradise in the World”. Moreover, the core of local culture and resource characteristics have not been tapped and packaged, in extreme lack of traffic-channeling and exposure on online platforms.

Measures

As a leading Global Travel Sharing Platform with nearly 100 million users at present in China, QYER has been engaged in incubation of cultural and creative products many years ago, launched the travel cultural and creative brand “JNE”, and carried out cultural and tourism promotion activities by taking advantage of online media, accumulating rich experience in creative marketing.

The website applies the experience of creating cultural and creative products to the poverty alleviation project of Dangxi Village in Rongjiang County and creates a unique Indigo Dyeing travel handbook by exploring local Indigo Dyeing culture and craftsmanship spirit. Through media transmission, the culture and tourism of Dangxi Village in Rongjiang County is connected with various travelers. Support is provided to poverty-stricken areas to help them tap the market value and carry out multi-dimensional poverty

alleviation practices of “Cultural and Creative Industry Development + Tourism”.

1. Explore the cultural and tourism characteristics, and lay a solid foundation for improving the market value of the county. Deeply located in Qiandongnan Miao and Dong Autonomous Prefecture, Rongjiang County has a forest coverage rate of more than 70%. It’s also the ancestral origin of Miao and Dong Minority cultures. Surrounded by the mountains and aloof from the world, its most primitive natural ecology and customs are hence preserved. Dangxi Village at the top of the mountain has nearly 1,000 craftsmen born here. These craftsmen have been inheriting the traditional skills of ancestors in the Miao village such as batik and embroidery of the Miao people to this day. As one of local distinctive cultures, Indigo Dyeing is an ancient plant printing and dyeing process in China, with each piece of cloth printed and dyed by craftsmen, forming a unique style. Miao sliver made purely by hand is the representative element of local Miao people. In terms of cultural resources and tourism resources, Rongjiang County has high-quality cultural tourism market value. A cultural and creative team composed of senior travel editors, designers and travel professionals paid field visits and carried out local exchanges and thematic analysis of the county.

2. Develop a new model of poverty alleviation with cultural and creative development experience.



With rich experience in cultural development, production and promotion accumulated over the years and on the basis of early cultural excavation, the platform integrates the three elements of “Indigo Dyeing”, “Miao silver” and “travel” to create the Indigo Dyeing travel handbook with unique Chinese ethnic style. The outer cloth skin dyed by the craftsmen of Rongjiang County and the button closure hand-knocked with Miao silver embody the delicate sense of ethnic hand-made products and emit natural fragrance of plants and trees when used. The illustration calendar designed with the IP image “Petropavlovsk North” of QYER is placed on inside page of the handbook. Painted with a different image and travel guide, each page completely integrates the elements of culture, travel and creativity. In addition, the practical peripheral objects such as stickers and storage bags are designed around the attached handbooks, closely fusing the characteristics of cultural tourism with cultural creativity.

3. Draw on the platform’s traffic and online community advantages to channel traffic to poverty-



stricken areas. Give full play to the advantages of online travel platforms and adopt targeted marketing and promotion means to promote the customized handbooks among two types of people. First of all, share handbooks with business partners, with an aim to disseminate the successful model of poverty alleviation through cultural and creative development across the industry, attract wide attention from the industry side to poverty alleviation and thus obtain more order opportunities for poverty-stricken counties. Second, nearly 100 million users can help Rongjiang County gain exposure and attention and attract travelers by highlighting its cultural and creative core in the forms of recommendations by Internet celebrities and social media influencer, traffic inclination and user interaction, etc. Thirdly, the Indigo Dyeing handbooks were also sold in the official shop of QYER, helping local people increase their income.

Results

The project of poverty alleviation through cultural and creative industry development carried out by QYER in Rongjiang County, Guizhou is implemented by relying on local traditional characteristics, helping local villagers find jobs at home. In cooperation with the local Batik Embroidery Sisterhood Cooperative in Dangxi Village, the website output more than 100,000 yuan orders of cultural and creative products in a single project, involving a total of 10 poverty-stricken households in the production of cultural and creative products. In addition to increasing the income of local villagers, it also helped local cooperatives provide more job opportunities for women.

Thanks to the integration of various marketing means, the “Indigo Dyeing handbooks” were exposed nearly 80 million times across the entire network. This passes local culture and tourism resources to travelers, and facilitates the “going-out” of local cultural and

tourism products. Moreover, by sharing the Indigo Dyeing handbook and poverty alleviation model with nearly 200 commercial brands, Dangxi Village has established effective relations with potential partners for mutual cooperation in cultural and creative products in the future. According to later feedbacks from the cooperatives and surveys among villagers, the number of tourists visiting Dangxi Village has increased significantly.

QYER has always been committed to promoting “Responsible Travel”. The model of poverty alleviation through cultural and creative industry development is also a new practice it carried out in the project. On the Awarding Ceremony of the “13th People’s Corporate Social Responsibility Award” organized by people.cn, QYER won the award of “Case of the Year”.

Experience and Inspirations

1. Promote the sustainable development of the cultural and creative industry by exploring the industry core. Help poverty-stricken areas dig deeper into the market value and ideas featuring a higher level of socialization with our experience accumulated in content operation and cultural creation promotion, and guide the “cultural + tourism” circle of destinations and local people’s use of traditional crafts onto the track of sustainable development.

2. Promote quick replication of creative IP modes. With the “small-scale and sophisticated” characteristics, the poverty alleviation through cultural and creative IP has established a clear practical chain from cultural excavation, product packaging, to publicity and sales. Besides, it has clear market audience, mainly the young groups as a major consumer of today’s markets. This model can be quickly replicated to other poverty-stricken areas. It not only creates favorable conditions for the diffused poverty alleviation strategy, but also implements the general direction of cultural and

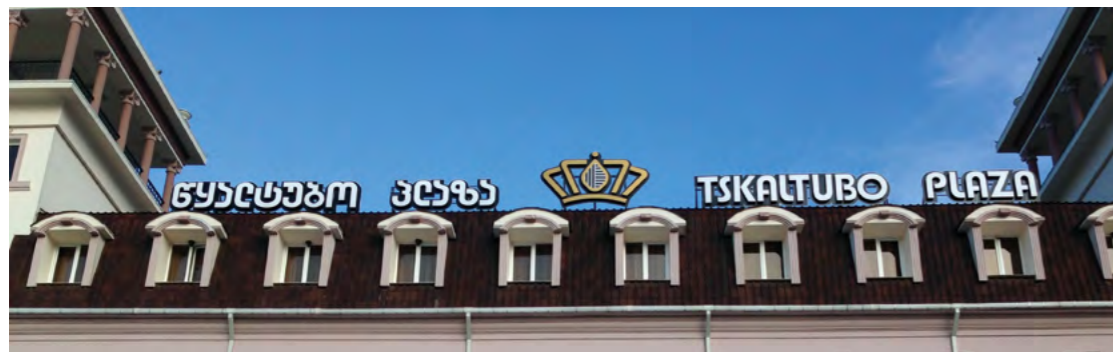
tourism development.

3. Give full play to the linkage role of the Internet. After years of development, the website has accumulated countless travel pioneers. It will never stop its efforts in the field of travel and culture. While further exploring the new models of culture and travel, the website also disseminates and shares these contents with its users, and promotes the cultural and tourism essence of poverty-stricken areas to targeted travel groups, so as to attract more travelers to “walk in” and guide poverty-stricken areas to “go out”.

Next Step

QYER has made innovative attempts on the model of poverty alleviation through cultural and creative IP, delivering certain results. In 2019, QYER used its experience in creating in-depth travel routes, and worked with Airbnb to customize CityWalk and other routes for poverty-stricken areas. These routes were sold online to help villagers make multi-dimensional use of travel resources and obtain more job opportunities. It also organized training salons in several poverty-stricken areas to share the website’s leading management experience with villagers, realizing to “teach people how to fish”.

Next, QYER will further standardize the model of poverty alleviation through cultural and creative industry development and replicate this model to more poverty-stricken areas in a quick and convenient way; expand the scale of poverty alleviation by calling on more brands to join and producing more product orders; moreover, it will also try to extend in more directions. For example, it will encourage more users to participate in poverty alleviation projects by taking advantage of the QYER Online Community and more people to jointly promote the cause of poverty alleviation and rural rejuvenation.



世界银行格鲁吉亚伊梅列季亚州项目： 用目的地管理组织(DMO)促进私人资本的融资

World Bank Project in Imereti, Georgia: To Promote Private Capital Financing with DMO

“ 摘要

世界银行在格鲁吉亚的伊梅列季亚州投资 3900 万美元，重点是茨卡尔图博（一个当地历史悠久的温泉胜地）的城市改造、旅游线路开发和机构发展，目标是改善基础设施服务和机构能力，从而让旅游业在伊梅列季亚州的经济发展中做出更大贡献。项目实施后，外国游客数量在三年内增长了 146%，共有约 2.2 万茨卡尔图博镇居民从城市基础设施修复中受益。伊梅列季亚目的地管理组织（DMO）的设立有望在未来显著促进私人资本在茨卡尔图博和伊梅列季亚州的投资。

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挑战与问题

在 2008 年 8 月与俄罗斯的冲突以及全球金融危机的双重冲击下，格鲁吉亚经济增长急剧下滑。为刺激经济增长，格鲁吉亚政府推出了逆周期财政刺激计划。尽管如此，格鲁吉亚仍有伊梅列季亚等前景广阔、吸引力强的地区有待开发。

项目实施前，该国政府在伊梅列季亚州的投资主要集中在库塔伊西，很少关注其他城市和周围的文化遗址。例如，茨卡尔图博一直是该国历史悠久的温泉度假胜地，但市内建筑却破旧不堪，供水、街道照明和污水处理等基础设施也不完善，并且缺乏旅游设施建设，如停车场、厕所、餐厅、咖啡馆以及旅游信息中心。瓦尼博物馆（Vani Museum）陈旧不堪且未得到充分利用。

伊梅列季亚还缺少吸引游客的活动，并且餐饮设施和酒店容量有限。当地政府认识到有必要改善城市服务，以吸引私人投资，振兴商业活动并将伊梅列季亚州打造成高品质、健康的自然和文化遗址旅游地。

措施

项目目标是改善基础设施服务和机构能力，从而让旅游业在伊梅列季亚州当地经济中做出更大贡献。旅游景点修复后，基础设施服务得到改善，机构能力增强（包括 DMO 的建立），更多游客也因此选择在此花费更多钱并停留更长时间。私营部门对酒店、餐厅、咖啡馆和其他与旅游相关的业务增加了投资，从长远来看，就业率和工资也将会增长。

世界银行共投资 3501 万美元用于改善基础设施建设，包括：

1. 茨卡尔图博城市改造项目。综合改造包括：修复中心地带的市政基础设施，修缮公共场所和公园，修建旅游设施，整修具有历史风貌的公共建筑。这些做法将以文化渗透的方式帮助提升宜居性和旅游接待能力，增强对游客的吸引力，并吸引更多的私营部门投资。

2. 旅游路线开发项目。帮助全面提升和改善对伊梅列季亚州以下 6 个最具吸引力的文化遗址的管理：盖拉蒂修道院、瓦尼博物馆及其周围的

考古遗址、乌比沙教堂、卡茨基教堂、卡茨基柱修道院和穆萨梅塔修道院。项目内容包括改善城市景观和公共停车场，修建信息亭和公共厕所，修复和翻新瓦尼博物馆的内外部，改善出入道路和保护文化遗址。

3. 投资 922 万美元促进机构发展。这项投资用于提高格鲁吉亚国家旅游局（GNTA）、格鲁吉亚文化遗产保护局（NACHP）、格鲁吉亚国家博物馆（GNM）、项目实施主体以及其他当地机构和组织开展活动的的能力，包括在茨卡尔图博设立 DMO，实现旅游业的可持续发展和提升，制订游客管理计划以确保项目所涉及的文化遗址的可持续发展，技术熟练劳动力的能力建设与提升，绩效监测与评估以及在施工监督上的支持。

成效

1. 旅游业对伊梅列季亚州地方经济的贡献增加。项目实施期间，伊梅列季亚州和整个格鲁吉亚



的旅游显著增长。2012 年，到访格鲁吉亚的游客人数为 443 万，2019 年增至 936 万。2012 年，旅游业占格鲁吉亚 GDP 的 6.1%，到 2018 年增至 7.6%。在伊梅列季亚州，外国游客人数从 2015 年的 14.06 万人增加到 2018 年的 34.58 万人，仅三年时间就大幅增长 146%。从 2012 年到 2018 年，伊梅列季亚州的游客人数年均增长率为 21%，项目投资和活动对伊梅列季亚州的游客人数产生了显著的积极影响。此外，在 2015 年至 2018 年期间，外国游客在伊梅列季亚的平均住宿天数增长了 9%；在项目实施期间，即 2012 年至 2018 年期间，游客的日均消费增长了 19%。

2. 基础设施服务的完善。该项目中的城市改造工作主要集中在茨卡尔图博镇。其中包括投资修复 7.02 千米道路、室外照明（改造 2146 个照明灯柱和灯泡）、地下公用事业（铺设 13.1 千米的供水和排污管道）和排水系统（修复 10.3 千米），以及修缮两个大型公园（其中包括修缮三座桥梁和三座喷泉，修建卫生设施，安放 608 个垃圾桶和 723 张长凳）。除此之外，多个公共建筑也得到了修复，包括为茨卡尔图博镇约 2.2 万名居民提供服务的市政建筑和历史悠久的火车站大楼，该大楼同时也是茨卡尔图博旅游局的新办公地点。这个子项目涵盖的投资活动涉及伊梅列季亚州的六个旅游景点和文化遗址，包括修复 5238 平方米的区域，涉及旅游基础设施和停车设施，以及长 3.32 千米的道路改造。此外，项目资助了盖拉蒂修道院、卡茨基修道院和乌比沙修道院的基础维护工作，以及瓦尼博物馆内外部的修复和翻新，博物馆设备的运送以及通过布置保护罩对瓦尼博物馆周围考古遗址的保护。

3. 机构能力的增强。根据监测与评估（M&E）顾问在 2019 年进行的定性调查，在 2012 年至 2018 年间，旅游业相关的大型企业（如酒店、餐厅、水疗设施和旅游景点）在茨卡尔图博投资超过 2500 万美元，小微企业也加大了投资。在受访企业中，有 50% 的企业表示，他们在项目实施期间在茨卡尔

图博扩大了业务范围或开始了新的业务活动。伊梅列季亚 DMO 的设立是此项目的重要成果之一，自投入运营以来为调动该州的私营部门提供了平台，预计 DMO 将在未来显著地促进茨卡尔图博市和伊梅列季亚州的私人资本投资。

项目还为涵盖伊梅列季亚州旅游业可持续发展、市场营销与宣传以及目的地管理的综合合同提供了资金支持，合同中制定了该州乃至格鲁吉亚的品牌、市场营销与宣传战略（包括品牌形象）。该项目还设立了伊梅列季亚州网上报道渠道，开展了线上营销与宣传活动。

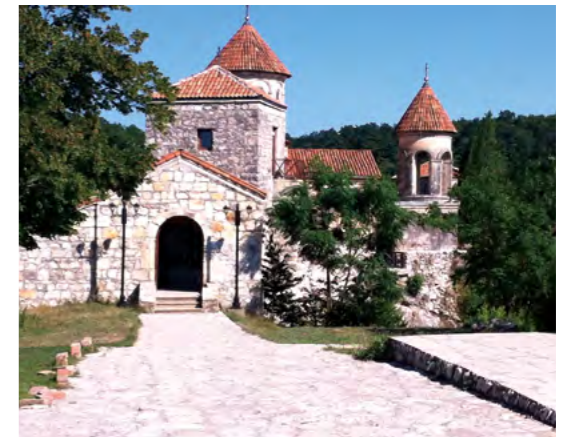
项目涉及的另一个有关增强机构能力的领域是劳动力发展与能力建设计划，该计划为 300 名参与者（其中大多数是女性）提供了为期 360 小时的培训，提高了当地旅游业工作人员的导游技巧、基本烹饪技巧、徒步旅行的专业素养以及维护客户关系与关怀客户方面的能力。该计划极大促进了当地服务质量向国际标准的提升。项目同样为 GNTA 提供了能力建设研讨班，并为其提供建议，以改善国家层面的旅游业数据收集方法。

经验与启示

区域发展项目的成功取决于有针对性地选择旅游线路并对其进行全面投资。本项目下的投资没有分散在整个地区，而是集中于伊梅列季亚州旅游线路沿线的几个城市和文化遗址。

项目设计的复杂性要与参与项目筹备和实施的政府机构的能力相平衡，并且必须确保为客户提供必要的技术支持。涵盖每个子项目的概念、设计与监督的顾问合同可加强设计和监督阶段中的问责制度，并将实施过程出现多方面挑战的风险降至最低。相比其他种类的工程，文化遗产尤为脆弱，需要非常严密的监管。

涉及文化遗产工程（包括翻新、修复和适应性再利用）的项目需要评估项目筹备过程中已存在的



特定需求，并特别注意工程和监督合同的特定要求，以避免在之后的实施阶段出现问题和延误。

对于旨在从旅游业上实现突破的项目而言，制定能够归因于项目措施的 PDO 级别指标是一大挑战。对于旅游项目，由于项目中所采取的措施通常性质复杂，且存在外在因素，因此很难在项目措施与成果之间建立明确的因果关系。

下一步计划

目的地管理在格鲁吉亚仍是个新概念，且新成立的伊梅列季亚 DMO 才刚刚开始运营，DMO 模式将进一步扩展到该国其他地区，为 DMO 提供充足的资金以及吸引私营部门合作与融资仍很重要。

新冠疫情将对伊梅列季亚州乃至格鲁吉亚与旅游相关的经济发展和经济指标产生重大的影响。但是，一旦游客人数再次开始上涨，本项目将为伊梅列季亚州旅游业的经济复苏奠定基础，进而促进该国整体的经济复苏。由于 DMO 可以在经济复苏中发挥关键作用，为那些有意支持或投资相关经济复苏活动的人士和实体提供信息、交流和合作平台，其价值将在新冠疫情期间更加得到显现。

“ Abstract

The World Bank invested USD 39 million in Imereti, Georgia, focusing on urban renewal, tourist route development and institutional development of Tskaltubo, which is a spa resort with a long history in Imereti. The aim of the project is to improve infrastructure services and institutional capabilities so that tourism can contribute more to promoting economic development of Imereti. After the implementation of the project, the number of foreign tourists increased by 146% in three years and about 22,000 residents living in Tskaltubo benefited from the restoration of urban infrastructure. The Destination Management Organization (DMO) established in Imereti will greatly promote private capital investment in both Tskaltubo and Imereti.

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Challenges and Problems

In the context of conflict with Russia in August 2008 as well as global financial crisis, Georgia saw a sharp decline in its economic growth. In order to stimulate economic development, Georgian government launched a countercyclical fiscal stimulus plan. In spite of this, there were still some untapped regions with great potential and attraction in Georgia, such as Imereti.

Before the project, government investment in Imereti was mainly in Kutaisi. Seldom did they pay attention to other cities and surrounding cultural relics. For example, although Tskaltubo is a spa resort with a long history in Georgia, it has shabby buildings and incomplete water supply, public lighting, sewage disposal and other infrastructures. In addition, there is a lack of tourist facilities, such as the parking lot, public lavatory, restaurant, coffee shop and tourist information center. Vani Museum was not only dilapidated but also underutilized.

Imereti was also short of activities to attract tourists

and it had limited restaurants and hotels. In this case, the local government realized that it's necessary to improve urban services so as to attract private investment, promote business and build Imereti into a high-quality and healthy tourism resort of natural and cultural heritages.

Measures

The aim of the project is to improve infrastructure services and institutional capabilities so that tourism can contribute more to promoting economic development of Imereti. After restoration of scenic spots, both the infrastructure services and institutional capabilities improved (including the establishment of DMO). More tourists stayed for a longer time and spent more money here. The private sector increased investment in hotels, restaurants, coffee shops and other businesses related to tourism. In the long run, the employment rate and salary would also increase.

The World Bank invested altogether USD 35.01

million in infrastructure improvement, including:

1. Urban renewal project of Tskaltubo. The comprehensive renewal project included: restoring municipal infrastructures in the heartland, renovating public places and parks, constructing tourist facilities and refurbishing public buildings in historical styles. By means of cultural infiltration, these measures would help improve habitability and tourist reception capacity, enhance attraction for tourists and attract more investment from private sector.

2. The project of tourist route development. This project focused on comprehensively improving the management of six most attractive cultural relics in Imereti, namely, Gelati Monastery, Vani Museum and its surrounding archaeological sites, Ubisha Church, Katskhi Church, Katskhi Pillar Monastery and Motsameta Monastery. The contents of the project included renovating urban scenery and public parking lots, constructing information kiosks and public lavatories as well as restoring and refurbishing the interior and exterior of Vani Museum, improving the access roads and protecting cultural relics.

3. Investment of USD 9.22 million for promoting institutional development. This investment was used to promote activity implementation capabilities of the Georgian National Tourism Administration (GNTA), the National Agency for Culture Heritage Preservation



of Georgia (NACHP), the Georgian National Museum (GNM), the main body of the project and other local institutions and organizations. The capabilities included establishing DMO in Tskaltubo, realizing sustainable development and improvement of tourism, formulating tourist management plan to guarantee the sustainable development of related cultural relics, promoting capability construction and improvement of skilled workers, conducting performance monitoring and evaluation and supporting supervision over construction.

Results

1. Tourism makes more contributions to economic growth in Imereti. During the project, tourism in Imereti and throughout Georgia witnessed prominent development. In 2012, the number of tourists visiting Georgia reached 4.43 million, which increased to 9.36 million in 2019. In 2012, tourism accounted for 6.1% of Georgian GDP and that figure increased to 7.6% in 2018. In Imereti, the number of foreign tourists increased from 140,600 in 2015 to 345,800 in 2018, which experienced a sharp increase of 146% in only three years. From 2012 to 2018, the average annual growth rate of tourists visiting Imereti was 21%. Project investment and activities exerted outstanding positive influence on attracting more tourists to Imereti. In addition, during 2015 and 2018, the average duration of stay of foreign tourists in Imereti increased by 9%; during the project, which extended from 2012 to 2018, the average daily consumption of tourists increased by 19%.

2. The infrastructure services improved. Urban renewal was mainly conducted in Tskaltubo town, including restoring roads of 7.02 kilometers, public lighting (rebuilding 2,146 lighting standards and bulbs), underground utilities (laying water supply line and blow-off line of 13.1 kilometers) and sewerage system

(restoring 10.3 kilometers) as well as renovating two large parks (including renovating three bridges and three fountains, constructing sanitary installation, placing 608 dustbins and 723 benches). In addition, some public buildings were restored, including the municipal building and time-honored railway station building that offered services to about 22,000 residents in Tskaltubo town. The railway station building is also the new premises of Tskaltubo Tourism Bureau. The sub-project involved investing in the restoration of six tourist attractions and cultural relics in Imereti, which included renovating places of 5,238 square meters for tourist infrastructure and parking facilities and road rebuilding of 3.23 kilometers. In addition, this project invested in the basic maintenance of Gelati Monastery, Katskhi Pillar Monastery and Ubisha church. It also supported the interior and exterior repair and renovation of Vani Museum, delivery of museum equipment and protection of surrounding archaeological site by installing a protection cover.

3. The institutions enhance their capabilities.
According to the qualitative survey made by M&E

consultant in 2019, from 2012 to 2018, tourism-related large enterprises (including hotels, restaurants, Spa facilities and tourist attractions) invested over USD 25 million in Tskaltubo. Small and micro businesses also increased their investment. 50% of the enterprises receiving interview said that they had expanded business scope or started new businesses in Tskaltubo during the project. DMO established in Imereti is one of the great achievements, which offered a platform for bringing private sectors into play since its operation. It's estimated that DMO will greatly promote private capital investment in Tskaltubo and Imereti.

The project also offered financial support to the comprehensive contract covering sustainable development of tourism in Imereti, tourism marketing and promotion as well as destination management. Brands, marketing and promotion strategies (including brand image) in Imereti and even Georgia were determined in the contract. Online report channel of Imereti was also established in the project for online marketing and promotion.

Another field related to institutional capability



enhancement in the project was labor development and capability construction, which aimed to offer 360-hour training to 300 participants (mostly female). This plan improved guide skills, basic cooking skills and professional hiking skills of local tourism professionals and upgraded their capability of maintaining relationship with customers and caring customers. It greatly stimulated local service quality to develop towards international standards. The project also offered capability construction workshop for GNTA and gave suggestions to improve tourism data collection at national level.

Experience and Inspirations

The success of regional development project depends on targeted selection of tourist routes and comprehensive investment. This project didn't disperse its investment in the whole region, but focused on certain cities and cultural relics along Imereti tourist routes.

The complexity of project should be in line with the capability of government responsible for preparation and implementation. And it should make sure to give necessary capability support to customers. The consultant contract covering concept, designing and monitoring of each sub-project should highlight accountability system in design and supervision as well as lower the risks that may occur during the implementation to the minimum. Compared with other projects, cultural relics are particularly vulnerable, which requires extremely strict supervision.

For projects related to cultural relics (including renovation, repair and adaptive reuse), it's required to evaluate the specific demands which have existed in the preparation period. And special attention should be paid to the special requirements in engineering and monitoring contract so as to avoid problems and delay in the following implementation period.



For projects aiming to make breakthroughs in tourism, it's a great challenge to formulate PDO level indicators which attribute to different measures. In tourism projects, due to the complexity of measures taken in the projects as well as the external factors, it's difficult to determine the exact causal relationship between measures and results.

Next Step

DMO is still a new concept in Georgia and the newly-established DMO in Imereti has just been put into use. DMO model will further expand to other regions of Georgia and it's still of importance to offer sufficient capital to DMO and attract cooperation and financing in private sector.

The COVID-19 will exert great negative effects on tourism-related economic development and indicator in Imereti and even Georgia. However, with the recovery of tourism, more tourists will come back here and this project will lay a solid foundation for tourism-related economic recovery in Imereti and further promote the overall economic recovery of Georgia. DMO will play a key role in economic recovery, offering a platform to people and entities intending to support or invest in activities related to economic recovery, who can gain information, exchange and communicate via DMO. The value of DMO will further be manifested during the COVID-19.



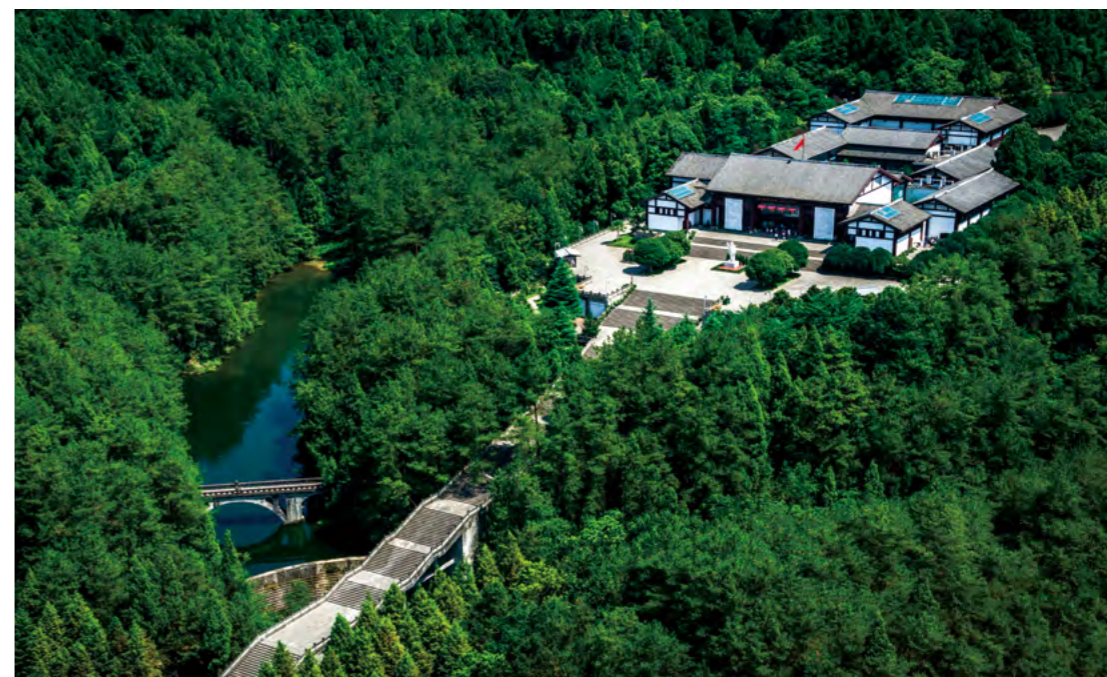
四川南充市仪陇县朱德故里景区： 构建“三模式”，助推“景区带村”旅游扶贫

The Scenic Area of Zhu De's Former Residence in Yilong County, Nanchong City, Sichuan Province:
Promote the Poverty Alleviation through Tourism Featuring
“Tourism Areas Boosting Village Development” through
“Three Models”

“ 摘要

朱德故里景区位于四川省南充市仪陇县，是全国 12 个重点红色旅游区、100 个红色旅游经典景区、30 条红色精品旅游线路之一。规划总面积 52.5 平方公里，以朱德故居、朱德诞生地、朱德同志故居纪念馆等为主体的核心景区面积 5.6 平方公里。近年来，景区始终坚持把开发与革命老区经济社会发展、贫困群众脱贫奔康统筹规划，积极构建景区与乡村“景村一体”、景区与农民“股权获利”、景区与群众“扶持帮扶”的发展模式，形成了景区与周边群众共生共融、共建共享、齐抓共管的良好发展格局。通过发展旅游业，景区所有贫困群众全部脱贫，并带动周边 1.1 万户 3.34 万人脱贫。2016 年，景区被原国家旅游局列为全国首批“景区带村”旅游扶贫示范项目。

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挑战与问题

朱德故里景区位于革命老根据地贫困县、国家新一轮扶贫开发工作重点县——四川省南充市仪陇县，是国家 5A 级旅游景区。朱德故居、朱德诞生地等众多朱德早年生活成长相关文物遗迹与酷似五星的琳琅山、形同党徽的锤镰石等自然景观交相辉映，红色文化、客家文化、巴蜀文化积淀厚重。景区辖 2 个农村社区，总人口 5385 人，有建档立卡贫困村（社区）1 个，建档立卡贫困人口 121 户 341 人，贫困发生率 7%。如何将景区开发建设与群众生产生活统筹规划，在保护好景区原生态自然环境的同时完好地保存景区历史文化脉络，实现景区带村发展，是朱德故里景区需研究解决的重大课题。

措施

1. 创新模式，形成发展合力。一是景区与乡村“景村一体”发展模式。景区与周边乡村没有围墙，属真正意义上的开放式景区，开发建设过程中没有搬迁 1 户农户，景区及周边原始村落保存完好，原生“乡愁”环境随处可见。二是景区与农民“股权获利”发展模式。坚持让利于民、助农增收，在加快自身发展的同时，通过“旅游合作社+农户”模式，引导有实力、懂经营的群众组建“民宿合作社”“农家乐合作社”，以此搭建扶贫产业培育平台吸纳贫



困户入社。三是景区与群众“扶持帮扶”发展模式。坚持把帮扶困难群众作为景区发展的重中之重，每年从综合收入中安排一定比例资金帮助困难群众。专门设置“公益劳动岗位”，解决贫困群众、贫困大学生灵活就业。对发展农家乐、乡村民宿和农家超市的贫困户，为其提供扶持周转金、协调小额贴息贷款。

2. 旅游+基建，形成景村共融格局。景区建设过程中，立足群众所需，在按照旅游标准完善基础设施的同时，优先实施路、水、气、视、信、住房等扶贫项目，着力改善群众生产生活条件。近年来，景区累计投资 4.6 亿元，新建、硬化道路 46 公里，建成污水集中处理设施 3 处、沼气池 1600 多口，铺设管网 60 余公里，整治农房 800 余座，家家户户通上了便民路、喝上了干净水、用上了天然气。

3. 旅游+产业，由“输血”转换为“造血”。景区绿化不搞“公园、园林”式植物，按照“景区规划栽植，农户管理获利”原则，在旅游通道沿线栽植枇杷、柑橘等水果 1500 余亩。招引业主培育产业大户，建成脱贫奔康产业园 2 个，发展水果产业 4000 余亩。

4. 旅游+就业，返乡农民工家门口上班。对托底安置贫困劳动力开发的公益性岗位，落实每个岗位培训补贴 300~800 元，累计开展旅游从业技能培训 1800 余人次，“农民”转变为“工人”。搭建就业创业平台，优先考虑贫困群众在景区务工就业，通过农家乐厨师、观光车驾驶员、保安、服务员、保洁员、解说员等岗位安置贫困群众 200 余人，10 余名贫困大学生直接就业，间接带动 1.6 万余人、贫困群众 4000 余人就业。据不完全统计，景区及周边建成的 230 余家农家乐和乡村民宿中，返乡农民工创业多达 130 余家。

成效

1. 减贫成效十分明显。景区村民通过土地出让、



股权获利、就业挣酬等多种方式实现增收。2019 年，核心景区村民人均纯收入 17126 元，是 2006 年的 9.3 倍，比全县农村居民人均纯收入高 3889 元。景区内 121 户贫困户、341 人贫困人口全部率先脱贫，并带动全县 1.1 万户 3.34 万人脱贫。

2. 人居环境大幅改善。通过“景区带村”发展模式，景区内玉兰、琳琅两个农村社区全部实现了社社通柏油路，户户通便民路，水电气视信一应俱全，游步道、垃圾箱、路灯等设施齐备。

3. 基层治理规范有效。结合景区发展，通过召开院坝会、小组会、广播会等形式，引导村民学习朱老总艰苦朴素、勤俭节约、吃苦耐劳的优秀品质，帮助群众转变思想观念、激发内生动力、提升自我脱贫能力。大力开展涉旅行业服务礼仪培训，倡导人人争当景区清洁员、讲解员、宣传员，促进村民变景民。

经验与启示

1. 坚持“原生态”规划建设。规划建设之初，景区就定位为与村民共生共融的开放式景区。在开发过程中，始终围绕“保护、完善、充实、提高”思路，坚持“着眼保护、修旧如旧、尊重自然、不大拆大建”原则，没有搬迁农户，完好保存了景区山体、植被、道路、房屋等原始风貌，为景区和乡村“一体化”发展打下了基础。



2. 创评“个性化”文旅品牌。依托仪陇独有的“红色文化、客家文化、三乡文化”，大力开发地方民俗文化产品，创建独特的民俗文化品牌，拓展群众增收渠道。积极引导景区及周边群众编排客家民俗歌舞，研发客家水席、朱德简餐等特色美食，制作仪陇剪纸、客家竹篾器具、红军布鞋等手工艺品，有效地将文化资源、农特产品转化为特色旅游商品。

3. 健全“齐参与”管理机制。成立朱德故居管理局，负责景区保护、开发和管理。景区所辖两个农村社区的行政事务由景区管理办公室直接负责，有效保证了景村一体发展和旅游扶贫质效。

下一步计划

2019 年，景区接待游客总数 350 万人次，实现旅游综合收入 12.2 亿元，两项指标在全国同类型红色旅游景区中位列前茅。目前，朱德故里“景区带村”旅游扶贫示范项目已经成为全国旅游扶贫的成功案例，为革命老区精准脱贫提供了可操作、可复制的样本，接下来要把扶贫工作继续推进，在全国同类型景区建设中起到更好的示范作用。

“ Abstract

Located in Yilong County, Nanchong City, Sichuan Province, the Scenic Area of Zhu De's Former Residence is one of the 12 key red tourism areas, 100 classic red tourism attractions, and 30 revolutionary boutique tourist routes in China. The total planning area is 52.5 square kilometers, including 5.6 square kilometers of core scenic area with Zhu De's Former Residence, Zhu De's Birthplace, and Comrade Zhu De's Former Residence Memorial as the main body. In recent years, the scenic area has always insisted on the overall planning of the development and construction and economic and social development of the old revolutionary base area with the poverty alleviation and income increase of the masses, and actively built three development models including the integrated development model of the scenic area and village; the development model of "equity earning" for the scenic area and farmers; and the development model of "support and assistance" for the scenic area and the masses. By doing so, a sound development pattern featuring symbiotic harmony, joint building and shared benefits as well as joint governance between the scenic area and the masses in surrounding areas is established. Through the development of tourism, all impoverished people in the scenic area were lifted out of poverty, which also drove the poverty alleviation of 33,400 people in the surrounding 11,000 households. In 2016, the scenic area was listed into the first batch of national poverty alleviation through tourism demonstration project featuring "tourism areas boosting village development" by China National Tourism Administration.

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Challenges and Problems

The scenic area of Zhu De's Former Residence is located in Yilong County, Nanchong City, Sichuan Province, which is a poverty-stricken county in the old revolutionary base area and one of the key counties in national new-round poverty alleviation and development work. It is a 5A-level tourist attraction. The relics related to Zhu De's early life and growth such as Zhu De's Former Residence and Birthplace echo in harmony with the natural landscapes such as Linlang Mountain in a five-star shape and Chuilian Stone in a shape of party emblem. There is also a profound accumulation of the revolutionary culture, Hakka culture and Bashu culture. The scenic area governs two rural communities and has a total population of 5,385. There is one filed impoverished village (community), and 341 villagers from 121 filed poverty-stricken households, with a poverty headcount ratio of 7%. It's a major issue that needs to be studied and solved in the scenic area of Zhu De's Former Residence about how to coordinate the development and construction of the scenic area with the production and life of the masses, ensure the historical and cultural context of the scenic area is well preserved while protecting its original ecological and natural environment, and realize the development of tourism areas boosting village development.

Measures

1. Innovate the mode and form joint forces for development. First, the integrated development model of the scenic area and village. Set no fence between the scenic area and surrounding villages and build a true open scenic area. During the development and construction process, no peasant household was relocated and thus the scenic area and surrounding original villages are well preserved, creating an



original "nostalgic" atmosphere everywhere. Second, the development model of "equity earning" for the scenic area and farmers. Continue its efforts in benefiting the masses and helping farmers increase their income. While accelerating own development, guide competent people with expertise in operation to set up the "homestay cooperatives" and "farmhouse cooperative", build a platform for cultivating poverty alleviation industries and encourage poverty-stricken households to join the cooperatives through the "tourism cooperative + peasant household" model. Third, the development model of "support and assistance" for the scenic area and the masses. Take assistance to people in need as the top priority for the development of the scenic area, and distribute a certain percentage of comprehensive income to help impoverished people every year. Specially set up "public welfare labor posts" to realize flexible employment of impoverished people and college students in financial difficulties. Provide support working capital and coordinate the discount loans in small amount to poverty-stricken households who run farmhouses, country inns and farm supermarkets

2. Form a pattern featuring integration of scenic area and village through tourism + infrastructure construction. During the construction of the scenic area, give priority to the implementation of poverty alleviation projects such as roads, water, gas, TV, communication and housing based on the needs of the masses to improve the production and living conditions

of the masses, while improving the infrastructure in accordance with tourism standards. In recent years, the scenic area has invested a total of RMB 460 million to build and harden 46 kilometers of roads, build three centralized sewage treatment facilities and more than 1,600 biogas digesters, lay more than 60 kilometers of pipe networks, and renovate more than 800 rural houses. Every household now enjoys convenient transport services, drinks clean water and accesses natural gas.

3. Tourism + Industry: transform from “blood-transfusion” to “blood-making” poverty alleviation. In the greening of the scenic area, plant loquats, oranges and other fruit on 1,500 land along the tourist route in line with the principle of “planned and planted by the scenic area and managed by farmers to make profits”, instead of growing “park and garden” plants. Attract owners to cultivate large industrial enterprises, build two industrial parks for poverty alleviation and moderate prosperity, and develop a fruit industrial park of more than 4,000 mu.

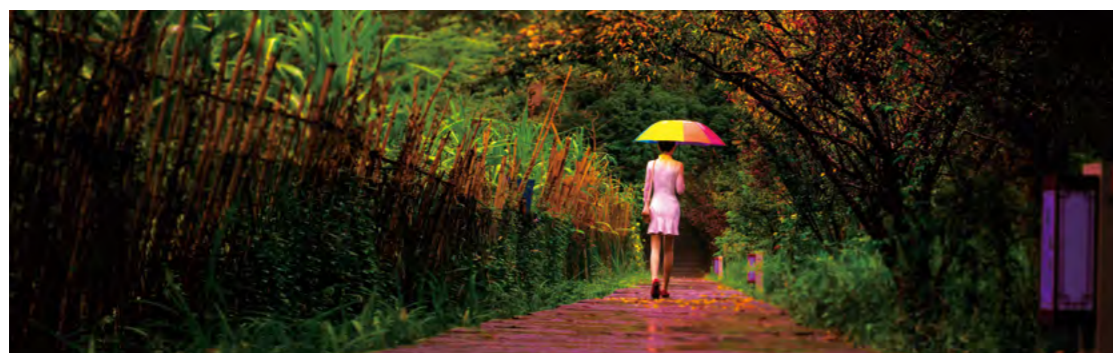
4. Tourism + employment: migrant workers who return home can work locally. For public welfare jobs developed for impoverished labor forces, release the training subsidies of RMB 300 - RMB 800 for each job, carry out more than 1,800 sessions of tourism skills trainings, and turn “farmers” into “workers”. Set up an employment and entrepreneurship platform, give priority to arrange impoverished people to work

in the scenic area, resettle more than 200 impoverished people at the posts of farmhouse chefs, sightseeing car drivers, security guards, waiters, cleaners, narrators, etc., as well as more than 10 poor college students for direct employment and indirectly address the employment problem for more than 16,000 people and 4,000 impoverished people. According to incomplete statistics, among 230 farmhouses and rural homestays built in and around the scenic area, more than 130 migrant workers have returned to their hometowns to start own businesses.

Results

1. Significant results have been made in poverty alleviation. Villagers in the scenic area increased their income in various forms such as land transfer, equity earning, and income from employment. In 2019, the per capita net income of villagers in the core scenic area was RMB 17,126, 9.3 times that of 2006 and RMB 3,889 higher than that of rural residents across the county. 121 poverty-stricken households and 341 poverty-stricken people in the scenic area were first lifted out of poverty, driving 33,400 people in 11,000 households across the county out of poverty.

2. The living environment has been greatly improved. Through the development model of “tourism areas boosting village development”, convenient asphalt roads for every household have been built, the



water, electricity, TV and communication have been connected, and facilities such as walking trails, trash bins, and street lights have been equipped.

3. Standardized and effective community-level governance. Guide the villagers to learn excellent qualities of Mr. Zhu including simplicity, frugality and hard work in the forms of convening dam meetings, group meetings, broadcasting meetings, etc. combined with the development of the scenic area, and help the masses change their ideas, stimulate the inner driving force, and improve their self-poverty alleviation capacity. Vigorously carry out service etiquette training related to the tourism industry, advocate everyone to become cleaners, narrators and propagandists of the scenic area, and promote the transformation of villagers into maintenance personnel of the scenic area.

Experience and Inspirations

1. Make planning and carry out construction activities while preserving the “original ecology”. At the beginning of planning and construction, the scenic area was positioned as an open scenic area in symbiosis with villagers. In the development process, the village has upheld the idea of “protection, perfection, enrichment and improvement” and the principle of “taking protection first, repairing the old as before, respecting nature and avoiding demolishing large constructions”. Instead of relocating farmers, the mountains, vegetation, roads, houses and other original features of the scenic area have been well preserved, laying a solid foundation for the “integrated” development of the scenic area and village.

2. Create a “personalized” cultural tourism brand and organize evaluation. Rely on unique “revolutionary culture, Hakka culture and Sanxiang culture (paper cutting, seal cutting, and calligraphy)” in Yilong County to vigorously develop local folk cultural products, create unique folk cultural brands,

and expand channels for the masses to increase income. Actively guide the scenic area and surrounding people to choreograph Hakka folk songs and dances, develop Hakka Flowing Feast, Zhu De counter meals and other special cuisines, and make Yilong paper-cuts, Hakka appliances with bamboo strips, Red Army cloth shoes and other handicrafts, so as to effectively transform cultural resources and characteristic agricultural products into featured tourism products.

3. Improve the management mechanism for “collective participation”. Establish the Zhu De’s Former Residence Administration to be responsible for the protection, development and management of the scenic area. The scenic area management office is directly responsible for the administrative affairs of two rural communities under the jurisdiction of the scenic area, which effectively ensures the integrated development of the village and scenic area as well as the quality and effectiveness of poverty alleviation through tourism.

Next Step

In 2019, the Scenic Area received 3.5 million tourists, with a comprehensive tourism income of RMB 1.22 billion, ranking among the top red tourist attractions of the same type in China in terms of these two indicators. At present, the poverty alleviation through tourism demonstration project featuring “tourism areas boosting village development” in Zhu De’s hometown has become a successful case of national poverty alleviation projects through tourism, which provides an operational and replicable sample for targeted poverty alleviation in the old revolutionary base areas. Next, it will continue to promote its poverty alleviation work, so as to play a better demonstration role in the construction of similar scenic areas across China.



贵州六盘水市水城县海坪村： “六业并举”开创易地扶贫搬迁“海坪模式”

Haiping Village, Shuicheng County, Liupanshui City,
Guizhou Province:

Building the “Haiping Mode” Of Relocation-Based Poverty
Alleviation with Six Key Measures

“ 摘要

近年来，贵州六盘水市水城县积极探索创新易地扶贫搬迁机制，按照“搬迁一个寨子，打造一个景区，发展一个园区，激活一个集镇，脱贫一批群众”的思路，将地处边远、自然环境恶劣等地区的贫困群众集中搬迁到旅游景区、产业园区、特色小镇、城市社区等发展条件较好的地方，成功打造了以高端规划“筑弘业”、多元投资“建家业”、公司帮扶“稳就业”、股权连心“创新业”、盘活资产“添实业”、景区带动“兴产业”的“六业并举”易地扶贫搬迁“海坪模式”。野玉海山地旅游度假区海坪安置点作为“砥砺奋进的五年”大型成就展《新时期易地扶贫搬迁省际成就巡礼》于党的十九大召开期间在北京展览馆循环播放，展现了贵州易地扶贫搬迁取得的成就。

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挑战与问题

野玉海山地旅游度假区的海坪千户彝寨是将坪寨乡、杨梅乡、玉舍镇、勺米镇、发耳镇、都格镇六个乡镇符合搬迁安置条件的建档立卡贫困户集中搬迁安置打造出来的，景区依托彝族文化和当地旅游资源，打造“旅游+扶贫”模式。但怎么保障贫困户的收入来源、如何将旅游和扶贫结合起来等都是景区发展旅游带动扶贫面临的问题。

措施

“海坪模式”是野玉海易地扶贫搬迁的特色，是按照“搬迁一个寨子，打造一个景区，发展一个园区，激活一个集镇，脱贫一批群众”的思路，将地处边远、自然环境恶劣等地区的贫困群众集中搬迁到旅游景区、产业园区、特色小镇、城市社区等发展条件较好的地方，打造出的以高端规划“筑弘业”、多元投资“建家业”、公司帮扶“稳就业”、

股权连心“创新业”、盘活资产“添实业”、景区带动“兴产业”这“六业并举”的易地扶贫搬迁新模式。海坪村的易地扶贫搬迁主导实施方是玉舍森林旅游开发有限公司。

“海坪模式”的实施过程，也就是“六业”落实的过程。

1. 高端规划“筑弘业”。着力强化顶层设计，坚持高端定位、高端规划，立足打造“贵州彝族第一寨”的目标，突出地域文化和彝族文化元素，将坪寨乡、杨梅乡、玉舍镇、勺米镇、发耳镇、都格



镇六个乡镇符合搬迁安置条件的建档立卡贫困户集中搬迁安置，打造出独具民族特色的海坪千户彝寨，使每一栋房屋都兼具农户居住、旅游度假、实体经营等功能。

2. 多元投资“建家业”。采取搬迁农户与野玉海管委会合作建房的方式，整合上级补助资金、农户自筹资金和野玉海景区管委会投入资金，扩大建房面积，将安置后剩下的房屋作为搬迁农户与公司合作经营的旅游度假房。千户彝寨按 2016-2017 年搬迁安置年度分三期工程，已全部完成，所有工程共搬迁安置 1764 户 7591 人。

3. 公司帮扶“稳就业”。探寻“三变”+ 易扶+ 民族文化+ 旅游发展路径。一是搬迁房按照旅游度假房来打造，产权归农户所有，在确保满足搬迁群众住房的基础上，农户用剩余部分和一楼门面作为资产入股，由公司统一经营，经营收益按照入股房屋面积折价确定股比进行分红；二是成立六盘水彝源文化有限公司，发展弘扬彝族民族文化，吸纳和培养部分易地扶贫搬迁群众从事文艺演出，彝源公司享有经营纯利润的 70%，公司员工（当地彝族

同胞和搬迁贫困户）作为股东可通过分红的方式直接受益。六盘水彝源文化有限公司共吸纳和培养当地农户 109 户 545 人从事彝族歌舞、情景剧、篝火晚会等民族文化活动演出，生产、出租、出售彝族服饰和经营特色餐饮，带动 35 户贫困户 175 人脱贫。2018 年共有 137 户农户入股三变参与分红 19.3 万余元，户均分红 1411 余元。2019 年入股 202 户，至 2019 年年底户均分红 1800 余元。

4. 股权连心“创新业”。公司帮扶后，店面等的经营收益按照入股房屋面积折价确定股比进行分红。彝源文化有限公司的经营利润也是按比例分红。

5. 盘活资产“添实业”。对搬迁户原有的耕地，采取自行出租或转包、当地政府接收后再出租或转包、政府接收后作为生态林建设并进行生态补偿三种方式进行处理，形成了资源的循环利用。首先是打造林海雪原，全力打造全国纬度最低林海雪原；其次是打造度假小镇，全面整合民族风情文化、荒山荒坡、集体林地等资源。目前野玉海景区已成为全市全域“三变”的典范、易地扶贫搬迁的典范和旅游扶贫的典范。



6. 景区带动“兴产业”。依托旅游景区，广泛发动搬迁农户参与旅游商品开发、民族歌舞队、旅游餐饮服务，实现了传统农民向新型农民转变，让搬迁群众吃上了“旅游饭”。

成效

“海坪模式”取得了明显成效。

1. 推动了景区建设新提升。度假区以海坪为核心，以易扶安置点为主要景点打造千户彝寨景区，定期在彝族风情小镇内进行民族文化活动表演，已成为全景式的低纬度、高海拔国际旅游休闲度假区。

2. 开创了生态移民新模式。通过把易地扶贫搬迁点与小城镇建设、景区景点建设、特色产业发发展有机结合起来，实现了“搬迁一个寨子、打造一个景区”的目标，开创了一种“产业带上新移民、旅游景区安新家”的集中搬迁模式，搬迁群众将剩余住房和一楼门面作为资产入股，开发为超市、酒店等经营场所。

3. 开辟了脱贫致富新路子。一方面广泛发动周边群众参与景区景点的建设，在服务景区发展的同时，加大就业吸纳能力，不断开发保洁、保安、环卫等工作岗位；另一方面，以股份链接的方式，广泛发动群众参与旅游商品开发、民族歌舞队、旅游餐饮服务。

经验与启示

1. 要从实际出发，不断推进思路创新和扶贫机制创新。扶贫模式的选择要依据实际情况，因势而变，才能取得好的效果。野玉海就是按照“搬一个寨子，打造一个景区”的思路，推动社会资金参与景区景点建设，引导农民参与旅游开发，进而从事商贸、娱乐、住宿、餐饮等服务，最终形成了处处是景点、人人是导游的全景旅游发展格局。

2. 要充分发挥少数民族文化资源。野玉海围绕



高原山地运动、森林康养和彝族文化风情三大主题资源，深度开发成为集山地运动、避暑度假、文化体验、森林康养、温泉养生、生态科普于一体的综合型新兴旅游度假区。度假区内海坪彝族小镇是彝族始祖希慕遮的诞生地，是彝族同胞公认的精神家园，也成为游客领略彝族文化风情的基地。

下一步计划

加快完善度假区基础设施建设和易扶项目配套体系建设，加速提升现有旅游经营项目，按照国家级旅游度假区创建标准提升度假区经营管理水平，为游客提供良好的消费体验。

继续加大融资工作力度，与金融机构对接，保障各项建设资金供给，推进项目建设步伐；大力推进水城县精品旅游扶贫 PPP 项目融资，加大加快项目建设力度；积极向上级部门申请林业保护项目贷款，进一步规范和完善项目基本建设程序，优化资源配置，确保风险防范化解各项工作取得实效。

积极谋划吸引游客的新旅游项目，打造推出精品旅游文化、旅游项目，开发一批受游客欢迎的民族旅游商品和地方特产，让游客来了后玩得好、住得下、愿消费，从而实现旅游增收，促进贫困户增收致富。

“ Abstract

In recent years, Shuicheng County of Liupanshui City, Guizhou Province has been working actively to explore the innovative relocation-based poverty alleviation mode. Following the idea of “relieving poverty by relocating a village, building a scenic spot, developing an industrial park and activating a town”, it relocates poverty-stricken people in remote areas under a harsh environment to tourist attractions, industrial parks, characteristic towns or urban communities with good conditions for development, successfully building the “Haiping Mode” relocation-based poverty alleviation with six key measures, namely, setting a grand blueprint, building houses with diverse sources of investment, creating stable jobs in enterprises, distributing dividends for new property, activating existing assets and developing tourism-related industries. As a part of the major achievements exhibition “Five Years of Forging Ahead”, the episodes of Haiping settlement of Yeyuhai Mountain Tourist Resort was broadcast in Beijing Exhibition Center Theater when the 19th CPC National Congress was held, presenting the achievements made by Guizhou in relocation-based poverty alleviation.

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Challenges and Problems

The 1,000-house Haiping Yi Village in Yeyuhai Mountain Tourist Resort is built to accommodate registered impoverished households meeting the relocation conditions in six towns of Pingzhai, Yangmei, Yushe, Shaomi, Fa'er and Duge. Relying on Yi culture and local tourism resources, the resort aims to build the “tourism + poverty alleviation” mode. However, it faces the problem of how to ensure the income sources of impoverished households and integrate tourism and poverty alleviation in driving poverty alleviation by developing tourism.

Measures

“Haiping Mode” is a characteristic and innovative

relocation-based poverty alleviation mode of Yeyuhai, which is built by relocating poverty-stricken people in remote areas under a harsh environment to tourist attractions, industrial parks, characteristic towns or urban communities with good conditions for development with six key measures, that is, setting a grand blueprint, building houses with diverse sources of investment, creating stable jobs in enterprises, distributing dividends for new property, activating existing assets and developing tourism-related industries, following the idea of “relieving poverty by relocating a village, building a scenic spot, developing an industrial park and activating a town”. The relocation of Haiping Village for poverty alleviation is led by Yushe Forest Tourism Development Co., Ltd.

“Haiping Mode” is built along with the implementation of the six key measures.



1. Setting a grand blueprint. The program stresses top design and sticks to high-end positioning and high-end planning. Aiming to develop the “No.1 Yi Village in Guizhou” and highlight the elements of regional culture and Yi culture, it relocates registered impoverished households meeting the relocation conditions in six towns of Pingzhai, Yangmei, Yushe, Shaomi, Fa'er and Duge and builds the 1,000-house Haiping Yi Village with distinctive ethnic characteristics to accommodate them where each house may be used for residence by farmers, accommodating tourists and running business.

2. Building houses with diverse sources of investment. The houses in Haiping are jointly built by the relocated farmers and Yeyuhai management committee. The grants from government, self-sourced funds of the farmers and investments from Yeyuhai Resort are pooled together to increase the area of houses. The houses left by the relocated farmers are used for tourism-related business and jointly operated by the relocated farmers and the operating company of the resort. The 1,000-household Yi village has been completed after three phases of construction from 2016 to 2017, and now accommodates a total of 7,591 people in 1,764 households.

3. Creating stable jobs in enterprises. The program

explores the development path of “three-conversion (converting resources into assets; converting funds into share capital and converting farmers into shareholders)” + ethnic culture + tourism. First, the relocation houses are built as tourism houses. While the ownership lies in the farmers, the residential houses other than those for residence by farmers and the stores on the first floor are operated by the operating company as the investment in kind from farmers, with the revenue distributed proportionally according to the area of each house. Second, Liupanshui Yiyuan Culture Co., Ltd. is established to develop and promote the Yi culture and recruit and train some relocated people to deliver art performances. 70% of its net operating profits are enjoyed by Liupanshui Yiyuan Culture Co., Ltd. Its employees (including local Yi people and relocated impoverished farmers) as shareholders of the company may be directly benefited through dividend distribution. Liupanshui Yiyuan Culture Co., Ltd. has recruited and trained a total of 545 local farmers from 109 households to deliver ethnic cultural performances including Yi's songs and dances, sitcoms and bonfire parties. Through the production, lease and sale of Yi's clothing and the sale of characteristics food and beverages, 175 people from 35 impoverished households have shaken off poverty. In 2018, 137 households received dividends



of over RMB193,000 due to the “three-conversion” investment, that is, RMB1,411 per household on average. In 2019, 202 households participated in the investment program with dividends of about RMB1,800 on average received by each household at the end of the year.

4. Distributing dividends for new property. Under the support of the company, the business revenue of stores and other houses are distributed proportionally according to the area of each house. The profits of Liupanshui Yiyuan Culture Co., Ltd. are also distributed proportionally.

5. Reusing the original property by activating existing assets. The original farmland of relocated farmers is rent or transferred by farmers themselves, taken over by the local government for renting or transfer, or transferred to the local government for planting ecological forests with ecological compensation paid in order to reuse the resources. The first way of reuse is to plant snowy forest as the snowy forest at the lowest latitude in the country with all efforts; the second way is to build a holiday town by fully integrating resources of ethnic customs and culture, barren hills and slopes and collective

forest land. At present, Yeyuhai Resort has become a model of all-for-one “Three-conversion”, relocation-based poverty alleviation and tourism-based poverty alleviation in the city.

6. Developing tourism-related industries. Relying on the resort, the relocated farmers are mobilized to develop tourism commodities, form ethnic singing and dancing teams and provide catering services for tourists in order to convert relocated farmers from traditional farmers to new farmers and earn income from tourism.

Results

The “Haiping Model” has achieved remarkable results.

1. Promoting resort building. Centering around Haiping, the resort builds the 1,000-household Yi village mainly based on the resettlement site and organizes regular ethnic cultural performances in the Yi style town. It has become a panoramic international resort at low latitude and high altitude.

2. Creating a new model of ecological migration. Through the organic integration of the relocation-based poverty alleviation, the building of towns and

resort and the development of characteristic industries, it achieves the goal of “relocating a village, building a scenic spot” and creates a centralized relocation mode characterized by “bringing new immigrants to related industries and building new homes in the resort” where the relocated people make investments with additional residential houses and stores on the first floor as assets to develop them into supermarkets, hotels and other business places.

3. Exploring a new way of poverty alleviation.

On the one hand, the local people are widely mobilized to participate in the construction of resort in order to increase employment opportunities such as cleaner, guard and sanitation workers while serving the development of scenic spots; on the other hand, the local people are widely encouraged to develop tourism commodities, form ethnic singing and dancing teams and provide catering services for tourists as shareholders of the operating company.

Experience and Inspirations

1. Keeping innovating the thoughts and poverty alleviation mechanisms based on actual situation.

The poverty alleviation mode should be selected and adjusted based on the actual situation so as to achieve good results. Yeyuhai is built by following the idea of “relocating a village, building a scenic spot”, attracting private funds to the resort building and mobilizing farmers to participate in tourism development and the consequent provision of business, entertainment, accommodation, catering and other services to finally form a panoramic tourism development pattern with every place being the eye-catching sight and every people being the guide.

2. Fully utilizing the cultural resources of ethnic minorities. Centering around the three major resources of plateau & mountain sports, forest health and Yi culture & customs, Yeyuhai has been developed into a

comprehensive new tourist resort integrating mountain sports, summer destination, cultural experience, forest health, warm spring health and ecological science popularization. As the birthplace of Ximuzhe, the ancestor of Yi people, the Haiping Yi Town in the resort is the well-recognized spiritual home of Yi people and the base for tourists to appreciate the culture and customs of Yi people.

Next Step

Efforts will be made to accelerate the construction of infrastructure in the resort and supporting systems and the upgrading of existing tourism management projects, and enhance the management of resorts in accordance with the standards for national tourist resorts, so as to provide tourists with a good consumption experience.

The financing efforts will be increased by working with financial institutions to ensure the supply of construction funds and promote project construction. We will also vigorously promote the financing for quality tourism-based poverty alleviation PPP projects in Shuicheng County and increase the speed of project construction. Active efforts will be made to apply to superior levels of government for forestry protection project loans, further standardize and improve the basic construction procedures of the project and optimize the allocation of resources to ensure the effectiveness of risk prevention and resolution measures.

New tourism projects will be planned actively to attract tourists, create and launch high-quality tourism culture and tourism projects, and develop a number of ethnic tourism products and local specialties welcomed by tourists so that tourists will enjoy the time here and are willing to stay and buy, thus increasing tourism income and alleviating the conditions of impoverished households.



浙江丽水市遂昌县龙洋乡茶园村： 用“情境乡村”建设新路径破解乡村活化难题

Chayuan Village, Longyang Town, Suichang County, Lishui City, Zhejiang Province:
Solving Rural Activation Problems through a New Path of
“Situational Village” Construction

“ 摘要

近年来，浙江省丽水市遂昌县高度重视农村“空心化”及其带来的农民增收难、留守老人多、传统文化衰落等系列问题，立足山水、泥坯房、农产品等特色资源，选取了典型半空心村茶园村作为试点。政府引进深圳乐领公司共同探索乡村活化模式，推动传统农耕的“产业乡村”升级为历史、文化、民俗等与现代艺术融合的“情境乡村”，实现旧舍翻新、荒地重垦、产业重整、村民回流。2018年6月，茶园村14栋泥坯房改建成的民宿综合体获邀参加威尼斯建筑双年展。截至2019年年底，村内常住人口87人，较上年同期增长170%，2019年，村民人均收入同比增长超200%。

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挑战与问题

一是地理条件较差。龙洋乡西滩村茶园自然村，地处国家级自然保护区九龙山南麓，浙闽两省、遂（昌）龙（泉）浦（城）交界处，是浙江境内两大水系钱塘江、瓯江源头。茶园村位于遂昌县龙洋乡距离县城70余公里处，其中20公里为盘山路，交通闭塞。全村42户155人，只有103亩水田，人均0.66亩，远低于全县平均水平，且大部分为梯田，耕种难度大。二是产业薄弱。村庄人均田地少，同时地块分散，地形起伏，农业产业效益低，仅能够维持

温饱，村内无支柱产业，村民只能外出务工为生。三是村庄凋敝。村民生活所迫只能外出务工，留守村庄的老人、儿童勉强维持村内最低运转，村庄不可避免地越来越凋敝，同周边村庄发展差距不断加大，按照原有发展轨迹该村彻底“消失”只是时间问题。

措施

1. 以“文”为魂，推进原味改造，塑好乡村的形。在村庄建设、建筑物改造过程中，把茶园村拥有的浙江省非物质文化遗产“茶园武术”“全国生态文化村”两块“金字招牌”作为乡村活化的灵魂，摒弃传统“大拆大建”乡村建设模式，对茶园村进行原味改造、升级提升，打造“思念乡村、寻求乡愁”的旅居生态村。一是明晰传承路线。聘请北京大学教授，对村民户籍、族谱、文化等方面进行考察研究，精心编制茶园村活化路线图。邀请美籍华裔建筑设计师对村庄改造项目进行规划设计，并明确以“侠”为灵魂、以“野”为舞台的核心设计思路。二是留



住乡愁文化。坚持“原生态改造+新老混居模式”推进村庄建档升级，全力维护村庄原有风貌和基本构造，保留泥坯房、石板路、茶园、丝瓜藤等传统村落元素，以及房前屋后菜地、瓜棚、鱼塘等乡愁元素。三是融入武侠文化。在活化项目主体——特色民宿的改造过程中，紧紧围绕茶园村武术文化精髓，将武术所代表的“侠隐”作为活化项目的灵魂，建设石形导示、夯土墙、坡屋顶等复古元素，同时巧妙融入金庸武侠文化元素，达到乡村文化和民宿文化相互映衬的效果。

2. 以“人”为本，推进农旅融合，育好乡村的业。一是盘活闲置资产促增收。全面梳理村内泥坯房、田地等闲置可利用资产，实行所有权、承包权和经营权“三权分置”，引导投资业主、村集体和村民参与乡村活化项目，助力村集体、村民增收。目前，村内60余亩荒地已开发中草药、猕猴桃种植基地，助力村集体收入翻番；村民通过将闲置泥坯房改造成民宿，每年可获取72元/平方米租金，目前一期五年112万元租金已支付到位，未来20年将带来收入超过1000万元。二是推介生态产品促增收。

利用深圳乐领公司的会员资源和平台渠道，帮助农民销售竹筒酒、冬笋、山茶、毛花猕猴桃、野蜂蜜等20余种特色农产品，助推产品价值实现最大化。截至2019年10月底，单品销售价格较上年同期平均提升180%，单月销售额突破10万元。三是增加就业岗位促增收。村内旅居生活配套服务、基地农作物种植等就业机会，优先考虑本村村民，目前，已有16名村民成为乐领员工，其中返乡村民6人，每月获取工资性收入3000元左右。

3. 以“和”为贵，推进“新老村民融合”，补上乡村的缺。一是共话乡村振兴。常态化举办乡村振兴空心村活化论坛，邀请专家学者围绕“乡村振兴怎么看、怎么干”展开对话。二是共享生活方式。积极倡导“村民和城里人互享对方的生活方式”，成立“生活内容开发部”，开发和引入打麻糍、磨豆腐、做青团、礼树、打醮、端午放排、班春劝农等乡村生活产品和民俗活动。三是共治美丽乡村。成立茶园村“社区发展协会”，通过完善协会组织、重修村规民约等，实现村两委、企业、城市精英人群合力共治美丽乡村。



成效

一是村集体增收，村民致富。一个偏远的半空心化的小山村，2017年的一夜间村里的24幢泥土房被租赁一空，包括破旧不堪的附房。一幢100平方米的泥土房，一年租金有1.5万元，20年的租金高达30万元，全村租金收入超过1000万元。村集体增收只是项目效益体现的一个方面，涉及面更广的是村民致富。伴随着乡村旅游产业的崛起，村民们无须再舍近求远，在家门口即可就业，2016年以前茶园村人均收入约9000元，如今具有劳动力的村民家庭人均收入超过3万元，其中租金收入惠及全村村民，平均每户每年租金超过2000元，重点吸纳贫困村民16人成为企业员工，实现家门口就业每月工资收入不低于3000元，人均年收入不少于50000元。二是主客共享，活化乡村。引入城市人群来此旅居生活，让城市人群与遂昌全县域内的民俗、文化、公益、教育、旅游等方面产生互动。

经验与启示

1. 坚持问题导向探究复活之路，找寻空心村活化秘籍。人口空心化、村庄空心化、产业空心化、管理空心化是当前空心村活化面临的四大难题，只有从问题导向出发，源头入手破解好美丽乡村怎么建、农民收入怎么增、传统文化怎么传承、新老村民怎么融合、乡村生活怎么活化等难题，才有可能在传统与现代之间探索出一条空心村活化的道路。

2. 空心村活化工程的本质，在于实现乡村群众的活化。乡村活化的本质在于人的活化，唯有通过文化手段，才能真正实现人的精神面貌的改善和整体素质提升。从根本上说，中国乡村的保护与发展必须回归文化，着眼于社会长远发展，即更加重视文化生态和文化资源保护，通过乡村旅游的手段将文化资源转化为旅游产品产生经济效益，通过游客与村民的互动，使静态保护转变为动态活化。



3. 空心村活化成功的关键，是主客间的共有共建共享。乡村活化是一个动态的过程，茶园村活化项目之所以能成功，在于其与村民一起，共同营造良好发展环境，建立社区共同体，提高对社区事物的参与意识，提升社区居民在生活情境的美学层次，共同推进了乡村活化项目向纵深发展。

下一步计划

整体目标：打造乡村“活化”全国样板，打造全国乡村旅游重点村；打造省级研学旅行营地。

近期目标：近期重点开展整村项目二期建设，建设武术非遗文化传承馆、文旅公共设施等。同时加强一期项目运营管理，在促进村集体增收、群众致富上发挥更大作用。加强对村庄原住民的引导和培训，吸纳更多村民成为企业员工，更好实现在家门口就业。

“ Abstract

In recent years, Suichang County, Lishui City, Zhejiang Province has attached great importance to rural hollowing and the problems it brought, such as difficulty in increasing farmers' incomes, a large number of left-behind elderly, and the decline of traditional culture. It has, based on the landscapes, mud houses, agricultural products and other featured resources, selected Chayuan Village - a typical semi-hollow village as a pilot. The government introduced Shenzhen Leliving Company to jointly explore the rural activation model, promote the upgrading of “industrial villages” engaged in traditional farming into “situational villages” that integrate history, culture, and folk customs with modern art, in a bid to realize the renovation of old houses, re-cultivation of wasteland, industrial restructuring and return of villagers. In June 2018, the homestay complex reconstructed from 14 mud houses in Chayuan Village was invited to participate in the Venice Architecture Biennale. As of the end of 2019, there were 87 permanent residents in the village, a YoY increase of 170%. In 2019, the per capita income of villagers increased by more than 200% YoY.

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Challenges and Problems

First, poor geographical conditions. Chayuan Natural Village, Xitan Village, Longyang Town is located at the southern foot of the national nature reserve - Jiulong Mountain, and the junction of Suichang, Longquan and Pucheng in Zhejiang and Fujian provinces. It's the source of two water systems in Zhejiang Province, i.e., Qiantang River and Oujiang River. Located in Longyang Town, Suichang County, Chayuan Village is more than 70 kilometers away from the county, of which 20 kilometers is the hillside road, causing traffic block. With a population of 155 from 42 households, it has only 103mu paddy fields, with 0.66mu per capita, which is far lower than the county's average level. Most of the paddy fields are terraced fields that are difficult to cultivate. Second, weak industrial development. There is a small amount of per capita farmland in the village. Besides, scattered plots and undulating terrain resulted in low efficiency of the agricultural industry, which can only meet basic food and clothing needs of villagers. As there is no pillar industry in the village, the villagers have to go out as migrant workers for a living. Third, decay of the village. To make a living, villagers have to work outside, leaving the elderly and children in the village to barely keep the village running at a minimum level. Then the village inevitably decayed, and its development gap with surrounding villages continued to widen. If the village continues to develop according to the original development track, it will completely “disappear” sooner or later.

Measures

1. Take “culture” as the soul to promote the original transformation and build beautiful appearance of the village. In the process of village construction and building renovation, they made full use of the two “golden signboards” of Chayuan Village,

namely, the intangible cultural heritages of Zhejiang Province including “Tea Garden Martial Arts” and “National Ecological Cultural Village”. While taking the above signboards as the soul of rural activation, the traditional rural construction model of “large-scale demolition and construction” was abandoned. Besides the original style of Chayuan Village was transformed and upgraded, and an ecological village for “yearning countryside and seeking homesickness” was created. First, define the inheritance path. Invite professors from Peking University to carry out inspection and research on villagers' household registration, genealogy, culture and other aspects, and elaborately prepare the activation roadmap for Chayuan Village. Invite Chinese-American architects to undertake the planning and design work of the village reconstruction project, and clarify the core design idea with “chivalrous martial arts culture” as the soul and “field” as the stage. Second, preserve the homesickness culture. Adhere to the “original ecological transformation + mixed model of old and new housing” to upgrade the villages, and spare no effort to maintain the original style and basic structure of the village, including but not limited to the traditional village elements such as mud houses, stone roads, tea gardens, luffa stems as well as the nostalgic elements such as vegetable plots, melon sheds, and fish ponds in front and back of the house. Third, integrate the martial arts culture. During the transformation of characteristic homestays, which is also the main part of the revitalization project, build stone guides, rammed earth walls, sloping roofs and other retro elements, and cleverly include the cultural elements of Louis Cha's martial arts chivalry works, while closely focusing on the essence of the martial arts culture of Chayuan Village and taking the “anchoretic life” represented by martial arts as the soul, so as to make the rural culture and homestay culture complement each other.

2. Stick to “people” orientation, promote the integration of agriculture and tourism, and develop

the rural industry. First, invigorate idle assets to increase income. Comprehensively sort out idle and usable assets in the village such as mud houses and farmland, separate the land ownership, contracting right and management right, guide investment owners, village collectives and villagers to participate in rural activation projects, and help village collectives to address weak links and increase villagers' income. Up to now, more than 60mu wasteland in the village has been developed into Chinese herbal medicine and kiwifruit planting bases, which doubles the village collective income; by transforming idle mud houses into homestays, villagers can annually get a rent of RMB 72 per square meter. The current rent of RMB 1.12 million for five years in the first phase has been paid. In the next two decades, the income will exceed RMB 10 million. Second, promote ecological products to increase income. Rely on the membership resources and platform channels of Shenzhen Leliving Company to help farmers sell more than 20 kinds of distinctive agricultural products such as bamboo wine, winter bamboo shoots, mountain tea, Actinidia eriantha Benth, and wild honey, so as to maximize the value of products. As of the end of October 2019, the sales price of a single product recorded an average 180% increase from the same period last year and a monthly sales exceeding RMB 100,000. Third, Create more jobs to increase income. Provide employment opportunities from supporting services for living and traveling in the village, planting crops in the base, etc. for villagers on a priority basis. At present, 16 villagers have become the employees of Leliving, including 6 who return to the village and earn a monthly salary of about RMB 3,000.

3. Promote the “integration of old and new villagers” in a “harmonious” way and address the gaps of the village. First, jointly explore the path of rural revitalization. Regularly hold the forum on rural revitalization and activation of hollow villages, and invite experts and scholars to participate in talks on “the

perspective and actions of rural revitalization”. Second, promote lifestyle sharing. Actively advocate “lifestyle sharing between villagers and urban residents” and establish a “Life Content Development Department” to develop and introduce rural life products and folklore activities, including making fried glutinous pudding, grinding tofu, making sweet green rice balls, holding ritual tree festival, holding services for the departed souls, dragon rafting, organizing the spring farming encouraging ceremony, etc. Third, promote co-governance of beautiful villages. Establish the “Community Development Association” of Chayuan Village, and realize co-governance of the beautiful village by converging the forces of the village’s party branch committee and autonomous committee, enterprises and urban elites, improving the association organization, and revising the village regulations and non-governmental agreements.

Results

First, the income increase of the village collective and villagers. In 2017, 24 mud houses of a remote and semi-hollow small village in the mountain were rented out overnight, even including the dilapidated accessory houses. For a 100 square meters mud house, the annual rent is RMB 15,000, the rent of 20 years is RMB 300,000 and the rental income of the whole village exceeds RMB 10 million. The income increase of the village collective is only one aspect of the project’s benefits. Helping villagers to get rich is a result on a broader sense. With the rise of the rural tourism industry, villagers can find jobs at their doorstep, without going outside of the village. Before 2016, the per capita income of Chayuan Village was about RMB 9,000, and now, the per capita income of a villager family with labor force exceeds RMB 30,000. The rental income benefits the whole village, with the average annual rent per household exceeding RMB 2,000. The project

focuses on recruiting 16 impoverished villagers to work in the enterprise, realizing a monthly wage income of no less than RMB 3,000 and an annual per capita income of no less than RMB 50,000 from jobs at their doorstep. Second, share rural elements with urban customers and take it as a means for rural activation. Attract urban residents to live here and interact with the folklore, culture, public welfare, education, tourism and other aspects across Suichang County.

Experience and Inspirations

1. Adopt the problem-oriented method to explore the revitalization road, and find the activation secret of hollow villages. At present, the activation of hollow village is faced with four challenges in terms of hollow population, village, industry and management. Only by starting from the problem-oriented approach and addressing from the source on how to build beautiful villages, increase farmers’ income, inherit traditional culture and integrate new and old villagers can a hollow village activation path between tradition and modernity be figured out.

2. The essence of the activation project of hollow villages lies in the activation of rural people. Activation of people is the essence of rural activation. Only through cultural means can we truly improve people’s mental outlook and overall quality. Fundamentally speaking, the protection and development of Chinese villages must return to the culture orientation, and focus on long-term social development. Specifically, pay more attention to the protection of cultural ecology and resources, seek economic benefits from the transformation of cultural resources into tourism products through rural tourism and convert static protection to dynamic activation through the interaction between tourists and villagers.

3. The key to successful activation of hollow villages lies in the co-construction and sharing



between rural residents and urban customers. Rural activation is a dynamic process. The success of the activation project of Chayuan Village lies in that it works with villagers to create a good development environment, establish a shared community, increase residents’ awareness of participating in community affairs, and enhance the aesthetic level of community residents in the living situation and jointly promote the development of rural activation projects in depth.

Next Step

Overall objectives: Create a national model of rural “activation” and a key village for rural tourism nationwide; and build a research and study travel camp at the provincial level.

Recent objectives: Put recent focus on the construction of Phase II of the village renovation project, and build the intangible cultural heritage hall of martial arts, public facilities of cultural and tourism and so on. Strengthen the operation and management of Phase I project, and play a greater role in increasing the income of the village collective and helping villagers to get rich. Provide more guidance and trainings for indigenous people of the village, attract more villagers to work in the enterprise, and further achieve employment at the doorstep.



中邮传媒助力甘肃甘南藏族自治州 舟曲县扶贫行动： 立足本行业资源优势，开展旅游精准扶贫

**China Post Advertising Co., Ltd. Aiding Poverty Alleviation
in Zhouqu County, Gannan Tibetan Autonomous Prefecture,
Gansu Province:**
Conducting Targeted Poverty Alleviation through Tourism Based
on Resource Advantages of the Industry

“ 摘要

舟曲县是甘肃省甘南藏族自治州的下辖县，位于州的东南部，青藏高原东缘，素有“陇上桃花源”“藏乡江南”之美誉，史称“川陇钥匙”。这里是典型的高山峡谷区，地势西北高，沟壑纵横，沙滩森林公园、翠峰山等景点点缀其中。由于富集的旅游资源还未得到有效开发利用，旅游产业发展潜力巨大。

中国邮政广告有限责任公司（以下简称“中邮传媒”）发挥邮政资源优势，坚持“绿水青山就是金山银山”发展理念，推动绿色 GDP 的发展，助力舟曲旅游扶贫。中邮传媒充分利用中邮传媒智融平台上的优质资源，通过活动推介、媒体宣传、产业投资等措施推动精准扶贫，一系列策划的落地，如自行车赛事、制作发行国际版明信片等，体现了国有企业的责任和担当，彰显了邮政“走在前列，干在实处”不畏困难的智慧和正能量精神。

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挑战与问题

甘肃省甘南藏族自治州舟曲县辖 19 个乡镇、208 个行政村、403 个自然村，总人口 14.28 万人，其中农业人口 12.34 万人，占总人口的 86%。全县共有贫困村 87 个，深度贫困乡镇 8 个（其中省级 1 个、州级 7 个）。其中，深度贫困村 30 个，其中省级深度贫困村 16 个，州级深度贫困村 14 个。2013 年年底全县建档立卡 9067 户 35044 人，贫困发生率 29%。在脱贫攻坚的关键时刻，中邮传媒向舟曲县的父老乡亲伸出了援助之手。

措施

1. 加大力度推广大美舟曲，吸引投资和游客。将“大美舟曲”品牌进行互联网海量传播，在各大门户网站、今日头条、网易新闻等 60 多个媒体平台宣传大美舟曲，总曝光量超过千万，形成了网络

热量效应；通过中国邮政丝路信使国际自行车赛等直播媒体平台（关注量过亿）推广宣传舟曲旅游资源，利用自行车赛沿途文化活动赠送舟曲县政府旅游邀请函及宣传册；借助中国邮政“中邮传媒智融平台”全媒体资源，2019 年 7 月为舟曲县提供短视频制作并全网传播，8 月 22 日为舟曲特色文化艺术活动做直播宣传，引流千万人观看；8 月 22 日发行《大美舟曲》国版邮资明信片，11 月 24 日发行《花开舟曲》彩色邮资机宣传戳，并举行首发式，并现场启用了首枚旅游扶贫彩色邮资机宣传戳“花开舟曲”（编号：国 2019-10），用户通过手机扫描宣传戳上的二维码，可观看舟曲视频宣传片。通过这种邮政特有的传统书信文化介质，推广舟曲的“绿水青山”和独特人文。

2. 组织旅游推介会，联手旅行社开发线路。分别于 2019 年 8 月 22 日在舟曲拉尕山、11 月 24 日在北京民族文化宫举行了旅游推介活动；携手甘肃大美西部国际旅行社，开发舟曲旅游资源，策划 5



条旅游线路，制作“大美西部·最美舟曲”旅游联票，在全国进行推介销售。

3. 产业扶贫，销售和引资两手抓。通过网络直播带货促进农产品销售，帮助舟曲在淘宝、抖音等平台，推出舟曲名优特产专区（花椒、羊肚菌等），开展线上宣传推广，带动当地农民脱贫；通过中邮传媒智融平台，吸引和推动旅游企业到舟曲考察投资，在中邮传媒的牵线搭桥下，甘肃读友集团投资十几亿元，在舟曲拉尕山景区和沙滩国家森林公园进行建设运营。

4. 做好惠民服务，共享美好生活。一是启动“邮政健康惠民工程”，设立“邮政健康惠民服务点”，做好藏医藏药宣传，讲好舟曲健康故事；二是在舟曲县各乡村、社区等基层组织建立有声图书墙和文化墙示范点，扩大知识传播和扶贫政策的宣传。

成效

邮政助力舟曲脱贫收效明显。通过直播和媒体宣传，上亿人关注了舟曲，扩大了舟曲知名度，帮助舟曲完成超亿元旅游招商引资项目，为舟曲的旅游持续获客引流，实现电商平台名优特产的进城销售。

通过旅游扶贫、宣传推广扶贫、产业扶贫等方面的扎实工作，在中国邮政整体扶贫工作的战略指导下，甘肃舟曲县 2019 年退出贫困人口 2139 户

6637 人，全县剩余贫困人口 299 户 983 人，边缘户 424 户 1758 人、脱贫监测户 362 户 1566 人，贫困发生率 0.83%，2020 年 2 月 28 日，甘肃省政府正式批准舟曲县退出贫困县，实现整县脱贫摘帽目标。

经验与启示

发挥行业优势，进行精准帮扶，必将事半功倍。目前，中邮传媒通过整合中邮传媒智融平台的优质资源，采用直播和媒体宣传套餐等方式，实现了全国近亿人次关注舟曲，助力舟曲完成超亿元旅游招商引资项目，为舟曲景区旅游获客 2000 余人。

下一步计划

中国邮政后续还将继续通过全国主题邮局展以及一系列旅游扶贫项目持续提升舟曲影响力，助力舟曲脱贫攻坚工作。中邮传媒作为中国邮政旗下的一个专业板块，后续会在全国进行项目的“成功复制+创新升级”，从而打造出更多的政务合作服务项目，“走在前列，干在实处”为提升脱贫质量、全面建成小康社会做出新的更大贡献。

“ Abstract

Zhouqu County is a county under the jurisdiction of Gannan Tibetan Autonomous Prefecture of Gansu Province. Located in the southeast of the prefecture and on the eastern edge of Qinghai-Tibet Plateau, it enjoys the fames of “Peach Garden in Gansu” and “South China-like Region in Tibetan Area”, and was called the “Key to Sichuan and Gansu” in history. It has a typical high mountain valley terrain, with the land rising towards northwest and ravines running everywhere, and owns scenic spots such as Beach Forest Park and Cuifeng Mountain. However, the beautiful scenery are not developed and utilized in time, tourism industry has great potential for development at that place.

China Post Advertising Co., Ltd. (hereinafter referred to as “China Post Advertising”) has fully utilized its advantages in postal resources to aid Zhouqu’s poverty alleviation by cultural tourism, truly implement the requirements of “Lucid waters and lush mountains are invaluable assets” and promote the development of green GDP. By making full use of the high-quality resources on its intelligence integration platform, China Post Media has worked to implement precision poverty alleviation by cultural tourism-based measures such as event promotion, media publicity and industrial investment. The implementation of a series of initiatives, such as bicycle races and production and distribution of international postcards, reflect the duty and responsibility of a state-owned enterprise and demonstrate the wisdom and positive spirit of China Post of “Taking the lead with concrete efforts” fearing no difficulties.

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Challenges and Problems

Zhouqu County of Gannan Tibetan Autonomous Prefecture, Gansu Province rules 19 townships, 208 administrative villages, 403 natural villages, and has a total population of 142,800, including a rural population of 123,400, accounting for 86% of the total population. The county has 87 impoverished villages, eight extremely impoverished towns (including one at the province level and 7 at the prefecture level) and 30 extremely impoverished villages including 16 at the

provincial level and 14 at the prefecture level. At the end of 2013, there were 9,067 registered impoverished households with 35,044 people with an incidence of poverty of 29% in the county. At the critical moment of poverty alleviation by cultural tourism, China Post Advertising extends a warm hand to the folks in Zhouqu County.

Measures

1. Intensifying the publicity of Beautiful Zhouqu



to attract investment and tourists. China Post Advertising has conducted massive online advertising campaigns to publicize the brand of Beautiful Zhouqu on 60 media platforms including major web portals, TouTiao and Netease News, resulting in over 10 million views and winning high attention on the internet. The live media platforms (with over 100 million followers) such as China Post Silk Road Courier International Bicycle Race are used to publicize the tourism resources of Zhouqu, and the tourism invitations and brochures issued by Zhouqu County government were distributed in cultural activities along the route of bicycle race. In July 2019, a short video about Zhouqu was created and broadcast on the “China Post Advertising Intelligence Integration Platform”. On August 22, a live broadcast on characteristic cultural and arts events were conducted and watched by over 10 million people. On the same day, the national stamped postcard of Beautiful Panqu was issued. On November 24, the color stamp for postage meter of Flowers in Zhouqu was issued with a launch ceremony where the first color stamp for postage meter of Flowers in Zhouqu (No.: Guo 2019-10) was used. By scanning the QR code on the stamp with mobile phone, the users may watch a promotion video of Zhouqu. Through the traditional cultural medium of letter unique to China Post, Zhouqu’s “lucid waters and green mountains” and unique culture are promoted.

2. Organizing tourism promotion meetings and developing routes with travel agencies. A tourism promotion event was held on August 22, 2019 in Laga Mountain, Zhouqu and on November 24 in the Cultural Palace of Nationalities, Beijing respectively. Besides, working with Gansu Damei Xibu International Travel Agency to develop Zhouqu tourism resources, China Post Advertising has planned five tourism routes and created the tourism ticket package named “Beautiful West, Most Beautiful Zhouqu”, which are promoted and sold throughout the China.

3. Alleviating poverty based on industries and stressing both sales and investment. By selling agricultural products through live broadcast, efforts have been made to help Zhouqu to launch a special zone for its specialty products (such as pepper and morel) on Taobao, Douyin (Tik Tok) and other platforms. Online publicity and promotion are conducted to help local farmers shake off poverty. The intelligence integration platform of China Post Advertising is used to encourage tourism enterprises to invest in Zhouqu. Promoted by China Post Advertising, Gansu Duyou Group has invested billions in the construction and operation in Laga Mountain and Zhouqu Beach National Forest Park.

4. Providing public well-being services. First, the “China Post Health Well-being Project” is initiated to set up “China Post Health Well-being Service stations”,

publicize Tibetan medicine and tell the health stories of Zhouqu; second, demonstration sites of audio book wall and cultural wall are established in villages, communities and other grass-roots organizations in Zhouqu County to strengthen the dissemination and publicity of knowledge and poverty alleviation policies.

Results

China Post Advertising has achieved significant results in aiding the poverty alleviation of Zhouqu. Through live broadcast and media report, Zhouqu has won the attention of hundreds of millions people, which increases its popularity and has helped Zhouqu to complete tourism investment projects of over RMB100 million. Besides, it provides continuous tourist traffic for Zhouqu’s tourism, and realizes the sale of famous products on the e-commerce platform in cities.

With concrete work in tourism-based poverty alleviation, publicity and promotion of poverty alleviation and industry-based poverty alleviation and under the strategic guidance of China Post’s overall poverty alleviation efforts, Zhouqu County of Gansu Province reduced 2,139 impoverished households with 6,637 people in 2019 with 299 impoverished households with 983 people left (including 424 households with 1,758 people on the edge of poverty and 362 households with 1,566 people under poverty



alleviation monitoring) and an incidence of poverty of 0.83%. On February 28, 2020, the government of Gansu Province officially approved the removal of Zhouqu County from the list of impoverished counties, indicating that the county had shaken off poverty.

Experience and Inspirations

It is necessary to utilize industrial advantages and conduct precision poverty alleviation in order to yield twice the results with half the efforts. Up to now, China Post Advertising has drawn the attention of nearly 100 million people to Zhouqu through the integration of high-quality resources on the China Post Advertising Intelligence Integration Platform, live broadcast and media publicity, helping Zhouqu to complete the tourism investment projects exceeding RMB 100 million and leading more than 2,000 tourists to Zhouqu’s scenic spots.

Next Step

China Post will continue to enhance the influence of Zhouqu through the national theme post office exhibition and a series of tourism-based poverty alleviation projects to aid Zhouqu’s poverty alleviation. As a specialized branch under China Post, China Post Advertising will “successfully copy, innovate and upgrade” the project across the country so as to create more cooperation service projects with governments and making new and greater contributions for poverty alleviation by “taking the lead with concrete efforts”.



重庆巫山县： “五大措施”探索乡村旅游助推扶贫新模式

Wushan County, Chongqing City:
Explore a New Model for Promoting Poverty Alleviation
through Village Tourism with “Five Measures”

“ 摘要

重庆巫山县依托得天独厚的自然和人文资源，打造旅游战略性主导产业，以1个5A、3个4A、一批3A级精品景区为核心吸引物，“点、线、面”布局全县乡村旅游扶贫发展，成功创建了首批国家全域旅游示范区。全县有109个贫困村，24632户贫困户，89665人。其中的45个贫困村把乡村旅游作为主导产业，占贫困村的36%。建立了乡村旅游与贫困户利益的联结机制，15%的建档立卡贫困户通过乡村旅游最终实现脱贫，直接减贫贫困户2900余户、10760余人，占脱贫总人数的12%。而脱贫采取的五大措施，也成了可以让人们借鉴的“乡村旅游助推扶贫新模式”。

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挑战与问题

一是乡镇综合文化服务中心设备不足。乡镇综合文化服务中心严重缺乏文化设备，与重庆市基本公共文化服务标准有一定差距，与人民群众对美好生活的向往有一定差距。二是村综合文化服务中心无专人管理。绝大部分村综合文化服务中心无专门公共文化服务管理人员，严重影响文化设施设备的管理、使用及公共文化服务活动的开展。三是巫山县财政困难，乡村旅游项目资金严重不足。

措施

1. 建设精品景区带动乡村旅游就业脱贫。一是景区建设带动贫困户直接就业，在精品景区和乡村旅游项目建设中，发动施工企业参与扶贫，明确要求劳务用工优先安排建档立卡贫困户人员。二是开发旅游扶贫公益岗位安排就业，先后在景区、乡村旅游行政村开发保洁、保安、驾驶等公益性岗位类别10余个，日常员工达1300余人，人均年工资2万~3

万元。三是发展景区和乡村旅游带动就业，发展星级农家乐175家，电子商务128家，带动贫困户就业278人。四是鼓励贫困户在景区和乡村旅游发展中自主创业，对乡村旅游发展农家乐达到星级标准的，分别给予10万元、8万元、5万元、3万元、1万元的补助。

2. 发展乡村旅游振兴助力脱贫。一是利用环境整治促进乡村旅游扶贫，实施农村生活垃圾处理、村庄整治等建设项目，一批乡村旅游基础设施达到



“六通六有”标准。二是利用旅游产品线路开发促进乡村旅游扶贫，推出“峡江奇境、云雨梦境、远古秘境、乡村美景”乡村旅游精品线路，培育出“李花节”“采茶节”“刨猪节”等主题节庆乡村旅游品牌。三是利用旅游要素发展促进乡村旅游扶贫，打造出“三峡院子”神女人家、红叶人家、岩上人家、半山人家、原乡下庄等系列品牌。四是利用资源差异化发展促进乡村旅游扶贫，通过乡村旅游+文创、电商、养生、养老、体育、健康、研学等多方面的融合发展，培育多样化、个性化的乡村旅游业态。

3. 实施乡村旅游“智力”提升促使造血脱贫。一是开展乡村旅游行业智力帮扶。对从事农家乐、观光采摘、农事体验等经营户进行教育培训和开发指导，对涉旅群众面授实用技术。目前，45个贫困村拥有旅游从业人员3000余人，比2018年增长25%。二是开展乡村旅游技能扶持，从项目策划、接待礼仪、食品卫生、菜品制作、从业技能等方面入手，累计培训3727人，有效促进贫困户剩余劳动力转移。三是开展乡村旅游非遗培训，建成非遗扶贫工坊，组织非遗扶贫培训1565人次，文博公司与56户贫困户签订非遗刺绣产品收购协议，定

期上门统一收购，让贫困户从中获得稳定收入。

4. “三变改革”发展乡村旅游帮助创收脱贫。一是发展乡村旅游让农户土地山林资源变成资产。如：万亩茶园项目，群众利用土地以村集体组织的名义统一打包，成立专业合作社。然后公司对村集体组织合作社实施兼并收购，公司再与旅发集团之间的股份再次分配，各占66.6%和33.4%。茶园建成后头3年生长期，公司以300~350元/亩的标准补助给老百姓。从第4年收获期开始，旅发集团本着利益向老百姓倾斜的原则，人头分红占50%的模式分配给合作社成员。二是发展乡村旅游让农民变成股东，通过“公司+合作社+农民”的方式建立利益联结机制，农民不但可获得土地入股分红、收益分红，还可在自家土地上打工。

5. 带动乡村旅游农产品销售脱贫。一是开发乡村旅游农产品为旅游商品。由农委牵头，供销、商务等部门配合，重点对巫山脆李、核桃、天麻、纽荷尔、高山腊肉等农特产品统一策划包装，带动5万余户群众平均每年至少增收5000元左右。二是创新乡村旅游农产品销售渠道，鼓励涉旅乡镇的群众将土特产转化为旅游销售商品，引导群众通过



电子商务远销外地。近年来，10余个乡镇营销额达5000余万元，2000余户贫困户、群众户均增收2000元以上。

成效

培育出以特色乡村旅游为主导产业的村100个，实现从事乡村旅游的市场主体1000余家，全县乡村旅游年接待游客1000万人次，实现经营收入30亿元，直接提供就业岗位2万人，拉动间接就业6~8万人。

经验与启示

1. 政府高度重视。把乡村旅游发展作为推动全县旅游发展的重要支撑之一，培育特色乡村旅游，引来了游客，实现了经济增收。

2. 大力发展全域旅游。提出实施“全域旅游行动计划”，先后出台《国家全域旅游示范区创建“1+N”实施方案》《巫山县全域旅游行动计划实施方案（2018—2020年）》及“1+13”配套实施方案，提供资金、用地、税费、人才等政策保障，打破了制约乡村旅游发展的交通、公共服务、接待能力等的瓶颈。

3. 旅游扶贫规划引领。在乡村旅游扶贫规划上做到“两个定位”“五个坚持”。“两个定位”：一是全县乡村旅游统一定位打造，整体规划；二是乡村旅游实行功能定位，不同区域差异化发展。“五个坚持”：一是坚持“三个结合（发展乡村旅游与乡村振兴总目标相结合、与乡村产业振兴结合、与乡村文化振兴相结合）”；二是坚持完善乡村旅游设施配套，建立相适应的乡村旅游生态环境，停车场、旅游公厕、农家书屋、民宿、旅游商品店等；三是坚持乡村旅游+融合发展，以交通为先导，以产业为基础、以文化为灵魂，实现融合发展；四是坚持乡村旅游与产业一体化，纳入全县旅游一同宣传，



一同销售；五是坚持建立利益联结机制，发展乡村旅游+扶贫利益联结机制。

4. 调动群众积极参与。把贫困群众与企业、合作社、公司等主体相融合，让村民变得有经济头脑，变不主动为主动。

下一步计划

一是逐步完善乡镇综合文化服务中心设备。二是提升公共文化服务水平，管理和使用好已建好的公共文化场地和设施，提升服务效率，逐步实现公共文化服务精准供给，使群众性文化活动更加丰富。三是快速推进曲长乡柑园村、权发村，双龙镇安静村乡村旅游和乡村振兴示范项目规划建设。力争成功创建2个全国乡村旅游重点村名录，把乡村旅游培育成巫山县旅游产业的重要增长点。

“ Abstract

Wushan County in Chongqing City has, by relying on the unique natural and humanistic resources, built a strategic leading tourism industry that takes one 5A-level, three 4A-level, and a batch of 3A-level boutique scenic areas as the core attraction and makes an layout of rural poverty alleviation through tourism across the county from the “point, line to area”. It has successfully created the first batch of national demonstration zones for all-for-one tourism. There are 109 impoverished villages, 24,632 impoverished households, and 89,665 villagers across the county. Among them, 45 impoverished villages have developed the village tourism as their leading industry, accounting for 36% of the total impoverished villages. A linkage mechanism between village tourism and the interests of poverty-stricken households has been established. Among the filed poverty-stricken households, 15% of them finally got out of poverty through village tourism, and more than 2,900 households and 10,760 people were directly lifted out of poverty, accounting for 12% of the total number of people out of poverty. The five major measures for poverty alleviation have also become a “new model of poverty alleviation through village tourism” with a referential value for others.

”

Challenges and Problems

First, there are insufficient facilities in the comprehensive cultural service center at the township level. The comprehensive cultural service center at the township level suffers from serious lack of cultural facilities, and there is still a large gap before reaching the basic public cultural service standards of Chongqing and meeting people’s expectations for a better life. Second, the village’s comprehensive cultural service center is not managed by specially-assigned personnel. Most comprehensive cultural service centers in the village are not managed by specialized public cultural service managers, which seriously affects the management and use of cultural facilities and

equipment as well as the organization of public cultural service activities. Third, due to the financial difficulties in Wushan County, there is a big financing gap in the development of village tourism projects.

Measures

1. Build boutique scenic areas to create employment opportunities and promote poverty alleviation through village tourism. First, create more employment opportunities for poverty-stricken households directly through the construction of scenic areas. In the construction of boutique scenic areas and village tourism projects, mobilize construction companies to participate in poverty alleviation, and



clearly put forward the requirement of first addressing the employment problem of villagers from the filed poverty-stricken households. Second, develop public welfare positions for poverty alleviation through tourism to address employment problems. We have successively developed more than 10 public welfare positions such as cleaners, security guards, and drivers in scenic areas and the administrative villages of village tourism, with more than 1,300 daily employees who obtain an annual salary of RMB 20,000 to RMB 30,000 on average. Third, create more employment opportunities through the development of scenic areas and village tourism. In specific, 175 star-rated farmhouses and 128 e-commerce platforms have been built, helping 278 poverty-stricken households find jobs. Fourth, encourage poverty-stricken households to start own businesses in the development of scenic areas and village tourism, and grant subsidies of RMB 100,000, RMB 80,000, RMB 50,000, RMB 30,000, and RMB 10,000 to those who are running farmhouses that meet star standards in village tourism.

2. Vigorously develop village tourism to promote poverty alleviation. First, take environment improvement measures to promote rural poverty alleviation through tourism, and implement construction projects such as rural domestic garbage disposal and village improvement, with a number of rural tourism infrastructures reaching the standard of

“six connections and six facilities”. Second, promote rural poverty alleviation through tourism by developing boutique tourism products and routes, launch boutique village tourism routes of “Xiajiang Wonderland, Cloud and Rain Dreamland, Ancient Mystery and Beautiful Countryside”, and build “Plum Blossom Festival”, “Tea Picking Festival”, “Pork Eating Festival” and other village tourism brands with festivals and customs as the theme. Third, promote rural poverty alleviation through tourism by developing tourism elements, and create a series of brands such as “Three Gorges Courtyard”, “Goddess House”, “Hongye House”, “Yanshang House”, “Banshan House”, and “Original Rural Style in Xiazhuang Village”. Fourth, promote rural poverty alleviation through tourism with differentiated development of resources, and cultivate diversified and personalized village tourism business models through the integrated development of village tourism + cultural innovation, e-commerce, health maintenance, elderly care, sports, health, research and other aspects.

3. Promote “blood-making” poverty alleviation through “intelligence” improvement in village tourism. First, provide intelligence support for the village tourism industry. Organize education and training activities and provide development guidance for households engaged in agritainment, sightseeing picking and farming experience, and teach practical skills to people involved in the tourism industry.

At present, there are more than 3,000 tourism practitioners in 45 impoverished villages, an increase of 25% over 2018. Second, provide skills support in the development of village tourism, and take project planning, reception etiquette, food hygiene, dish production, and professional skills as the starting point, with a total of 3,727 receiving training, effectively promoting the transfer of surplus labor from poverty-stricken households. Third, carry out trainings on intangible cultural heritages in village tourism, build the workshops of intangible cultural heritages for poverty alleviation, and organize trainings for 1,565 people on how to promote poverty alleviation through inheritance of intangible cultural heritages. Wenbo Company has signed the agreements with 56 poverty-stricken households on purchasing the intangible cultural heritage - embroidery products through regular door-to-door visits in a unified way, so as to provide a stable income source for poverty-stricken households.

4. Implement the Reform of “Three Changes” to develop village tourism and help villagers get out of poverty and increase their income. First, turn the land, mountain and forest resources of farmers into assets through the development of village tourism. For example: In the 10,000 mu tea garden project, the masses used the land in a unified package in the name of the village collective organization and established a specialized cooperative. Then the company implemented mergers and acquisitions of the village collective organization and cooperatives. The shares between the company and the Tourism Development Group were redistributed, with each accounting for 66.6% and 33.4%. In the growth period of the first three years upon completion of the tea garden, the company provided villagers with a subsidy of RMB 300-350/mu. Since the fourth year of the harvest period, the Tourism Development Group has allocated 50% of the dividends to members of the cooperative in line with the principle of delivering more benefits to the masses. Second,



allow for equity participation of farmers through the development of village tourism, and establish an interest linkage mechanism using the model of “company + cooperative + farmer”, in which farmers can not only obtain dividends and income dividends from pooling of land as shares, but also work on own land.

5. Realize poverty alleviation through the sales of village tourism agricultural products. First, develop tourism commodities based on agricultural products in village tourism. Under the leadership of the Agriculture Committee and the support from supply and marketing, commerce and other departments, give priority to unified planning and packaging of special agricultural products such as crisp plums, walnuts, gastrodia elata, Newhall navel oranges, alpine bacons produced in Wushan, driving more than 50,000 households to increase their income by at least RMB 5,000 per year on average. Second, innovate the sales channels of village tourism agricultural products, encourage the masses in towns engaged in tourism development to convert local specialties into tourism commodities for sales, and guide the masses to sell their tourism commodities to other places via e-commerce platforms. In recent years, the sales of more than ten towns have exceeded RMB 50 million, driving an increase in the average income of more than 2,000 poverty-stricken households by more than RMB 2,000.

Results

Cultivate 100 villages with characteristic village tourism as the leading industry, make the market entities engaged in village tourism exceed 1,000, receive 10 million tourists annually in village tourism in the county, make an operating income of RMB 3 billion, directly provide 20,000 jobs, and indirectly boost the employment of 60,000 to 80,000 people.

Experience and Inspirations

1. High attention from the government. Take the development of village tourism as one of the important support for the development of tourism in the county, and cultivate characteristic village tourism industry, so as to attract tourists and increase people’s economic income.

2. Enhance efforts in developing all-for-one tourism. Propose to implement the Action Plan for All-for-one Tourism, successively issue the “1+N” Implementation Plan for Construction of All-for-one Tourism Demonstration Zones, the Implementation Plan for the Action Plan of All-for-one Tourism in Wushan County (2018-2020) and “1+13” supporting implementation schemes, and introduce preferential policies in terms of funds, land, taxes and talents, which breaks the bottlenecks of transportation, public services and reception capacity that constrain the development of village tourism.

3. Stick to the guidance of the planning for poverty alleviation through tourism. Make clear “Two Positionings” and “Five Insisting” in the planning for rural poverty alleviation through tourism. Two Positionings: Unified positioning and overall planning for the development of village tourism across the county; functional positioning of village tourism and differentiated development in different regions. Five Insisting: Stick to “three combinations” (combining the development of village tourism with the general

goal of rural revitalization, the revitalization of rural industries, and the revitalization of rural culture); Stick to continuous improvement in village tourism facilities such as parking lots, public toilets for tourists, farmers’ library, homestays, and tourist merchandise stores and establish an ecological environment suitable for the development of village tourism; Stick to village tourism + integrated development, and take transportation as the guide, industry as the foundation, and culture as the soul to achieve integrated development; Stick to the integration of village tourism and industry, incorporate them into the county’s tourism development planning and promote publicity and sales in a unified way; Stick to the establishment of an interest linkage mechanism, and develop a village tourism + poverty alleviation interest linkage mechanism.

4. Encourage active participation of the masses. Integrate impoverished people with enterprises, cooperatives, companies and other entities to enhance villagers’ awareness of taking the initiative to make money.

Next Step

First, gradually improve the facilities in the comprehensive cultural service center at the township level. Second, improve the level of public cultural services, effectively manage and use the public cultural venues and facilities that have been built, and improve the service efficiency, so as to gradually realize precise supply of public cultural services, and provide diverse cultural activities for the masses. Third, step up efforts in promoting the planning and construction of the demonstration projects for village tourism and rural revitalization in Ganyuan Village and Quanfa Village in Quchang Town, and Anjing Village in Shuanglong Town. Strive to successfully establish two directories listed as key rural tourism villages in China, and develop village tourism into an important growth driver for tourism industry in Wushan County.



西藏拉萨市达东村： “景区带村”模式打造乡村旅游扶贫标杆

**Dadong Village, Lhasa City, Tibet Autonomous Region:
Set a Benchmark for Rural Poverty Alleviation through Tourism
by the Model of “Driving the Development of Villages with
Scenic Areas”**

“ 摘要

西藏是中国西南边疆的重要门户，旅游资源十分丰富，但同时这里也是中国“三区三州”深度贫困地区之一。当地政府与企业合力，基于乡村文化旅游发展思路，对村内的人居环境和旅游基础设施进行全面提质升级。通过“景区带村”的文旅产业扶贫模式，使达东村成为西藏最具魅力的文旅扶贫示范村之一，扶贫成果受到广泛认可。达东村已于2018年9月通过脱贫摘帽验收考核，顺利退出贫困村行列。

”

挑战与问题

2016年以前，拉萨柳梧新区达东村是典型的贫困村，下辖8个村民小组，共有农牧民218户822人，贫困发生率22.26%。2016年4月，柳梧管委会牵头，村委会、柳梧城投以及域上和美集团组建柳梧和美乡村民俗文化旅游有限公司（以下简称“柳梧和美”），正式启动“达东村村容村貌整治暨扶贫综合（旅游）开发”项目（以下简称“达东项目”）。

项目定位“打造拉萨乡村旅游精品”，在保留达东村原有景观风貌基础上，深入挖掘达东村仓央嘉措庄园遗址、千年古寺等文化内涵，融合打造达东林卡、湖边茗馆、乡村度假酒店、达东圣地桃林、千亩花海、房车营地、达东温泉文化旅游休闲产品，培植达东村拉萨近郊特色藏乡民俗文化景区，打造宜居、宜业、宜游的西藏新农村，带动精准扶贫，实现乡村振兴。

措施

达东村村容村貌整治暨扶贫综合（旅游）开发项目旨在全面贯彻落实乡村振兴战略，传承传统文

化产业化、巩固精准扶贫成效，积极发挥特色经营主体作用和自身优势，依托拉萨市政府和柳梧管委会等平台，通过采取“政府+公司+农户”的运营模式，形成政府主导、企业运营、合作社参股、农牧民增收的“三位一体”产业发展模式；创新“经营性收入+工资收入+分红收入”的财产性收入模式，多渠道探索创收、增收路径，实现从“农牧饭”到“旅游饭”的跨越。

1. 以资源为基础，促产业结构升级。达东项目以雪山溪流景观轴为核心，以五组团系统为架构，以国际顶尖乡村旅游项目为元素，紧扣旅游与农业、生态的现代化旅游发展思维，主动融合相关产业，



深度探索旅游扶贫。2018年，达东项目在已有的达东林卡、湖边茗馆、乡村民宿、“拉萨人家”藏家乐、仓央嘉措·庄园遗址、圣地雪桃林、真人CS户外拓展基地、自驾车房车营地等旅游项目的基础上，加快达东温泉中心、千亩花海、观景栈道、众创空间、达东美食街等项目的建设。

2. 文旅就业+自主创业，引导村民转变生产生活方式。近几年来，村民们开起了茶馆、便利店、特色藏式小吃等，自发从事旅游服务经营活动，既为游客提供服务，也为村民提供就业机会，增加村民收入，改变了村民原有的生产生活方式。

3. 依托传统文化，塑造乡村旅游品牌。达东项目以传统文化和节庆活动为契机，积极拓展当地的文化体验活动，以促进文旅项目的发展，同时通过人流的带动促进当地农副产品的推广与销售。2017年达东村千亩桃林建成，柳梧和美以此为依托策划打造“达东桃花会”，桃花会期间除了观赏桃花，还推出民俗体验活动。



成效

1. 经济效益。达东项目运营当年（2016年）共计接待游客8万余人次；2017年游客接待量达15万人次，旅游收入471万元，实现人均增收8000余元；2018年随着达东村文旅特色产业的丰富和项目知名度、美誉度不断提高，接待游客量达40万人次，旅游收入697万元；2019年接待游客量约33万人次，全年旅游收入567万元。

2. 社会效益。达东项目累计解决本村村民就业2500多人次，其中建档立卡贫困户20人，累计支付工资560万元，截至2018年为村民兑现旅游分红近120万元，2019年下半年预计分红总额80万元。达东村也已于2018年9月正式退出贫困村，实现了产业旺、环境美、村民富。达东村“景区带村”文旅产业扶贫模式在2019年入选《国家乡村旅游发展典型案例》。



经验与启示

1. 以旅游市场为先导进行项目统筹。按照全域旅游的发展思路，对达东项目进行全生命周期的整体统筹，包括前期策划定位、规划设计、建设监督、管理运营和包装推广等。项目建设之初，通过深入了解和充分挖掘达东当地的风貌、风俗、风情、风物和风味进行精准定位，确定将项目打造为拉萨市近郊乡村旅游的典范，并根据这个定位进行规划设计。同时，围绕目标客群制订推广营销计划。

2. 以基础设施提升作为项目支撑。达东项目是按照景区化标准对区域内的基础设施进行了升级改造。项目通过实施雨污分流、电力改造、旱厕改造等改善了村民的居住环境。通过配套林卡建设、乡村酒店、庄园遗址等多方面的整改提升，健全房车营地、温泉康养、星空观景、千亩花海等文化旅游服务功能，将达东村建设成为藏地最美乡村旅游村落。

3. 以文化为灵魂赋予人文价值。达东村已有上千年的历史，这里不仅自然风光优美，民俗风情淳朴，还拥有两座近千年的古寺、仓央嘉措的行宫和莲花生大师用权杖开凿的泉眼等优质的文化资源。

通过深入挖掘达东的文化内涵，打造具有深厚人文底蕴的文化休闲胜地。

4. 以产业为核心促进项目发展。发展乡村旅游，突出乡村产业的特色，特别要重视与当地农副产品相结合。良好的田园生态吸引城市居民前来体验乡村生活，同时也促进了本地藏鸡蛋、土豆、酥油、酸奶等农副产品的销售，达东桃花会等都促进了达东村农副产品的品牌推广。

5. 共建共享共赢是保障。柳梧和美乡村民俗文化旅游有限公司是由村集体、当地政府和社会资本共同组建成立的，可谓共建共享，在发展乡村旅游的过程中，当地村民的发展就是最大的公约数。

下一步计划

柳梧和美乡村民俗文化旅游有限公司将按照产业兴旺、生态宜居、乡风文明、治理有效、生活富裕的总要求，围绕“文化+旅游+康养”的思路，继续坚持“特色、高端、精品”的导向，以高原生态旅游为基础，民族文化体验为灵魂的发展理念，深入挖掘达东村传统文化底蕴，围绕“千亩花海、藏式疗养”两大主题，以花卉观光、农耕体验、温泉疗养为功能定位，在守住绿水青山，改善生活环境的同时，促进传统文化的保护、传承、发扬和创新，通过“抓重点、补短板、强弱项”，科学有序推动乡村产业、生态、文化、组织和人才五个方面的振兴，全面实现达东村的乡村振兴工作，进一步将达东村打造成乡村振兴的西藏样板。

“ Abstract

As an important portal for the southwestern frontier of China, Tibet is home to abundant tourism resources, but at the same time, it's also one of China's extremely poor areas in the “three regions and three prefectures”. Local governments have worked together with the enterprises to comprehensively improve the quality and upgrade the human settlement environment and tourism infrastructure in the village based on the development idea of rural cultural tourism. Thanks to the poverty alleviation model of the cultural industry and tourism advocating to “drive the development of villages with scenic areas”, Dadong Village has been built into one of the most attractive demonstration villages for cultural tourism poverty alleviation in Tibet, with its achievements in poverty alleviation widely recognized. In September 2018, Dadong Village passed the acceptance and assessment on the removal from the poverty list, successfully being lifted out of impoverished villages.

”

Challenges and Problems

Before 2016, Dadong Village in Liuwu New District, Lhasa was a typical impoverished village, with eight villager groups under its jurisdiction and a total of 822 farmers and herdsman from 218 households. The poverty head count ratio was 22.26%. In April 2016, Liuwu Hemei Rural Folk-custom Cultural Tourism Co. Ltd. (hereinafter referred to as “Liuwu Hemei”)



was jointly established by the village committee, Liuwu Urban Investment and Usunhome Group under the leadership of Liuwu Management Committee, to officially launch the “Village Appearance Renovation & Poverty Alleviation and Comprehensive (Tourism) Development” Project of Dadong Village (hereinafter referred to as the “Dadong Project”).

With a positioning of “building rural tourism boutique in Lhasa”, the Dadong Project explored deeply into the cultural connotations of the Tsangyang Gyatso Palace Site and the Millennium Temple in Dadong Village on the basis of preserving original landscape features of Dadong Village, integrated various elements to create Dadong Garden, Lakeside Tea House, Rural Resort Hotel, Dadong Holy Land Peach Forest, 1,000 mu of Flower Sea, RV Campground, and Dadong Hot Spring Cultural Tourism and Leisure Products, and cultivated the characteristic Tibetan folk cultural scenic spots of Dadong Village in the suburbs of Lhasa, so as

to build a new Tibetan village that is livable, industry-friendly and travel-friendly, promotes targeted poverty alleviation and realizes rural revitalization.

Measures

The Dadong Project aims to fully implement the strategy of rural revitalization, inherit and promote the industrialization of traditional culture, and consolidate the results of targeted poverty alleviation. During its implementation, the project gave full play to the role of characteristic operation as the main body and its own advantages to form the “Three-in-One” industrial development model featuring government-led, enterprise operation, cooperative shareholding, and income increase of farmers and herdsman by relying on the platforms such as Lhasa Municipal Government and Liuwu Management Committee and adopting the operation mode of “government + company + farmer”; it also innovated the property income model of “operating income + wage income + dividend income”, and explored multiple channels for income generation and increase, realizing the leap from “making a living from agriculture and animal husbandry” to “making a living from tourism”.

1. Upgrade the industrial structure based on resources. With the stream landscape axis along the snow mountain as the core and the five-cluster system as the structure, the Dadong project integrated the elements of the world's top rural tourism projects, carefully practiced the modern tourism development thinking of tourism, agriculture, and ecology, and actively integrated related industries to explore tourism poverty alleviation. In 2018, the Dadong project speeded up the construction work of Dadong Hot Spring Center, 1,000 mu of Flower Sea, Sightseeing Boardwalk, Mass Innovation Space, Dadong Food Street among others on the basis of consolidating its existing tourism projects, including Dadong Garden,

Lakeside Tea House, Rural Resort Hotel, “Lhasa Family” Tibetan Farmhouse, Tsangyang Gyatso-Palace Site, Holy Land Snow Peach Forest, Live CS Outdoor Development Base, Self-driving RV Campground, etc.

2. Guide villagers to change their lifestyle and way of production through cultural tourism employment + independent entrepreneurship. In recent years, villagers have opened teahouses, convenience stores, characteristic Tibetan snack shops, etc., spontaneously-engaged business activities in tourism service, which not only provide services for tourists, but create employment opportunities for villagers, increasing their income and changing their original production and life style.

3. Build rural tourism brands by relying on traditional culture. Taking traditional culture and festival activities as an opportunity, the Dadong project actively expanded local cultural experience activities to promote the development of cultural tourism projects, and facilitated the promotion and sales of local agricultural and sideline products through attracting more people flows. In 2017, the peach forest in Dadong Village occupying an area of 1,000 mu was built. Based on this, Liuwu Hemei planned and created the “Dadong Peach Blossom Fair” for tourists to enjoy peach blossom and participate in folk custom experience activities.



Results

1. Economic benefits. In the first operation year (2016), the Dadong project received a total of more than 80,000 tourists; in 2017, the number of tourists received reached 150,000, with a tourism income of 4.71 million yuan and an increase in per capita income of more than 8,000 yuan; in 2018, with the enrichment of the cultural and tourism industry in Dadong Village, and increasing popularity and reputation of the project, the number of tourists received reached 400,000, with a tourism income of 6.97 million yuan; in 2019, the number of tourists received was about 330,000, with an annual tourism income of 5.67 million yuan.

2. Social benefits. The Dadong project has created job opportunities for more than 2,500 villagers in the village, including 20 poverty-stricken households whose files and cards have been created, and accumulatively paid a salary of 5.6 million yuan. As of 2018, the project has distributed the tourism dividends of nearly 1.2 million yuan to villagers. In the second half of 2019, the total dividend is expected to be 800,000 yuan.

Dadong Village has been also officially removed from the list of impoverished villages in September 2018, realizing the goal of building a prosperous industry and a beautiful environment, and increasing the income of villagers. The poverty alleviation model of cultural industry and tourism in Dadong Village that “drives the development of villages with scenic areas” was selected into Typical Cases of National Rural Tourism Development in 2019.

Experience and Inspirations

1. Make overall arrangements for the project under the guidance of the tourism market. Make overall planning for the Dadong project during the entire life cycle, including early planning and positioning, planning and design, construction supervision, management operation and packaging promotion, etc., while sticking to the development concept of regional tourism. At the beginning of the project, it is decided to build the project into a model of rural tourism in the suburbs of Lhasa based on accurate



positioning through in-depth understanding of and full exploration into local features, customs, styles, sceneries and flavors, and carry out planning and design based on this positioning. Moreover, the promotion and marketing plan is formulated to be around the target customer group.

2. Provide support for the project by upgrading infrastructure. The Dadong project has upgraded its infrastructure in accordance with the standardization requirements of scenic areas. The project has improved the living environment of villagers through rain and sewage diversion, power transformation, dry toilet transformation and other measures. By building supporting facilities for Dadong Garden, rural hotels, manor sites, etc., and implementing rectification and improvement in various aspects, the cultural tourism service functions such as RV campground, hot spring recreation, stary sky sightseeing, 1,000 mu of Flower Sea etc. have been improved and Dadong Village has been built into the most beautiful Tibetan village of rural tourism.

3. Endow humanistic value with culture as the soul. With a history of more than a thousand years, the Dadong Village not only boasts a beautiful natural scenery and simple folk customs, but accommodates two ancient temples built nearly a thousand years ago, the palace of Tsangyang Gyatso and the spring opening cut by Lotus-Born Master with the truncheon. Create a cultural and leisure resort with profound cultural heritage by deeply digging into the connotation of Dadong culture.

4. Promote project development with the industry at the core. Promote the development of rural tourism, highlight the characteristics of the rural industry, and pay special attention to integrating with local agricultural and sideline industries. Good pastoral ecology can attract urban residents to experience rural life, and promote the sales of local Tibetan eggs, potatoes, ghee, yogurt and other agricultural and

sideline products. The Dadong Peach Blossom Fair promoted the brand promotion of agricultural and sideline products in Dadong Village.

5. Provide project guarantee through co-construction, sharing and win-win cooperation. Liuwu Hemei Rural Folk-custom Cultural Tourism Co. Ltd. was jointly established by the village collective, local government and social capital in a co-construction and sharing mode. In the development of rural tourism, the greatest common divisor is to bring benefits to local villagers.

Next step

Liuwu Hemei Rural Folk-custom Cultural Tourism Co. Ltd. will continue to adhere to the “characteristic, high-end and boutique” orientation around the idea of “culture + tourism + healthcare” in accordance with the general requirements of industrial prosperity, ecological livability, rural civilization, effective governance, and affluent living, uphold the development concept with plateau ecotourism as the foundation and national cultural experience as the soul, and dig into the traditional culture of Dadong Village. In addition to protecting lucid waters and lush mountains, and improving the living environment, it will also promote the protection, inheritance, development and innovation of traditional culture around two major themes of “1,000 mu of Flower Sea and Tibetan Recuperation” and in line with the functional positioning of flower sightseeing, farming experience and hot spring therapy, propel the rural revitalization from five aspects of rural industry, ecology, culture, organization and talents in a scientific and orderly way by “focusing on key points, improving weak links and enhancing efforts to address weaknesses”, so as to fully realize rural revitalization in Dadong Village, and further build Dadong Village into a model of Tibet for rural revitalization.



河北承德市“一号风景大道”： 打造风景道品牌，推进“非遗 + 扶贫”试点

“No.1 Scenic Avenue” in Chengde City, Hebei Province:
Build a Brand of Scenic Avenue and Promote the Pilot of
“Intangible Cultural Heritage + Poverty Alleviation”

“ 摘要

承德市在围场满族蒙古族自治县、丰宁满族自治县两个国家级贫困县境内的坝上草原，打造了全长 180 公里的国家“一号风景大道”，串联了 6 大组团、20 个旅游景区、55 个美丽乡村。大道沿途建设了 3 个游客集散中心、7 个旅游驿站、2 个房车营地、13 个观景平台和停车港湾、30 公里慢行系统、150 个旅游厕所，有效带动了坝上深度贫困地区 16 个乡镇、112 个行政村、16.6 万人（其中贫困人口 2.1 万人）走上旅游脱贫致富道路。

”

挑战与问题

河北省承德市是旅游资源大市，也是燕山—太行山集中连片特困地区，所辖 8 县市有 7 个贫困县市，建档立卡贫困人口 20.77 万。围场县、丰宁县旅游发展主要依靠坝上草原景区，主要存在的问题有：草原景区属于典型的一季游；旅游服务设施简陋；过度依赖旅行社团队游，自驾游设施少；把文化打造成商品吸引游客的意识不够；等等。

措施

1. 突出龙头引领，打造风景道品牌。坚持“生态、务实、优质”的理念，用一条风景大道串珠成链、以线带面，将坝上地区森林、草原、湖泊、湿地、山地等自然景观和蒙元文化、满族民俗、皇家文化、万里商道、边塞文化等历史人文资源有机整合，借鉴美国 66 号公路、蓝岭风景道等先进理念，建设了国内首条国家注册的风景道，实现了深藏大山的旅游资源开发与交通闭塞的乡村脱贫致富的有机结合。

2. 突出补齐短板，完善提升公共服务。按照“补齐短板、完善功能、提升品质”要求，加快“旅游三网”建设，提升交通、住宿、餐饮、购物、娱乐、康养等配套服务功能。新建景区公路、乡村旅游公路 220 公里，改建新建停车场 30 个、新增停车位 5000 个，建设旅游厕所 120 个，旅游标识牌 280 块，新建行宫 3 个、驿站 5 个、房车营地 2 个、游客服务中心 12 个，新增旅游酒店、乡村民宿 120 家、床位 5000 张，旅游通达能力和接待能力大幅提升。结合民族特色和清皇家文化特色，对沿线乡村面貌统一改造提升，实施强弱电入地和并线并杆等综合



环境治理工程。

3. 突出文旅融合，推进“非遗+扶贫”。全面梳理盘活国家“一号风景大道”沿线历史文化资源，设立了丰宁剪纸、滕氏布糊画等非遗扶贫就业工坊，打造了丰宁非遗传承基地 2A 级旅游景区，吸引了妈妈制造基金等 3 家大型文化企业合作搭建“非遗+扶贫”产品销售平台，丰宁县成为黄河以北唯一的全国十大“非遗+扶贫”试点县，带动了大批贫困户就近就地成为非遗商品生产者。

4. 突出利益联结，激发旅游扶贫持久动力。大力推行“两转三带”旅游扶贫模式，建立贫困户与景区间稳固的利益联结机制：一是推行“三权”流转，让“资产”变“收益”。引导贫困户将山场、土地、闲置农宅流转给首旅寒舍等旅游企业，结合坝上农业产业结构调整，因地制宜打造了 8 万亩中药材花海，建成了坝上伊云、万家客栈等一批高端民宿，每户年均获利 5500 多元，实现“旱涝保收”。二是推行资产转股，让“农民”变“股民”。丰宁县小北沟村将全村 42.6 平方公里的荒滩、荒山折价 49% 的股权，与旅游开发企业共同打造契丹小镇，村民每年可分红 4700 元，最高达 2.68 万元，实现

了农民变股民、红利进家门。三是推行龙头带动，让“输血”变“造血”。发挥龙头企业带动优势，通过订单采购、提供就业等方式，开辟贫困群众自我致富通道，重点打造了中国马镇、永太兴疏林草原度假区、康熙饮马驿站、神仙谷满族文化园等旅游扶贫龙头景区 20 个，累计提供就业岗位 1600 个。四是推行景区带村，让“穷乡”变“金窝”。将景区与周边村庄同步规划，打造了木兰秋狝、阿鲁布拉克围、茶盐古道、国家牧场、契丹部落、中国马镇六大景村共建组团，投资 6 亿元打造了 55 个旅游化美丽乡村，带动了 340 户贫困群众发展农家院、经营土特产，当起“小老板”。五是推行能人带户，让“大户”变“头雁”。支持乡村旅游经营大户带动贫困户组成专业合作社，已搭建“万家客栈”“柳塘人家”“龙头皇家客栈”“共享农庄”农户加盟平台 4 个，带动坝上地区旅游从业人员达到 4 万人，人均增收 6000 元。

成效

随着国家“一号风景大道”的开发建设，旅游



业已经成为当地农牧民脱贫致富的重要途径。仅“一号风景大道”建成后一个月，坝上地区接待游客达 200 多万人次，同比增长 150%；旅游综合收入 23.4 亿元，同比增长 160%，引起全社会广泛关注。目前，坝上地区有近 1/3 的农牧民直接或间接从事旅游活动，旅游收入占到农牧民总收入的比重达到 20% 以上，2019 年整体脱贫。在第七届中国旅游产业发展年会上，承德打造国家一号风景大道荣获 2019 旅游扶贫年度典型案例。

经验与启示

1. 全面贯彻落实新发展理念是旅游扶贫的战略指引。坚持生态优先、绿色发展，将坝上丰富的生态旅游资源与鲜明的历史文化积淀相结合，以风景道为核心吸引物，沿线打造了塞罕坝森林小镇、小滦河国家湿地公园、御道口行宫、康熙饮马驿站等一批生态环保、文旅融合的新业态产品，促进了游客数量大幅增长，极大地带动了周边乡村发展餐饮、住宿、旅游商品等服务配套产业发展，带来了大量就业创业机会。

2. 坚持共建共享是旅游扶贫的动力源泉。承德市坚持把旅游产业发展与美丽乡村建设、农业结构调整、扶贫易地搬迁、提升农村基本公共服务等工作有机结合，使广大人民群众在充分参与旅游产业发展过程中，改善生产生活条件，增加家庭收入，



得到了实实在在的好处。

3. 强化市场运作是旅游扶贫的有效途径。坚持“政府引导、市场运作”的理念，除必要的旅游基础设施建设外，所有的旅游项目一律由企业投资建设。政府整合旅游、交通、美丽乡村、山水林田湖等专项资金 11.3 亿元，有效撬动市场资金投入 260 亿元，引进了荣盛集团、炫靓集团、中建集团、河北旅投等战略投资商，建设了 20 个旅游新业态项目，在脱贫攻坚中变“授人以鱼”为“授人以渔”。

下一步计划

认真贯彻落实国家扶贫思想，充分发挥旅游资源丰富和产业基础良好的两大优势，坚持把旅游扶贫作为打赢脱贫攻坚战的务实之举，大胆创新，在国家“一号风景大道”基础上，进一步整体提升、打响品牌，申报国家“一号风景大道”省级旅游度假区。

“ Abstract

Chengde City has built a 180km national “No. 1 Scenic Avenue” in Bashang grassland in two national poverty-stricken counties, namely Weichang Manchu and Mongol Autonomous County and Fengning Manchu Autonomous County. This avenue connected six scenic groups, 20 tourism scenic spots and 55 beautiful villages. 3 tourist distribution centers, 7 tourist post stations, 2 RV campgrounds, 13 sightseeing platforms and parking bays, a 30 km Non-motorized Traffic system and 150 tourist toilets were built along the avenue, effectively driving 166,000 people (including 21,000 impoverished people) from 112 administrative villages in 16 towns of the Bashang extremely poor area to embark on the road of poverty alleviation and income increase through tourism.

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Challenges and Problems

Home to rich tourism resources, Chengde City, Hebei Province is located in the contiguous poverty-stricken area of Yanshan Mountain-Taihang Mountain, with 7 poverty-stricken counties and cities in the 8 counties and cities under its jurisdiction and a filed impoverished population of 207,700. The tourism industry in Weichang County and Fengning County is mainly driven by the Bashang grassland scenic spot, facing the following main challenges during its development: The grassland scenic spot is a typical one-season tour; rudimentary tourism service facilities; over-reliance on the group tour of travel agencies, with few self-driving tour facilities; lack of enough awareness to build culture into a commodity that attracts tourists, etc.

Measures

1. Give full play to the role of leading enterprises

and build the scenic avenue brand. Adhere to the concept of “ecology, pragmatism, and high quality”, use a scenic avenue to connect different elements into a chain, a line, and eventually a surface, promote the organic integration of the natural landscapes such as forests, grasslands, lakes, wetlands, and mountains in the Bashang area with historical and cultural resources such as the Mongolian culture in Yuan Dynasty, Manchu folk customs, Royal Culture, Ten Thousand Li Trade Route and Frontier Fortress Culture, draw on advanced concepts of US Route 66 and Blue Ridge Scenic Parkway to build China’s first nationally registered scenic avenue, realizing the organic integration between the development of tourism resources deep in the mountains and the poverty elimination of villages with extremely imperfect traffic.

2. Intensify efforts to address weaknesses and improve the public services. Accelerate the construction of the “three tourism networks” and provide high-quality supporting services of transportation, accommodation, catering, shopping,

entertainment, wellness, etc. in accordance with the requirements of “addressing weaknesses, improving functions, and enhancing quality”. Newly build 220km scenic roads and rural tourist roads, rebuild 30 new parking lots, set 5,000 new parking spaces, build 120 tourist toilets, set 280 tourist signs, and build 3 new palaces, 5 post stations, 2 RV campgrounds, 12 tourist service centers, 120 new tourist hotels and country inns with 5,000 beds, greatly improving the tourism accessibility and reception capacity. Transform and upgrade the rural landscapes along the avenue in a unified manner based on the national characteristics and the characteristics of the royal culture of Qing Dynasty, and implement comprehensive environmental management projects such as access of strong and weak electricity underground and orderly laying of cables and poles.

3. Highlight the integration of culture and tourism and promote the mode of “intangible cultural heritage + poverty alleviation”. Comprehensively sort out and revitalize the historical and cultural resources along the national “No. 1 Scenic Avenue”, set up

employment workshops for poverty alleviation through intangible cultural heritage such as Fengning Paper-cutting and Tengshi Cloth Paste Painting, create the 2A-level tourist attraction of the intangible cultural heritage inheritance base in Fengning County, and attract three large cultural enterprises including “Made by Mothers” Fund to jointly build an “intangible cultural heritage + poverty alleviation” product sales platform. Fengning County has become the only one of Top 10 national “intangible cultural heritage + poverty alleviation” pilot counties to the north of the Yellow River, driving a large number of impoverished households to become local producers of intangible cultural heritage goods.

4. Highlight the common interests of multiple parties, and stimulate sustained impetus for poverty alleviation through tourism. Vigorously promote the poverty alleviation through tourism model featuring “two transfers and three driving forces”, and establish a solid interest linkage mechanism between impoverished households and scenic spots: First, turn “assets” into “revenues” through the transfer of “three





rights”. Guide impoverished households to transfer mountain farms, land, and idle farm houses to tourism enterprises such as BTG Lohas, plant 80,000 mu of Chinese herbal medicines based on local conditions and structural adjustment of the agricultural industry in Bashang area, build a batch of high-end homestays including Yiyun and Wanjia Inns in Bashang area. By doing so, the average annual profit of each household reaches more than 5,500 yuan, ensuring “stable yields despite drought or excessive rain”. Second, make “farmers” become “shareholders” through asset-to-equity swaps. By converting 42.6 square kilometers of desolate beaches and barren hills into 49% equity, Xiaobeigou Village in Fengning County worked with tourism development enterprises to jointly build the Qidan Town. In this way, the villagers became shareholders and can obtain a dividend of 4,700 yuan per year, up to 26,800 yuan. Third, give full play to the role of leading enterprises, and transform from “blood-transfusion” to “blood-making” poverty alleviation. Give full play to the driving role of leading enterprises, open up channels for the poor to get rich by themselves through order procurement, provision of employment opportunities, etc., focus on building 20 leading scenic spots for poverty alleviation including China Horse Town, Yongtaixing Campo Cerrado Resort, Kangxi Yinma Business District, Shenxian Valley Manchu Cultural Park, etc., and provide a total of 1,600 jobs. Fourth, drive the development of villages with scenic areas and help “impoverished villages” “get rich”. On

the basis of simultaneous planning of the scenic areas and surrounding villages, create six scenic area-village co-construction clusters including Mulan Hunting in Autumn, Alubulake Paddock, Ancient Tea and Salt Trade Road, National Pasture, Qidan Tribe, China Horse Town, and invest 600 million yuan to build 55 beautiful tourist villages, driving 340 impoverished households to develop farmhouses and operate local products in a self-employed way. Fifth, promote capable people to drive the development of specific households and turn “large operators” into “bellwethers” Support large rural tourism operators in helping poor households form professional cooperatives, and build four farmer-joining platforms including “Wanjia Inn”, “Liutang Family”, “Leader Royal Inn” and “Shared Farm”, which increased the number of people engaged in tourism in the Bashang area to 40,000, with an income increase of 6,000 yuan per capita.

Results

With the development and construction of the national “No. 1 Scenic Avenue”, tourism has become an important way for local farmers and herders to get rid of poverty and increase income. In only one month after the completion of the “No. 1 Scenic Avenue”, the Bashang area has received more than 2 million tourists, a YoY growth of 150%; the comprehensive tourism revenue reached RMB 2.34 billion, a YoY growth of 160%, attracting wide attention from the whole society. At present, nearly one-third of farmers and herdsmen in the Bashang area are directly or indirectly engaged in tourism activities, with the tourism income accounting for over 20% of their total income, realizing overall poverty alleviation in 2019. At the 7th Annual Meeting of China’s Tourism Industry, the practice of Chengde in building the national “No. 1 Scenic Avenue” was listed into national typical cases of poverty alleviation through tourism in 2019.

Experience and Inspirations

1. The all-round implementation of new development concepts is a strategic guide for poverty alleviation through tourism. Uphold the concept of ecological priority and green development, combine rich eco-tourism resources in the Bashang area with its distinct historical and cultural accumulations, and build a batch of new-pattern products featuring ecological environmental protection and culture-tourism integration with the scenic avenue as the core attraction, including the Saihanba Forest Town, Xiaoluan River National Wetland Park, Yudaokou Palace and Kangxi Horse Dinking Post Station. This promoted a substantial increase in the number of tourists, greatly spurred the development of supporting industries of catering, accommodation, and tourism commodities in the surrounding villages, and created many employment and entrepreneurship opportunities.

2. Provide a continuous source of power for poverty alleviation through tourism by sticking to co-construction and sharing. Chengde City sticks to the organic integration of tourism industry development with the construction of beautiful villages, agricultural structure adjustment, poverty alleviation relocation, and improvement of basic public services in rural areas, so that people can fully participate in the development of the tourism industry, enjoy a better production and



living environment, increase their family income and obtain tangible benefits.

3. Strengthening market operation is an effective path to promote poverty alleviation through tourism. Adhere to the “government-led and market-operated” concept, and ensure all tourism projects are invested and constructed by enterprises, except necessary tourism infrastructure. Through integrating the special funds of 1.13 billion yuan for tourism, transportation, beautiful villages, mountains, forests, farmland and lakes, the government effectively mobilizes the market capital investment of 26 billion yuan, and attracts many strategic investors such as Rongsheng Group, Xuanliang Group, China State Construction Engineering Corporation, and Hebei Tourism Investment Group to build 20 new tourism industry projects, realizing the transformation of poverty alleviation mode from “giving a man fish” to “teaching him how to fish”.

Next step

Earnestly carry forward the poverty alleviation thinking of the state, give full play to two advantages of rich tourism resources and good industrial foundations, take poverty alleviation through tourism as a pragmatic move to win the battle against poverty, make bold innovations, further improve the brand recognition on the basis of the national “No. 1 Scenic Avenue”, and apply for the national “No.1 Scenic Avenue” provincial tourist resort.



贵州黔东南苗族侗族自治州雷山县： 大力发展乡村旅游，助推民族村寨脱贫

Leishan County, Qiandongnan Miao and Dong Autonomous Prefecture, Guizhou Province:
Striving to Develop Village Tourism to Help Ethnic Villages Get Rid of Poverty

“ 摘要

良好的生态环境和保存完好的苗族文化是贵州省雷山县的“两个宝贝”。近年来，雷山县坚持以脱贫攻坚统揽经济社会发展全局，切实把大扶贫、大数据、大生态与大旅游紧密结合起来，充分发挥生态环境和民族文化优势，全力加快全域旅游化、全县景区化，促进农文旅、一二三产业融合发展，大力推进“乡村旅游+”产业扶贫模式，强力助推决胜脱贫攻坚、同步全面小康，推动经济高质量发展，坚定不移地走百姓富、生态美的绿色发展新路子。

”

挑战与问题

雷山县是一个自然生态资源大县、民族文化资源大县、旅游资源大县。全县植被覆盖率达 94%，森林覆盖率达 72.56%；全县苗族人口占总人口的 84.2%，境内苗寨、苗语、苗族服饰、苗族生活方式等苗族文化保存完好，全县共有 68 个国家传统村落、13 项国家级非物质文化遗产；有 2 个国家 4A 级景区，境内的雷公山是国家级自然保护区、国家地质公园、国家级森林公园，雷山是全国首批全域旅游示范区创建单位，是贵州省的重点旅游区，西江千户苗寨景区是贵州省主要景区，是旅游贵州



的必到景点，被列入全国“景区带村”旅游扶贫示范项目，民族文化乡村旅游业是雷山经济社会发展和脱贫攻坚的战略性支柱产业。

但是“乡村旅游+”产业发展推进不够均衡，全域旅游发展还有差距，乡村旅游业与其他产业融合还有差距，乡村旅游业带动经济社会高质量发展还有差距，乡村旅游业带动脱贫的效果还有差距。

措施

1. 全域化布局，让乡村旅游成为脱贫攻坚支柱产业。成立旅游发展工作领导小组，高标准编制了《文化旅游产业创新区暨民族文化旅游目的地规划》《全域旅游规划》《乡村旅游扶贫规划》，以西江旅游公司为主体，每年投入全域旅游发展专项资金不少于 3000 万元，大力推动乡村旅游转型发展，加快全域旅游化、全县景区化步伐，逐步实现处处是景、随地可游。

2. 全方位配套，让乡村旅游发展覆盖更多贫困群众。立足旅游“十二”要素丰富产品链条，创新旅游产品业态，完善“吃、住、行、游、购、娱”各项配套，建设“快旅慢游”交通体系，悦榕庄等

知名品牌酒店落地建设，建好管好旅游厕所，完善景区标识标牌系统，大力发展智慧旅游，不断满足游客多层次、多样化需求，让游客高兴而来，满意而归。

3. 全产业融合，形成多业共生的脱贫攻坚大格局。充分利用苗族文化和生态环境的优势，全面落实新发展理念，以推动融合发展为抓手，千方百计做好“旅游+”这篇大文章，促进生产要素集聚，推进农文旅一体、产城景互动、一二三产业深度融合，打造群众参与的文化旅游扶贫产业链，助推雷山如期决胜脱贫攻坚、同步全面小康。

4. 共建共享，让更多贫困群众成为乡村旅游扶贫的受益对象。始终坚持以人民为中心的发展思想，充分发挥旅游业的引领作用，创新股份合作型、劳动就业型、经营型、辐射带动型等利益联结机制，带动更多贫困人口共享旅游发展红利。

成效

1. 乡村旅游发展之路越走越宽。2014年以来，全县接待游客人次年均增长31.3%，旅游综合收入年均增长34.5%，全县文化产业增加值占GDP比重达9.05%，排在全省同类县第一位，乡村旅游业直接或间接带动3.3万贫困人口实现稳定增收脱贫。

“乡村旅游+”产业扶贫模式连续两年在全省旅发大会上作了经验介绍，“西江模式”被列为贵州改革开放40年40事典型案例。

2. “乡村旅游+”拓展得越来越广。一是农旅融合强基础。围绕乡村旅游，大力发展茶、竹、药、菜（菌）、生态畜禽等特色山地农业，实现农民人均1亩茶、半亩药、1亩菜（菌）、1头猪，带动了2.3万余名贫困人口脱贫致富。二是工旅融合补短板。围绕乡村旅游大力发展以茶叶、银饰、刺绣为主的旅游商品加工业，开发了一批“旅游必购商品”，联动1.3万农户。三是城旅融合提品位。围绕乡村旅游加快推进特色城镇化，积极打造“西江—县城—

大塘”特色城镇旅游带，成功创建了“全国文明县城”“国家卫生县城”，西江镇入选首批中国特色小镇名单。四是文旅融合显特色。坚持文化为魂、旅游为体，精心打造了《西江（大塘）盛典》《蝴蝶妈妈》《美丽西江》等一批民族文化精品剧目，并逐步推向旅游市场常态化演出。五是数旅融合添活力。围绕乡村旅游加快发展大数据产业，苏宁易购、网易严选入驻雷山，成功创建国家级电子商务进农村示范县，加强与头条、新浪、百度等的合作，带动创业就业2000余人。

3. 群众特别是贫困群众获得的实惠越来越实。一是业态发展联动。积极鼓励农户利用自家房屋经营农家乐、家庭旅馆、旅游商品店等直接参与乡村旅游发展，或是通过出租房屋实现增收。在西江，70%以上的村民吃上了“旅游饭”，农民人均可支配收入从2008年的1800余元增长到2019年的22300余元，有10户村民成为千万富翁，有48户村民成为百万元户，建档立卡贫困人口人均收入达到11000余元，全村共有1132户农户购买了私家车。二是就业服务带动。鼓励景区吸纳贫困人口直接或间接就业，促进贫困户持续增收。西江景区为村民提供了导游、环卫等800多个服务岗位，人均月收入2500元以上。三是利益共享驱动。西江景区每年从门票总收入中提取18%作为民族文化保护资金，对景区民房保护完好的农户进行奖励，既让村民享受到了旅游红利，又调动了参与保护民族



文化的积极性。仅2018年就分红3094.4万元，覆盖农户1430户5427人，其中建档立卡贫困户295户1181人，户均获益2.16万元。四是产品供给拉动。坚持以游客需求为导向，引导群众大力发展茶、菜、畜禽、传统手工等特色产业，并以“景区+”的模式进行产销对接，带动300多户1150余名贫困人口增收致富。

经验与启示

1. 发展民族文化乡村旅游是民族地区决胜脱贫攻坚、同步全面小康的“好路子”。旅游参与扶贫，有助于增强贫困地区“造血”功能、让贫困人群富起来，有助于提升社会文明程度、让贫困人群的素质高起来，有助于保护自然生态和民族文化、让贫困地区的环境好起来。雷山县把大扶贫与大旅游有机结合起来，在旅游产品打造、旅游业态培育、群众共建共享等方面下功夫，实现了民族文化传承、经济社会发展与群众脱贫致富的多赢。

2. 坚持特色融合发展是民族地区决胜脱贫攻坚、同步全面小康的“好抓手”。雷山县千方百计做好“旅游+”这篇大文章，促进一二三产业深度融合，经济社会发展的路子越走越宽，产业领域拓展得越来越广，衍生了更多的业态，培育了更

多的经济增长点，群众特别是贫困群众获得的实惠越来越多。

3. 共建共享是民族地区决胜脱贫攻坚、同步全面小康的“好动力”。积极探索创新股份合作型、劳动就业型、经营型、辐射带动型等利益联结机制，让当地群众广泛参与旅游发展、合理分享旅游红利，实现企业有利润、群众有就业和收益、政府有税收，增强共建共享民族文化旅游的内生动力。

下一步计划

坚持贯彻落实新发展理念，以高质量发展为引领，坚持用好民族文化和生态环境“两个宝贝”，坚持以脱贫攻坚统揽经济社会发展全局，发挥优势、突出重点，精准发力、持续用力，下足“融合”功夫，做好“旅游+”文章，在推进全域旅游中把景区做精、在完善配套中把接待能力做强、在提升旅游服务中把环境做好、在旅游发展中把扶贫做实、在产业融合发展中把经济社会发展质量做优，以更加坚定的决心、更加有力的举措，推动全县民族文化乡村旅游产业持续“井喷式”增长，大力推进“乡村旅游+”产业扶贫模式，让越来越多的贫困群众分享到旅游发展成果，推动全县经济社会高质量发展。

“ Abstract

Good ecological environment and well-preserved Miao culture are the “two treasures” of Leishan County, Guizhou Province. In recent years, Leishan County has adhered to the strategy of poverty alleviation to take the overall economic and social development into consideration. It has effectively integrated great poverty alleviation, big data, macro-ecology and great tourism to give full play to the advantages of ecological environment and national culture. In addition, the county has made every effort to develop all-for-one tourism and scenic areas, promote the integrated development of agricultural and cultural tourism, primary, secondary and tertiary industries. The county has vigorously promoted the mode of “village tourism plus” poverty alleviation through industrial development, advance the fight for the eradication of poverty, keep pace with the overall moderately prosperous society, drive high-quality economic development, and unswervingly follow a new path of green development featuring prosperity for the people and ecological progress.

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Challenges and Problems

Leishan County is home to abundant natural ecological resources, ethnic culture resources and tourism resources. The vegetation coverage and forest coverage of the county reached 94% and 72.56% respectively. Miao people account for 84.2% of the total population in the county. Miao culture, including Miao villages, Miao language, Miao costume and Miao lifestyle, is well preserved. There are 68 national traditional villages and 13 state-level intangible cultural heritages in the county which is also home to two national scenic spots rated as 4A level; Leigong Mountain is a national natural reserve, a national geological park and a national forest park; Leishan is one of the first batch of demonstration sites of all-for-one tourism nationwide and is a key tourist area in Guizhou Province; Xijiang Qianhu Miao Village scenic area is the main scenic area in Guizhou Province and

a must-visit scenic spot in Guizhou Province; it has been listed in the demonstration projects of national “tourism areas boosting village development” for poverty alleviation. Therefore, the village tourism featuring ethnic culture is a strategic pillar industry for socio-economic development and poverty alleviation in Leishan.

Nevertheless, the development of “village tourism plus” industry is not balanced enough, and there is still a gap in the development of all-for-one tourism, the integration of village tourism with other industries and in high-quality socio-economic development driven by village tourism, as well as in the effectiveness of village tourism driving poverty alleviation.

Measures

1. The overall layout makes village tourism become the pillar industry of poverty alleviation.

The county has set up a leading group of tourism development and developed high-standard Planning for Innovation Zone of Cultural Tourism Industry and Destination of Ethnic Culture Tourism, Planning for All-for-one Tourism and Planning for Rural Poverty Alleviation through Tourism. With Xijiang Tourism Company serving as the main role, the county invests no less than RMB 30 million of special fund for the development of all-for-one tourism every year, makes great efforts to promote the transformation development of village tourism and promotes all-for-one tourism and scenic spots, so as to make scenic spots everywhere.

2. All-round supporting makes the development of village tourism cover more poor people. Based on the diversified product chains of “twelve” elements in tourism, the county has innovated tourism products, improved the supporting of “food, accommodation, travel, sightseeing, shopping and entertainment” and built the traffic system of “quick travel and slow trip”. Moreover, famous branded hotels, such as Banyan Tree, has been built. Restrooms for tourists have

been built and managed well, and identification and signage system of the scenic spot has been improved. The county also makes great efforts to develop smart tourism and constantly met tourists’ multi-level and diversified demands to make tourists come with joy and leave with satisfaction.

3. The integration of the whole industry will form a major pattern of poverty alleviation with multiple industries. The county makes full use of the advantages of Miao culture and ecological environment and implements the new development philosophy comprehensively. Taking the promotion of integrated development as the starting point, the county has done everything possible to do a good job in “tourism plus”, promoted the aggregation of production factors, driven the integration of agriculture, culture and tourism, the interaction among industries, towns and scenic spots and the deep integration of primary, secondary and tertiary industries. The county also builds an industry chain of poverty alleviation through cultural tourism to achieve a decisive victory in poverty alleviation and



lead a moderately prosperous society in all respects as scheduled.

4. Through the model of “Joint Building and Shared Benefits”, more poor people benefit from rural poverty alleviation through tourism.

The county always adheres to the people-centered development philosophy, gives full play to the leading role of tourism and develops new mechanisms for interest connection featuring joint-stock cooperation, employment, business, and driving effect, so that more poor people will share in the dividends of tourism development.

Results

1. The road of village tourism development is getting wider. Since 2014, the number of tourists received by the county has increased by an average of 31.3% annually, and the consolidated income from tourism has seen an average annual growth of 34.5%. The added value of the county’s cultural industry

accounts for 9.05% of GDP, making the county rank the first among counterparts in the province. Village tourism has directly or indirectly driven 33,000 poor people to stably increase income and get out of poverty. For two consecutive years, the mode of “village tourism plus” poverty alleviation by developing industries has been introduced at the provincial tourism development conference. “Xijiang mode” has been listed as one of the 40 typical cases of Guizhou’s 40 years of reform and opening up.

2. “Village tourism plus” is expanding more and more widely. First, agriculture and tourism are integrated to strengthen foundation. Focusing on village tourism, the county has made great efforts to develop mountain farming featuring tea, bamboo, medicinal plants, vegetables (edible fungus), ecological livestock and poultry, providing one mu of tea, half an mu of medicinal plants, one mu of vegetables (edible fungus) and one pig for each farmer per capita, which has helped more than 23,000 poor people get rid of poverty and get rich. Second, industry and tourism



are integrated to improve weak links. Focusing on village tourism, the county vigorously develops the processing industry of tourist commodities, like tea, silver ornaments and Miao embroidery. In this way, it has launched a batch of “must-buy commodities in travel” and cooperated with 13,000 peasant households. Third, towns and tourism are integrated to improve taste. Focusing on village tourism, the county has accelerated the promotion of urbanization with characteristics and actively created “Xijiang-County-Datang” tourism belt of characteristic town, successfully building a “national civilized county” and a “national clean county”. Moreover, Xijiang Township has been selected as one of the first batch of small townships with Chinese characteristics. Fourth, culture and tourism are integrated to highlight characteristics. With culture as soul and tourism as the main part, the county has carefully created a number of high-quality national cultural plays or operas, such as the Xijiang (Datang) Grand Ceremony, the Butterfly Mother and the Beautiful Xijiang, and gradually introduced them to the tourism market for regular performances. Fifth, data and tourism are integrated to add vitality. Focusing on village tourism, the county accelerates the development of big data industry. Suning E-commerce and NetEase Yanxuan are located in Leishan, successfully establishing a state-level demonstration county where e-commerce enters rural areas. In addition, it has strengthened cooperation with Toutiao, Sina and Baidu, helping more than 2,000 people start up business and find jobs.

3. People, especially the poor, have benefited more and more. First, business development linkage. The county actively encourages farmers to use their own houses to run farmhouse, family hotels and stores of tourism commodities to directly participate in the development of village tourism, or to increase their income by renting houses. In Xijiang, more than 70% of the villagers earn their income from the tourism

industry. The per capita disposable income of farmers increased from over RMB 1,800 in 2008 to over RMB 22,300 in 2019. Ten villagers became multimillionaires and 48 villagers became millionaires. The per capita income of registered poverty-stricken people has reached more than RMB 11,000. A total of 1,132 households in the village have purchased their private cars. Second, driving by employment services. The county encourages scenic spots to employ the poor directly or indirectly, and promotes the continuous increase of the poverty-stricken households. Xijiang Scenic Spot provides villagers with more than 800 service jobs, such as tour guide and sanitation worker, with an average monthly income of over RMB 2,500. Third, driving by profit sharing. Xijiang Scenic Spot takes 18% of the total ticket revenue as the fund for protection of ethnic culture every year and rewards the farmers whose houses are well protected, which not only enables the villagers to enjoy the tourism dividend, but also arouses their enthusiasm of participating in the protection of ethnic culture. In 2018 alone, the dividends hit RMB 30.944 million, covering 5,427 people from 1,430 households, including 295 registered poverty-stricken households or 1,181 people, benefiting RMB 21,600 per household. Fourth, driving by product supply. In line with tourist demands, the county guides people to make great efforts to develop characteristic industries, such as tea, vegetables, livestock and poultry, and traditional handicrafts. Moreover, it links the production and marketing in the mode of “scenic spot plus”, increasing the income of over 300 households or 1,150 poor people and making them rich.

Experience and Inspirations

1. The development of village tourism featuring ethnic culture is a “good way” for ethnic minority areas to fight against poverty and lead a moderately prosperous society in all respects. Poverty alleviation

through development of tourism industry is conducive to enhancing the “vitality” of poor areas, making poor people rich, improving the level of social civilization, enhancing the quality of poor people, protecting the natural ecology and ethnic culture and improving the environment of the poor areas. Leishan County seamlessly combines the great poverty alleviation and tourism and makes great efforts to develop tourism products and types and build the model of “Joint Building and Shared Benefits”, achieving the multi-win results of ethnic culture inheritance, socio-economic development and masses getting rid of poverty and getting rich.

2. Adhering to the development integrated with features is an effective means for ethnic minority areas to achieve a decisive victory in poverty alleviation and lead a moderately prosperous society in all respects. Leishan County has made every effort to do a good job in “tourism plus”, promoting the in-depth integrated development of primary, secondary and tertiary industries, expanding the path of socio-economic development, broadening industrial fields, leading to the emergence of more new business models and cultivating more economic growth points, and benefiting more and more people, especially the poor.

3. The model of “Joint Building and Shared Benefits” is a “good driving force” for ethnic minority areas to achieve a decisive victory in poverty alleviation and lead a moderately prosperous society in all respects. Leishan County actively explores and innovates the interest connection mechanism featuring joint stock partnership, employment, business and driving effect, so as to enable local people to participate extensively in tourism development and reasonably share tourism dividends. These aim to ensure that enterprises have profits, people have jobs and earnings, and the government has tax revenue, and to strengthen the inner driving force for the model of “Joint Building and Shared Benefits”



of ethnic culture tourism.

Next Step

Guided by the vision of high-quality development, the county has insisted on implementing new development philosophy, making good use of the “two treasures” of ethnic culture and ecological environment and taking poverty alleviation as the overall task of economic and social development. In addition, it gives full play to advantages, highlights key points, takes accurate and continuous measures, makes full use of “integration” and does a good job in “tourism plus”, so as to improve the scenic spots in the promotion of all-for-one tourism, strengthen the reception capacity in the improvement of supporting facilities, enhance the environment in the promotion of tourism services, take concrete measures in development of tourism and improve the quality of economic and social development in the integrated development of industries. With stronger determination and more powerful measures, the county will continue to promote a growth spurt of village tourism featuring ethnic culture and push forward with the mode of “village tourism plus” poverty alleviation by developing industries, thus enabling a growing number of poor people to share the fruits of tourism development promoting the county’s high-quality socio-economic development.



中国旅游集团： 对口帮扶香格里拉，打造标杆项目

China Tourism Group:
Provide Counterpart Support to Shangri-La and Build a Benchmarking Project

“摘要

香格里拉是云南乃至全国极具潜力的旅游目的地，是国家重点推广的 12 条黄金线路之一，是集观光、休闲、度假、探险、科考的大旅游区域，是具有世界范围影响力的国际旅游品牌。同时，香格里拉也面临着生态脆弱、基础薄弱等问题，不适合发展大的项目，所以更应着重于现有资源和文化的开发、挖掘。

”

挑战与问题

云南香格里拉市地处滇、川、藏三省区交汇处和“三江并流”世界自然遗产腹地，茶马古道要冲，平均海拔 3459 米，素有“动植物王国”“天然高山生物园”等美誉，有“世界的香格里拉”旅游品牌。香格里拉是多民族共居，多宗教并存，多文化共荣的高原县级市，是国家级贫困县，2017 年列入国家“三区三州”集中连片深度贫困地区云南藏区三县市之一。2018 年全市有贫困乡镇 4 个、贫困村 45 个（其中已出列贫困村 16 个，现有贫困村 20 个，深度贫困村 9 个）。截至目前，全市还有未脱贫户 149 户 421 人，边缘户 154 户 610 人、脱贫监测户 180 户 625 人，贫困发生率降至 0.38%。

香格里拉在文化旅游产业发展中存在以下三个方面的短板：一是香格里拉旅游品牌影响力存在短板，虽有一定影响力，但因经济原因导致推广手段相对滞后，讲不好“香格里拉故事”；二是文化与旅游结合不够紧密，缺乏对文化内涵的挖掘，文化元素作为旅游灵魂内核的作用不突出；三是旅游产业结构调整步伐不够快，目前自然景观旅游仍是香格里拉旅游主体，对推动旅游产品结构由观光型为主向休闲度假、康体养生、文化体验、科普教育等复合型方向转变的效果不明显。



措施

中国旅游集团充分发挥旅游主业优势，坚持精准扶贫。将旅游资源与企业全产业链立体化嫁接，通过品牌传播、产品策划、路线开发、文化挖掘、人才培养、专业运营等“六位一体”的旅游扶贫方式，有效激活香格里拉地区文化旅游产业发展

的内生动力。

1. 传播“香格里拉动人故事”，助推旅游品牌价值提升。联合香格里拉市举办“迪庆·香格里拉端午赛马节暨中国旅游集团首届‘时光之礼’香格里拉旅游文化节”。举办香格里拉首届旅游业发展论坛、旅游推介会等，并借助中央级主流媒体进行宣传，讲好香格里拉故事。制作发行香格里拉旅游扶贫特刊，深度挖掘当地的文化、美食、旅游资源。集团下属《旅行家》杂志制作发行了长篇扶贫专刊《香格里拉返乡人》，与央视电影频道强强联手制作了公益项目“脱贫攻坚战——星光行动”，还促成香格里拉扶贫馆在京东商城正式上线，打造出“电影+电商、线上+线下”的创新扶贫模式。

2. 开发“香格里拉旅游路线”，助力旅游产品和服务提升。因势推出香格里拉“时光之礼”旅游扶贫线路，打造了囊括香格里拉独克宗古城、普达措国家公园、松赞林寺等景点的高原风光和传统民族文化风情特色旅游线路。在 2018 年已上线十余条精品扶贫线路的基础上，又推出 3-4 条与当地文化特色相结合、带有文化体验，注重品质服务的精品跟团游产品。通过与当地高端民宿紧密合作，共同研发轻奢产品。2020 年年初，推出酒店单项、日旅行、接力式自由行、省内一地游、跨省连线游 5 个产品类型，亲子游、文化体验游、自然生态游、轻徒步游、健康体验游、赏花游、自驾游、低空飞行游 8 个主题类型的中高端旅行产品 10 余条。研发中端特色主题旅行产品，与迪庆圣景、香格里拉旅行社两家当地旅行社合作，研发完成网红打卡、健康生态、非遗文化 3 个主题 8 条特色主题目的地参团产品。

3. 援助“香格里拉非遗产品”，深挖旅游文化深度和内涵。打造建塘锅庄非物质文化遗产展示体验中心“星旅匠心”品牌。在独克宗古城 1300 多年的历史中，建塘锅庄是本地区藏民的祖先在日常生活和劳作中发明和创作的文化遗产。中心将其列为文化体验项目来抓，使民族文化得以有效传承。

4. 培养“香格里拉旅游人才”，夯实旅游产业发展基石和激发潜力。开办各种培训班，培训旅游管理人员和电商人才 200 多人次。集团投资 200 万元，在迪庆民专开办酒店管理专业，培养 50 名酒店餐饮类人才。2020 年将进一步深入合作，投资 300 万元举办中国旅游集团精品旅游班，计划培养高素质店长级旅游专业运营人才 20~30 名。

5. 助销“香格里拉农特产品”，创新旅游农特产品消费模式。开创直播带货销售新模式；建立扶贫商品线上商城；以集中采购模式为旅游消费产品打开销路。

6. 助推“香格里拉产品和服务平台”，提升旅游品质。成立“中国旅游集团迪庆香格里拉旅游投资发展有限公司”，以旅游景区、乡村旅游、酒店、旅游文化地产的投资、健康及养老产业等旅游产业的投资开发建设和经营管理为经营重点。

成效

集团充分发挥企业优势，逐年加大帮扶力度，从 2016 年至 2019 年年底，先后支持帮扶各类资金近 1900 万元，并深入实践“教育+产业”一体两翼精准扶贫开发模式，将香格里拉市贫困发生率降到 0.38%。2019 年 4 月香格里拉市退出贫困县行列。

1. 有力提升了香格里拉文化旅游品牌形象。2019 年香格里拉被评选为“中国旅游百强县市”，实现全年接待旅游者 1651.40 万人次，其中，海外旅游者 68.83 万人次，比上年同期增加 1.97%；实现旅游收入 199.32 亿元，其中旅游外汇收入 26.18 亿元，比上年同期增加 34.3%。机场旅客吞吐量突破 60 万人次。

2. 积极推动了香格里拉旅游产品和服务质量提升。逐步形成具有核心竞争力的中高端特色旅游产品体系，擦亮了“中国旅游集团品牌”。

3. 深入挖掘了香格里拉旅游文化内涵。注重文化与旅游产业相结合，打造“以旅游促文化，以文

化促旅游”双赢发展模式。

4. 有效推动了香格里拉旅游人才建设。通过帮扶办学提升了市旅游干部、乡村旅游从业人员的旅游理论应用能力、经营管理水平和服务基本技能。

经验与启示

1. 注重顶层设计，形成体系化。紧密围绕助力打造“世界级的旅游目的地”这个目标，借助上文的措施逐步发力，形成体系化、全面化的旅游扶贫工程。

2. 因地制宜，树立标杆项目。比如打造了“时光之礼”旅游路线品牌，比如立足非遗文化打造了“尼西土陶”和“建塘锅庄”品牌。

3. 注重扶“志”和“智”结合，致力铲除致贫根源。造血性的扶贫更有利于当地的长期性发展，应夯实人才基础。

4. 与时俱进，创新扶贫模式。在抗击疫情的非常时期里，及时将扶贫工作重点率先投入到消费产品的销售上，通过扶贫干部直播带货、上线网上商城、线下动员员工销售等新模式，实现经济效益。

5. 发挥主业优势，创造开展精准扶贫工作。比如旅游路线的开发，可充分发挥下属旅行服务事业群的策划和组织优势；比如非遗文化的宣传，可充

分发挥旗下媒体优势。

6. 符合市场客观规律，坚持市场化运作。坚持市场化的运作模式，对旅游产品、非遗文化产品进行挖掘、扶持、包装、推广，成熟一个扶持一个。

下一步计划

1. 发挥旅游主业优势，打造标杆项目。中国旅游集团将更加充分发挥旅游主业的优势，创建旅游扶贫示范项目，以点带面，探索旅游扶贫的可复制模式。

2. 创新旅游“企地共建”模式。进一步发挥旅游骨干企业的优势，糅合当地的旅游扶贫要素，比如将与上海市对口香格里拉的扶贫资金进行合作，联合打造精品民宿项目。

3. 推动扶贫工作与集团发展战略相结合，发挥平台公司的优势。把旅游扶贫工作与落实集团大滇西战略紧密结合，围绕“大滇西旅游环线”，与地方政府、相关行业产业市场领先者合作，深度挖掘当地自然资源和丰富多彩的人文资源，将大香格里拉打造成“世界级综合旅游精品目的地”，建立长短结合、标本兼治的旅游扶贫长效机制，巩固脱贫成果。



“ Abstract

As a tourist destination with great potential in Yunnan and even the whole country, Shangri-La is one of the 12 hot travel routes promoted by the state, a large tourist area integrating the functions of sightseeing, leisure, vacation, adventure and scientific research and an international tourism brand with worldwide influence. However, Shangri-La is also facing such problems as fragile ecology and weak foundation, which is not suitable for the development of large projects. Therefore, the focus should be put on the development and exploration of existing resources and cultures.

”

Challenges and Problems

Shangri-La City, Yunnan Province is located at the intersection of Yunnan, Sichuan and Tibet, the hinterland of the world natural heritage site - “Three Parallel Rivers of Yunnan Protected Areas” and a major crossroad of the Ancient Tea Route. With an average elevation of 3,459 meters, it’s known as the “Kingdom of Animals and Plants” and “Natural Alpine Biological Garden”, and has the tourism brand of “Shangri-La of the World”. Shangri-La is a county-level city on a plateau where multiple nationalities live together, many religions coexist and multiple cultures co-prosper. It is a national poverty-stricken county and was listed as one of the three counties and cities in Tibetan areas of Yunnan in contiguous poor areas with “a priority in the national poverty alleviation strategy” in 2017. In 2018, there were four poverty-stricken towns and 45 poverty-stricken villages in the city (16 of which have been delisted from poverty-stricken villages, 20 are existing poverty-stricken villages, and nine are deeply-poor villages). Up to now, there are still 421 villagers from 149 households in poverty, 610 villagers from 154 households whose income is slightly higher than



the poverty line, and 625 villagers from 180 households being monitored for poverty alleviation, with its poverty headcount ratio dropping to 0.38%.

In the development of the cultural tourism industry

in Shangri-La, there are weaknesses in three aspects: (1) The influence of Shangri-La tourism brand needs to be enhanced. Although it has certain influence, its promotion methods are relatively lagging due to economic reasons, which makes it difficult to tell a “good story of Shangri-La”; (2) The culture and tourism needs to be further integrated, there is a lack of exploration into cultural connotations, and the role of cultural elements as the core of tourism soul is not effectively exerted; (3) The pace of the tourism industry restructuring needs to be accelerated. At present, the natural landscape is still the main part of the tourism industry in Shangri-La, without an obvious effect of transforming the tourism product structure from sightseeing-oriented to the compound type including leisure and vacation, health and wellness, cultural experience, science popularization education, etc.

Measures

China Tourism Group has given full play to the advantages of its main business in the tourism industry and adhered to targeted poverty alleviation. Promote three-dimensional grafting of tourism resources with the entire industrial chain of the enterprise, and effectively stimulate the inner driving force for the development of cultural tourism industry in Shangri-La through the mode of “six-in-one” poverty alleviation



through tourism, including brand communication, product planning, route development, cultural mining, talent training, and professional operation.

1. Tell the “Touching Story of Shangri-La” and improve the value of its tourism brands. Organize the “Diqing-Shangri-La Dragon Boat Horse Racing Festival & First ‘Gift of Time’ Shangri-La Tourism Culture Festival of China Tourism Group” jointly with Shangri-La City. Organize the first Shangri-La Tourism Development Forum, tourism promotion event and other activities, and rely on the central mainstream media to tell a good story of Shangri-La. Produce and distribute the special issue of Shangri-La on poverty alleviation through tourism, and explore local culture, food, and tourism resources in depth. The Group’s “Traveler” magazine produced and distributed the poverty alleviation feature entitled “People Who Return to Hometown in Shangri-La”, and jointly produced the public welfare project “Poverty Alleviation Campaign -- Starlight Action” with CCTV 6. It also contributed to the official launch of the Shangri-La Poverty Alleviation Museum on JD.com, creating an innovative poverty alleviation model of “movie + e-commerce and online + offline”.

2. Develop the “Shangri-La Tourist Route” and provide high-quality tourism products and services. The “Gift of Time” Shangri-La tourism poverty alleviation route was hereby launched, and a tourist route featuring plateau scenery and traditional national cultural customs was created, including the Dukezong Ancient Town, Potatso National Park, Songzanlin Temple and other scenic spots. On the basis of more than ten high-quality poverty alleviation routes launched in 2018, three to four high-quality group tour products that were developed in combination with local cultural characteristics and delivered cultural experience have been additionally launched. Work closely with local high-end homestay facilities to develop entry luxe products. At the beginning of 2020, five product

categories including the hotel single service, day trip, relay free trip, intra-provincial trip, and more than 10 mid-and high-end tourism products under eight themes of parent-child tour, cultural experience tour, natural ecological tour, light walking tour, health experience tour, flower tour, self-driving tour, and low-altitude flight tour were launched. Develop mid-end tourism products with featured themes, and cooperate with two local travel agencies - Diqing Shengjing and Shangri-La Travel Agency to develop the group products in eight featured theme destinations under three themes of online celebrity recommendation, health ecology, and intangible cultural heritages.

3. Disseminate the “Intangible Heritage Products of Shangri-La” and explore the connotation of its tourism culture in depth. Create the “Star Tourism Craftsmanship Brand” of the Intangible Cultural Heritages Exhibition and Experience Center for Jiantang Pots and Stoves. In the history of Dukezong Ancient Town for more than 1,300 years, the ancestors of local Tibetans invented and created the cultural heritage -- Jiantang Pots and Stoves in their daily life and work. The Center has listed it as a cultural experience project to effectively inherit the national culture.

4. Train “Shangri-La tourism talents”, consolidate the foundation for the development of the tourism industry and stimulate its potential. Organize various training courses for more than 200 tourism management personnel and e-commerce talents. The Group invested RMB 2 million to open a hotel management major in Diqing Ethnic Secondary Vocational School and train 50 hotel catering talents. In 2020, both sides will further extend cooperation and invest RMB 3 million to hold the boutique tourism class of China Tourism Group. It plans to train 20-30 high-quality tourism professional operators who will serve as store managers.

5. Boost the marketing of “Special Agricultural



Products of Shangri-La” and innovate the consumption model of special agricultural tourism products. Create a new sales model through live streaming; establish an online shopping mall for sales of poverty alleviation products; use a centralized procurement model to increase the sales of tourism consumption products.

6. Improve the quality of tourism services with the “Shangri-La Product and Service Platform”. Establish “China Tourism Group Diqing Shangri-La Tourism Investment Development Co., Ltd.” and focus on the investment, development, construction, and management of tourism industries such as tourist attractions, village tourism, hotels, tourism and cultural real estate, as well as the healthcare and pension industries.

Results

The Group has given full play to its corporate advantages and increased its assistance amount year by year. From 2016 to late 2019, various funds amounting to nearly RMB 19 million in total had been provided, and the targeted poverty alleviation development model driven by “One Body and Two Wings” of “education + industry” had been deeply implemented, reducing the poverty headcount ratio of Shangri-La to 0.38%. In April 2019, Shangri-La City withdrew from the list of poverty-stricken counties.

1. The image of Shangri-La cultural tourism brand is effectively improved. In 2019, Shangri-La was rated as one of “Top 100 Tourism Counties and Cities in China”, receiving 16.514 million tourist visits throughout the year, of which 688,300 were overseas tourists, a YoY growth of 1.97%; the tourism income was RMB 19.932 billion, of which the foreign currency earnings were RMB 2.618 billion, a YoY growth of 34.3%. The passenger throughput of the airport exceeded 600,000 person-times.

2. The quality of Shangri-La tourism products and services is further upgraded. A high-end characteristic tourism product system with core competitiveness has gradually taken shape, further increasing the reputation of the “China Tourism Group Brand”.

3. The cultural connotation of the tourism industry in Shangri-La is deeply explored. Integrate culture with the tourism industry, and create a win-win development model of “mutual promotion between the culture and tourism industry”.

4. The talent construction of the tourism industry in Shangri-La is effectively advanced. By providing assistance in running schools, the city’s tourism cadres and practitioners in village tourism have improved their application ability of tourism theories, management level and basic service skills.

Experience and Inspirations

1. Pay attention to the top-level design and establish relevant systems. Stick closely to the goal of building a “world-class tourist destination”, and form a systematic and comprehensive project of poverty alleviation through tourism with the measures mentioned above.

2. Set up a benchmark project based on local conditions. For example, create the “Gift of Time” tourism route, and “Nixi Clay Pottery Making” and

“Jiantang Pots and Stoves” brands based on intangible cultural heritages.

3. Pay equal attention to “ambition” and “intelligence” support and strive to eradicate the root causes of poverty. “Blood making” poverty alleviation is more conducive to local development in the long term. So it’s necessary to consolidate the talent base.

4. Innovate poverty alleviation models that adapt to the times. In the extraordinary period of the COVID-19 fight, shift the priority of poverty alleviation work to the sales of consumer products in a timely manner, and create economic benefits through live streaming by poverty alleviation cadres, online shopping malls, offline mobilization of employees for sales and other new models.

5. Give full play to the advantages of main business and implement targeted poverty alleviation work in an innovative way. For example, give full play to the planning and organizational advantages of the subordinate tourism service business group to develop tourist routes; and rely on its media to disseminate the intangible cultural heritages.

6. Observe the objective law of the market, and adhere to market-oriented operation. Adhere to the market-oriented operation model, explore, support, package, and promote tourism products and intangible cultural products, and support one by one upon maturity.

Next Step

1. Give full play to the advantages of main business in the tourism industry to create benchmark projects. China Tourism Group will give full play to the advantages of its main business in the tourism industry, build a demonstration project of poverty alleviation through tourism and explore the replicable model of poverty alleviation through tourism

that promotes work in all areas by drawing upon the experience gained on key points.

2. Create an innovative tourism model featuring “enterprise-local co-construction”. Further exploit the advantages of key tourism enterprises and integrate local elements for poverty alleviation through tourism. For example, it will cooperate with the assistance funds provided by Shanghai to Shangri-La for poverty alleviation to jointly build boutique homestay projects.

3. Further integrate the poverty alleviation work with the Group’s development strategy, and give full play to the advantages of platform companies. Integrate the work of poverty alleviation through tourism closely with the implementation of the Group’s strategy for western Yunnan, cooperate with local governments and the market leaders in related industries centering on the “Western Yunnan tourist Loop”, delve deeper into local natural resources as well as rich and colorful human resources to build great

Shangri-La into a “world-class comprehensive tourism boutique destination”, and establish a long-term mechanism of poverty alleviation through tourism that focuses on both short-term and long-term development and addresses both symptoms and root causes to consolidate the results of poverty alleviation.





湖北恩施土家族苗族自治州宣恩县： 紧扣“融合”，全域旅游发展助力脱贫致富

Xuan'en County, Enshi Tujia and Miao Autonomous Prefecture, Hubei Province:
Alleviating Poverty through Integration and All-for-one Tourism Development

“ 摘要

宣恩县通过农旅融合、文旅融合、体旅融合、工旅融合及数字旅游等产业创新发展模式，借助旅游产业在挖掘资源、改善环境、吸引人流、创造就业等方面的强大能力，依托浙江大学、重庆大学、华中科技大学等高校的专家智库，以县城仙山贡水 4A 级开放景区为核心，辐射带动周边乡镇，形成主客共享、景城同建、产城共融的全域旅游发展格局。2019 年 4 月 20 日，宣恩县退出国家级贫困县；10 月 18 日，在世界休闲发展高峰论坛上，宣恩县城仙山贡水旅游区荣获“中国文旅融合创新奖”。2019 年，全县游客接待 300.88 万人次，旅游综合收入 14.85 亿元，同比分别增长 24.2%、26.5%，两项数据增幅排名在恩施州八县市中均为第一。2020 年 4 月，宣恩县人民政府与中国农业发展银行恩施州分行签订《支持宣恩县全域旅游，政银共建框架协议》，又开启了金融助推旅游的快速发展模式。

”

挑战与问题

宣恩县地处鄂西南边陲，在恩施土家族苗族自治州南部，东接鹤峰县，西邻咸丰县，西南同来凤县毗连，总面积 2740 平方千米，属西部连片贫困地区。宣恩县下辖 5 个镇 4 个乡，总人口 36.2 万人，常住人口 30.58 万人，其中城镇人口 11.22 万人，城镇化率 36.70%。除土家族、苗族、侗族三个人口较多的少数民族，还有彝、回、白、满、壮、蒙古、畲、傣、朝鲜、维吾尔等 32 个少数民族。

作为国家级贫困县，宣恩面临的首要问题是脱贫。宣恩自然资源得天独厚，不仅有七姊妹山自然保护区和贡水河国家湿地公园，其余县域范围内的旅游项目都高度依赖自然环境，因此旅游产业的发展过程中，如何兼顾环境质量并达到脱贫，成为关键。众多的少数民族聚居也为宣恩创造了大量特色

鲜明的文化元素，如何将建筑、服饰、美食等民俗文化融入生活，达到保护和传承的双重目的，成为





宣恩高质量发展的需求。

措施

1. 农旅融合——激活资源，带动就业。以伍家台万亩生态茶园为载体，以贡茶文化为底蕴，以生态茶园观光和休闲养生为特色的伍家台贡茶文化旅游区成功创建为国家 4A 级旅游景区，建设了伍家台贡茶小镇；以千亩黄金梨基地为载体，挖掘土司文化、茶马古道历史，开发打造黄坪阿尼阿兹休闲旅游区；以南三镇万亩白柚园为载体，打造白柚观光走廊。通过深入推进农旅融合，全力落实旅游扶贫，为下一步乡村振兴战略奠定基础。

2. 文旅融合——传承文化，提升品位。依托彭家寨“生态、村落、民俗”特征，打造集建筑奇观、村落景观、视觉美观、文化感观为一体的活态博物馆；依托县城仙山贡水旅游区的墨达楼、民俗文化街景点，打造县城开放式景区，凸显国家全域旅游示范区和开放式生态文化旅游区特点。组织彭家寨参加被誉为“世界三大艺术展”之首的第十六届威尼斯建筑双年展，中国土家族建筑文化首次向世界

揭开神秘面纱。

3. 体旅融合——四季运动，彰显活力。在休闲旅游项目中融入体育元素，如椿木营运动休闲旅游区配套高山滑雪场、锣圈岩休闲旅游区配套高山足球场，还连续 11 年举办中国内陆水上运动会、连续 7 年在五子岩举办高山露营节及赛马会，以及多次举办汽车越野赛等。

4. 工旅融合——多元产业，旅游赋能。椒园生态产业园区企业将生产工艺、品牌产品和企业文化转换成旅游商品。土家爱公司的合渣粉在“湖北礼道”旅游商品创意设计大赛上获农产品土特产类金奖，亚麦食品公司的 DIY 糕点体验等为游客提供了“先学习再模仿”的“工业品制造体验之旅”。

5. 数字旅游——科技引领，创新体验。引进杭州颐居草堂科技有限公司，搭建“互联网+旅游”的双创平台，在伍家台设置乡村旅游智慧服务中心；搭建“旅游+”电商平台，通过线上流量实现将土特产品向旅游特色商品转型，借助数字经济之城杭州的东西部协作帮扶机遇，通过线上众筹、领养果树等方式，提高宣恩旅游知名度，加快旅游产业转型升级。

成效

宣恩县已有县城仙山贡水旅游区、伍家台景区、七姊妹山国家级自然保护区、贡水河国家湿地公园、狮子关景区、庆阳古街、彭家寨景区、萨玛长潭景区、椿木营滑雪场、锣圈岩景区等 10 多个旅游景点，县城核心吸引力强，功能完善；乡镇辐射面广，带动性强。

2019 年 4 月 20 日，宣恩县退出国家级贫困县；7 月 4 日，县城仙山贡水开放型旅游区被列入创建国家 4A 级景区名单；10 月 18 日，宣恩县城仙山贡水旅游区荣获“中国文旅融合创新奖”；12 月 4 日，创建“湖北旅游强县”通过验收。2019 年，全县游客接待 300.88 万人次，旅游综合收入 14.85 亿元，同比分别增长 24.2%、26.5%，两项数据增幅排名在恩施州八州市中均为第一。

经验与启示

1. 主客共享。以县城仙山贡水 4A 级开放型景区创建工作为标杆，分布于周边各乡镇的景区配合，全县旅游产业发展从活动组织、休闲体验、就业带动、成果分享等方面，充分践行主客共享理念。

2. 景城同建。全县围绕旅游产业发展，在基础

建设、环境整治、团队架构、政策制定等方面，依托浙江大学、重庆大学、华中科技大学等高校的规划设计，集中财政支持和政策杠杆，有目标、有重点地发挥各类产业基础的势能，共同提升整体旅游休闲氛围。

3. 产城共融。在旅游产业的带动下，宣恩逐渐从贫困落后的山城，转变成人气旺、产业兴、体制活的区域旅游强县，在环境保护、文化遗产、技术应用、消费体验、项目投资等方面，进一步拉近与东部地区的距离，不断提升旅游产业的富民创收能力。

下一步计划

进一步总结前期经验，依托县城全域开放型景区的高质量发展起点和对周边乡镇的辐射带动作用，发挥景城同建政策在提升县城活力和就业接纳能力，通过提升游客总体消费体量、侧重游客自主消费品类和激活居民参与经营三种策略，提升当地居民的参与度和创收能力；通过空间格局锁定、业态比例协调、集散功能支撑和游赏动线引导四种方式，发挥旅游产业发展在改善环境质量方面的作用；通过主动接纳外来文化、挖掘和活化本土文化，实现特色民俗文化的传承和创新。



“ Abstract

Based on the great function of tourism in tapping resources, improving the environment, attracting people and creating jobs, Xuan'en County is developing all-for-one tourism characterized by host-guest sharing, simultaneous building of tourist attractions and the city and industry-city integration through innovative development modes including agriculture-tourism integration, culture-tourism integration, sports-tourism integration, manufacturing-tourism integration and digital tourism under the support of think tanks of Zhejiang University, Chongqing University, Huazhong University of Science and Technology and other universities. The tourism industry of Xuan'en centers around the 4 open scenic spot "Xianshan Gongshui" in the urban area of the county and covers surrounding towns and villages. On April 20, 2019, Xuan'en County was removed from the list of national poverty-stricken counties. On October 18, 2019, at the World Leisure Development Summit, the Xianshan Gongshui Tourism Area in the urban area of Xuan'en County won the "Chinese Culture and Tourism Integration Innovation Award". In 2019, Xuan'en received 3,008,800 tourists and realized a total tourism income of RMB1,485 million, which were increased by 24.2% and 26.5% respectively from the year before, both being the largest growth among the eight counties and cities of Enshi Prefecture. In April 2020, the People's Government of Xuan'en County and the Enshi Branch of Agricultural Development Bank of China signed the Framework Agreement on Supporting Xuanen's All-for-one Tourism through the Cooperation between Government and Bank, building the mode of boosting rapid development of tourism with finance.

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Challenges and Problems

Located on the southwest border of Hubei Province, Xuan'en County borders Enshi Tujia and Miao Autonomous Prefecture on the south, Hefeng County on the west, Xianfeng County on the east and Laifeng County in the northeast. It covers a total area of 2,740 square kilometers and is a contiguous poverty-stricken areas in the west China. Xuan'en County rules 5 towns and 4 townships and has a total population of 362,000

and a permanent population of 305,800, including 112,200 urban population with an urbanization rate of 36.70%. In addition to the three ethnic minorities with the largest population, Tujia, Miao and Dong, there are 32 other ethnic minorities including Yi, Hui, Bai, Man, Zhuang, Mongol, She, Dai, Korean and Uygur.

As a national poverty-stricken county, the primary task for Xuan'en is poverty alleviation. Xuan'en is blessed with rich natural resources. Not only the Qizimei Mountain Nature Reserve and Gongshui River

National Wetland Park but also other tourism projects in the county highly rely on the natural environment. Therefore, it is critical to maintain the environment quality while alleviating poverty in the development of tourism industry. Many ethnic minorities living in the county also create a large number of distinctive cultural elements for Xuan'en. How to integrate folk customer and culture in architecture, clothing, food, etc. into people's life for protection and inheritance is a problem which needs to be solved by Xuan'en in order to realize quality development.

Measures

1. Integrating agriculture and tourism to utilize resources and drive employment. Based on the 10,000-mu Wujiatai ecological tea garden and tribute tea culture, Xuan'en successfully builds the Wujiatai Tribute Tea Culture Tourism Resort featuring ecological tea garden sightseeing and leisure wellness

into a national 4A tourist resort and constructs the Wujiatai tribute tea town. Besides, the Huangping Aniaz Leisure Tourism Resort is built based on the 10,000-mu gold pear base by exploring the chieftain culture and history of ancient tea-horse road, and a white pomelo sightseeing corridor is built based on the 10,000-mu sightseeing white pomelo garden in Nansan Town. The county is making every effort to advance the profound integration of agriculture and tourism to implement the tourism-based poverty alleviation and lay a solid foundation for the future revitalization strategy.

2. Integrating culture and tourism to inherit culture and improve life quality. Based on its characteristics in "ecology, village and folk custom", Pengjiashai is built into a museum incorporating amazing architecture, village landscape, wonderful scenery and splendid culture. Relying on the Moda Building and the folk custom and culture street in Xianshan Gongshui Tourism Area, an open tourism



attraction is built in the urban area, which highlights the characteristics of Xuan'en as the national all-for-one tourism demonstration area and open ecological cultural tourism area. Pengjiazhai attended the 16th Venice Architecture Biennale which is honored the first of the "top three arts shows in the world", unveiling the architectural culture of Tujia in China to the world for the first time.

3. Integrating sports and tourism to display vitality with sports of the four seasons. Sports elements are incorporated in leisure tourism projects, such as establishing mountain ski resort in Chunmuying Sports and Leisure Tourism Area and building mountain football field in Luoquanyan Leisure Tourism Area. Besides, Xuan'en has held the China Inland River Water Games for 11 consecutive years, the mountain camping festival and horse-racing (in Wuziyan) for 7 consecutive years, and automobile cross-country races many times.

4. Integrating manufacturing and tourism to develop diverse industries and create impetus through tourism. The enterprises in Jiaoyuan Eco-industrial Park transform production technology, branded products and corporate culture into tourism commodities. The Hezha powder produced by Tujia Ai won the gold medal in the "Hubei Gift" Tourism Product Creative Design Competition, and the DIY cake-making experience provided by Yamai Food allows tourists to enjoy the "journey of manufacturing industrial products" by "learning and imitating".

5. Developing digital tourism to lead the industry with technology and provide innovative experiences. Working with Hangzhou Yiju Caotang Technology Co., Ltd., Xuan'en builds a "mass entrepreneurship and innovation" platform of "internet + tourism", and sets up a rural tourism intelligence service center in Wujiatai. Besides, a "tourism + e-commerce" platform is established to transform local products into specialty tourism products through online traffic. Taking

advantage of the support offered by Hangzhou, the city of digital economy, under the east-west cooperation program, Xuan'en manages to increase the popularity of its tourism through online subscription, fruit trees taking, etc. so as to accelerate the transformation and upgrading of tourism industry.

Results

Xuanen has built more than 10 tourist attractions, including Xianshan Gongshui Tourism Zone, Wujiatai Resort, Qizimei Mountain National Nature Reserve, Gongshui River National Wetland Park, Shiziguan Resort, Qingyang Ancient Street, Pengjiazhai Resort, Sama Changtan Resort, Chunmuying Ski Resort and Luoquanyan Resort. The urban area of the county has strong attraction and complete functions, while the towns of the county have extensive influence over surrounding areas and may provide a strong driving force for their development.

On April 20, 2019, Xuan'en County was removed from the list of national-level poverty-stricken counties. On July 4, the Xianshan Gongshui open tourism area in the urban area was included in the list of national 4A scenic spots. On October 18, the Xianshan Gongshui tourism area in the urban area of Xuan'en County won the "Chinese Culture and Tourism Integration Innovation Award". On December 4th, Xuan'en



passes the inspection for "Key Tourism Counties of Hubei Province". In 2019, Xuan'en received 3,008,800 tourists and realized a total tourism income of RMB1,485 million, which were increased by 24.2% and 26.5% respectively from the year before, both being the largest growth among the eight counties and cities of Enshi Prefecture.

Experience and Inspirations

1. Host-guest sharing. As reflected in the building of the benchmark project of Xianshan Gongshui, a 4A open tourism area in the urban area, and the scenic spots distributed in surrounding towns, the idea of host-guest sharing is fully implemented in the tourism industry development of the county from event organization, leisure experience, job creation and achievements sharing.

2. Simultaneous building of tourist attractions and the city. Centering around the development of tourism industry, Xuan'en County centrally utilizes financial support and policy leverages to make full use of key various industrial bases in a targeted manner to jointly enhance the overall tourism and leisure environment relying on the planning and

design provided by Zhejiang University, Chongqing University, Huazhong University of Science and Technology, etc. in infrastructure construction, environmental improvement, team structure and policy making.

3. Industry-city integration. Driven by the tourism industry, Xuan'en has gradually changed from a poor and backward mountain city into a regional key tourism county with great popularity, prosperous industry and efficient systems. In terms of environmental protection, cultural heritage, technology application, consumption experience, project investment, etc., it has further narrowed the gap with eastern China region and is working to improve the ability of tourism industry to increase people's income.

Next Step

Based on a further review of its experience already accumulated, Xuan'en will fully utilize the function of the policy of "simultaneous building of tourist attractions and the city" in increasing economic vitality and employment opportunities relying on the open tourism area in the urban area, which is a good starting point for quality development, and its driving forces for surrounding towns. By increasing the consumption by tourists, stressing autonomous consumer goods of tourists and encouraging residents to participate in business, it will increase the involvement and income-generating ability of local residents. Besides, it will give full play to the role of tourism industry development in improving environmental quality by locking spatial pattern, coordinating business size, supporting distribution function and adjusting tourist routes. Active efforts will be made to accept foreign culture, explore and activate local culture to realize the inheritance and innovation of characteristic folk culture.



四川达州市宣汉县巴山大峡谷景区： 文旅扶贫与生态保护相结合， 确保真正脱贫奔小康

**Bashan Grand Canyon Scenic Area of Xuanhan County,
Dazhou City, Sichuan Province:**
Getting Rid of Poverty and Building a Well-off Society Based on
a Combination of Poverty Alleviation through Cultural Tourism
and Ecological Protection

“ 摘要

近年来，宣汉县始终把脱贫攻坚作为最大的民生工程、最大的发展机遇，立足县境内巴山大峡谷片区发展实际，紧紧围绕资源大做文章、做大文章，大力实施“开发扶贫”“全域旅游”战略，全力推进巴山大峡谷文旅扶贫综合开发项目，直接带动巴山大峡谷片区建档立卡贫困人口从2014年的9.1万人减少到2019年的0.2万人，带动片区102个建档立卡贫困村全部脱贫，带动片区农村居民人均可支配收入增长2100元，成功走出了一条贫困山区依托文化旅游实现脱贫奔小康的新路子。

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挑战与问题

巴山大峡谷景区位于四川省宣汉县东北部，大巴山国家地质公园内，是四川省唯一的土家族聚居地。景区是偏远、贫困的地区，但也是生态好、景色美的地区，景区面临脱贫任务的挑战非常艰巨。巴山大峡谷片区因为缺乏有效开发，加之交通条件受限，导致贫困人口多、贫困程度深，2014年年底，仅核心区就有建档立卡贫困人口2.2万人、贫困村32个。

但与此同时，人们也发现，这里的旅游资源十分丰富。巴山大峡谷片区保持着原始风貌，有独特的巴山自然风光和绵延100余公里的喀斯特V形大峡谷景观，132处褶皱地貌形成了天然褶皱博物馆；更有沿北纬30°少有的山地运动条件，宜建南方天然滑雪场，适合山地运动；有80%的森林覆盖率和近2000米的海拔高差，最高的罗盘顶海拔2458米，适合高山避暑，最低的桃溪谷海拔452米，适合漂流探幽。此外，这里的文化底蕴深厚。巴山大峡谷处于巴人祖源地，片区聚居着6万余名巴人后裔——土家族人，是巴文化发源地的核心区，有“穿

巴人服、唱巴山歌、跳巴人舞”等特色民俗，景区市场前景广阔。

措施

宣汉县始终坚持“大保护、大开发、大发展”的理念，注重文旅扶贫与生态保护相结合，精心打造景区。一是高点站位、精心规划。景区以国家5A级旅游景区标准进行规划，总体规划面积575.1平方公里，其中核心区面积298.3平方公里，精心做好“文化、运动、康养、亲水”四篇体验大文章，规划实施溪口湖生态观光区、巴人谷民俗休闲区、罗盘顶养生养心区、桃溪谷体验度假区“四大板块”，致力于打造中国最大的岭脊峰丛观景平台、中国最适宜的避暑康养胜地、中国南方最大的天然滑雪场、全国巴文化高地“四大品牌”。二是头号工程、全力建设。景区共分两期建设，总投入超210亿元，一期工程于2016年1月12日正式开工，投入资金已超130亿元，把景区项目细分为74类大项、134个子项，组织260余支施工队伍、30000余名施工人员进场建设。三是一次建成、整体开放。景区建



设实行封闭施工，建设过程中，全力严守生态红线，保护性地进行可持续开发，确保景区原始风貌不受任何破坏，一期工程于2018年8月28日正式建成开园。

成效

2019年，巴山大峡谷景区共接待国内外游客195.2万人次，实现旅游综合收入14.42亿元。游客呈现出“井喷式”增长态势，景区已成为川渝陕文化旅游重要目的地。

1. 景区“脱贫效应”成效明显。随着巴山大峡谷景区的建成，景区内环线把深山的村落融通连接，景区快速通道成功连接川陕高速，从景区上高速仅需0.5小时车程，巴山大峡谷片区到宣汉县城的车程从以前的2.5小时缩短至1小时，片区内交通条件得到极大改善，让贫困群众脱贫有了根本保障。2019年年底，巴山大峡谷片区贫困人口已从9.1万人减少到2292人，102个贫困村全部脱贫。

2. 景区“体验效应”大幅提升。不断推出一流

的文旅产品，已经建成开放的桃溪谷、鱼泉河、画架沟、桃溪人家、巴部落漂流、大象洞、风情街、大窝村桑树坪露营基地、亲子乐园、狩猎场、巴文化民俗展演等文化旅游产品备受欢迎。景区配套设施持续完善，有宾馆32家、民宿42家、农家乐6家，接待能力和服务质量不断提升。同时，景区运营管理实现了专业化、智能化，建立起了旅游数据积累、旅游预测预警、旅游舆情监控“三大体系”，有力提升了游客舒适度和满意度。

3. 景区“品牌效应”快速凸显。景区先后被《中国旅游报》《四川日报》《光明日报》等媒体报道，特别是在2019年8月、2020年5月，央视二套“经济半小时”栏目分别以《大巴山里的“金山银山”》《战“疫”战贫：复苏山村好风景》为题，对景区进行了专题报道，有力打响了巴山大峡谷景区在全国的名气，为景区品牌增加了“含金量”、树立了“好口碑”。

4. 景区“龙头效应”初步彰显。一是成为全域旅游“新龙头”。依托巴山大峡谷景区，开通与洋烈水乡、峨城竹海、马渡关石林、香炉山等景区旅

游线路，带动全县形成“一区四圈”旅游发展新格局。二是成为县域经济“新龙头”。以巴山大峡谷景区为龙头的旅游业快速发展，带动全县2019年三次产业结构比调整为18.8:38.2:43，推动全县形成了工业+旅游业“双轮驱动”的产业发展大格局。三是成为区域扶贫“新龙头”。2020年，巴山大峡谷景区将直接带动片区9.1万余名贫困人口、102个贫困村脱贫奔康，辐射带动周边21个乡镇、46万余人增收致富，并同步带动重庆市周边县市区旅游发展和群众增收，推动构建区域联动扶贫大格局。

经验与启示

巴山大峡谷景区的开发，不是一蹴而就的，做好文旅扶贫大文章既是一个漫长的探索过程，更是一个苦干实干的过程。

1. 只有高标准的规划，才有高质量的景区。巴山大峡谷一直以来保持着原始生态风貌，宣汉县以“谋定而后动、想明白再干”的理念精心规划，坚定不移走生态优先、绿色发展之路，坚持用一流标准绘制“景区蓝图”，历时一年半时间，完成巴山大峡谷景区规划，让景区从建设到运营都按照国家5A级旅游景区的标准推进。

2. 只有大决心的魄力，才有大景区的奇迹。宣汉县举全县之力推进巴山大峡谷景区开发，选派干部、专家和施工队伍进场建设，克服地理条件差、施工期短的困难，发扬拼搏精神，景区在短短31个月就完成了从“大蓝图”到“大景区”的华丽转变。

3. 只有真为民的情怀，才有真扶贫的成效。面对长期贫困落后的巴山大峡谷片区，宣汉县在推进景区开发之初，就把文旅扶贫的长远效益与脱贫计划有机结合起来，根据“全面覆盖、多点增收、一户不漏”的原则，积极构建景区建设与脱贫增收的利益联结机制，成功探索出资源入股带动脱贫、劳动就业带动脱贫、经合组织带动脱贫、经营帮扶带



动脱贫、农旅联动带动脱贫、文旅融合带动脱贫、广厦行动带动脱贫的“七大脱贫模式”，有效带动片区9.1万名贫困人口持续增收、稳定脱贫。

下一步计划

抢抓成渝地区双城经济圈、万达开川渝统筹发展示范区建设的重大战略契机，狠抓“巴山大峡谷创建国家5A级旅游景区”主线，进一步提升运营管理水平，不断加大景区主题公园、夜游文化、文创等产品开发力度，创新景区营销推广模式，切实提高景区影响力、服务力、竞争力、吸引力，全面融入引领“大巴山国际旅游度假区”建设。同时，积极把巴山大峡谷片区打造为乡村振兴示范区，持续发挥“七大脱贫模式”效应，真正以景区“大效应”带动片区群众实现更高水平、更高质量的全面小康。

“ Abstract

In recent years, Xuanhan County has always prioritized poverty alleviation as the largest livelihood project and development opportunity, greatly enhanced its efforts to seek development around resources and based on the actual development of the Bashan Grand Canyon area within the county, vigorously implemented the strategies of “development-based poverty alleviation” and “regional tourism” and fully promoted the comprehensive development projects of poverty alleviation through cultural tourism in Bashan Grand Canyon. By doing so, the filed impoverished population of the Bashan Grand Canyon area was reduced from 91,000 in 2014 to 2,000 in 2019, and 102 filed impoverished villages in the area were all lifted out of poverty, with the per capita disposable income of rural residents in this area increasing by RMB 2,100, embarking on a new journey of getting out of poverty and increasing income through cultural tourism in impoverished mountainous areas.

”



Challenges and Problems

Located in the Daba Mountain National Geological Park area, the northeast of Xuanhan County, Sichuan Province, the Bashan Grand Canyon Scenic Area is the only settlement of Tujia ethnic minority in Sichuan Province. Albeit remote and impoverished, the scenic area is home to good ecology and beautiful scenery, facing a great challenge of poverty alleviation. The lack of effective development coupled with restricted traffic conditions resulted in a large impoverished population and deep poverty degree in the Bashan Grand Canyon area. At the end of 2014, there was a filed impoverished population of 22,000 in 32 poverty-stricken villages in the core area alone.

But at the same time, it's found that this area is rich in tourist resources. The Bashan Grand Canyon area maintains an original style featuring a unique natural scenery of Bashan, a karst V-shaped grand canyon landscape that stretches for more than 100 kilometers as well as a natural fold museum composed of 132 fold landforms; there are rare mountain sports conditions along 30 degrees north latitude, as well as suitable conditions for building a natural ski resort in the south, an ideal place for mountain sports fans; it has a 80% forest coverage, and an altitude difference of nearly 2,000 meters, with the highest altitude of 2,458 meters at Luopanding, suitable for escaping summer heat in the mountains, and the lowest altitude of 452 meters at Taoxi Valley, suitable for rafting and exploring. Moreover, it has a profound cultural heritage. Located in the ancestral home of Ba people, Bashan Grand Canyon is home to more than 60,000 people descended from the Ba nation, i.e., Tujia people. As the core area of the birthplace of Ba culture, this scenic spot has many characteristic folk customs such as “wearing Ba people's clothes, singing Bashan songs, and dancing like Ba people”, heralding a broad market prospect.

Measures

Always upholding the concept of “protection, development, and growth in large scale”, Xuanhan County has focused on the combination of poverty alleviation through cultural tourism with ecological protection and the construction of a high-quality scenic spot. First, start from a high point and make orchestrated plans. The scenic area is planned according to the standard of national 5A-level tourist attraction, with an overall planning area of 575.1 square kilometers, including the core area of 298.3 square kilometers. The project focuses on creating four major experience of “culture, sports, wellness and water”, and deploys “four parts” as planned, including Xikou Lake Eco-tourism Area, Baren Valley Folklore Leisure Area, Compass Top Heart-keeping Area and Taoxi Valley Leisure Experience Area, with an aim to build the largest viewing platform in the ridge and peak cluster and the most suitable summer and wellness resort in China as well as the largest natural ski resort in South China and the nation-wide “Four Brands” in the highland of Ba culture. Second, pool resources from all parties to build it into a top project. The scenic area is constructed in two phases, with a total investment of over RMB 21 billion. In the first phase that officially started on January 12, 2016, the investment of RMB 13 billion was input to build 134 sub-projects in 74 main projects. More than 30,000 construction personnel from over 260 construction teams were arranged for onsite construction. Third, complete as scheduled and open as a whole. The scenic area features closed construction. During the construction, the constructor strictly observed the ecological red line and carried out sustainable development activities in a protective manner, so as to ensure no damage to the original style of the scenic spot. Phase I of the project was officially completed and opened on August 28, 2018.

Results

In 2019, the Bashan Grand Canyon Scenic Area received a total of 1.952 million tourists from home and abroad, gaining a comprehensive tourism revenue of RMB 1.442 billion. It has seen a growth spurt in the number of tourists, becoming an important destination for cultural tourism in Sichuan, Chongqing and Shaanxi.

1. Fruitful results in “poverty alleviation” through the development of the scenic spot. With the completion of the Bashan Grand Canyon Scenic Area, the villages in deep mountains were connected through the inner ring roads of the scenic area, and the Sichuan-Shanxi Expressway was connected through the express channel in the scenic area. It only takes 0.5 hours to drive from the scenic spot to the expressway and only 1 hour from the Bashan Grand Canyon to Xuanhan County, which was shortened from original 2.5 hours. The traffic conditions in this area have been greatly improved, providing fundamental guarantee for poverty-stricken people to get out of poverty. At the end of 2019, the impoverished population in the Bashan

Grand Canyon area had been reduced from 91,000 to 2,292, and all 102 impoverished villages were lifted out of poverty.

2. “Experience effect” of the scenic spot was greatly improved. A series of first-class cultural tourism products were continuously launched and greatly favored by tourists, including many cultural tourism products that have been completed and open, including the Taoxi Valley, Fish Spring Cave, Huajia Ditch, Taoxi Family, Ba Tribe Rafting, Elephant Cave, Folklore Experience Street, Dawo Village Sangshuping Campsite, Ba Tribe Parent-Child Paradise, Hunting Ground, Ba Cultural and Folklore Exhibition, etc. The basic supporting facilities of the scenic spot have been continuously improved, with 32 hotels, 42 homestays, and 6 farmhouses, greatly improving its reception capacity and service quality. Moreover, the scenic area has realized professionalized and intelligent operation and management, and established “Three systems” of tourism data accumulation, tourism forecast and early warning, and tourism public opinion monitoring, effectively improving the comfort and satisfaction of tourists.



3. “Brand effect” of the scenic spot expands rapidly. The scenic area has been reported by the China Tourism News, the Sichuan Daily, the Guangming Daily and other medias. In particular, in August 2019 and May 2020, the Economic Half an Hour on CCTV-2 made special reports entitled the “Golden and Silver Mountains” in Daba Mountain and A Fight on Both Fronts of “Epidemic Control” and Poverty Alleviation: A Model for Rural Revitalization on the scenic area, greatly enhancing the popularity of the Bashan Grand Canyon Scenic Area, increasing the “gold content” and setting up a “good reputation” of the scenic spot brand across China.

4. “Leading effect” of the scenic spot is initially manifested. First, become a new “leader” in regional tourism. Rely on the Bashan Grand Canyon Scenic Area to open the tourist routes with the Yanglie Water Town, the E’cheng Bamboo Sea, the Maduguan Stone Forest, the Xianglu Mountain and other scenic areas and usher in a new tourism development pattern of “one district and four circles” across the county. Second, become a new “leader” in economic development of the county. The rapid development of tourism led by the Bashan Grand Canyon Scenic Area has promoted county-wide adjustment of the three-industry structure ratio to 18.8:38.2:43 in 2019, and the formation of a “dual-wheel driven” industrial development pattern featuring industry + tourism. Third, become a new “leader” in regional poverty alleviation. In 2020, the Bashan Grand Canyon Scenic Area will directly drive more than 91,000 impoverished people and 102 impoverished villages in the area to get rid of poverty and become well off, play its radiating role in increasing the income of more than 460,000 people in 21 surrounding villages and towns, simultaneously promote tourism development and income increase of people in surrounding counties and cities of Chongqing, and contribute to the construction of a regional linkage poverty alleviation pattern.



Experience and Inspirations

The development of the Bashan Grand Canyon Scenic Area is not completed overnight. Doing a good job in poverty alleviation through cultural tourism is not only a long process of exploration, but also a process requiring hard work.

1. The construction of a high-quality scenic area is inseparable from high-standard planning. To preserve the original ecological style always maintained in the Bashan Grand Canyon, Xuanhan County has made careful planning in line with the concept of “acting based on well-considered planning”, and unswervingly followed the path of ecological priority and green development. According to its “scenic blueprint” prepared according to the first-class standards, it took one and a half years to complete the planning of the Bashan Grand Canyon Scenic Area, so that the construction and operation of this scenic area can be promoted in accordance with the standard of national 5A-level tourist attractions.

2. Great determination is essential for creating a miracle of a large scenic area. Xuanhan County has converged the power from across the county to promote the development of the Bashan Grand Canyon Scenic Area. For example, it selected cadres, experts and construction teams to enter the construction site, who overcame the difficulties of poor geographical

conditions and a short construction period, and carried forward the spirit of hard work to realize a gorgeous shift from the “big blueprint” to a “large scenic area” in just 31 months.

3. Only by sticking to people orientation can pragmatic results of poverty alleviation be delivered.

To address the long-term poverty and backwardness problem facing the Bashan Grand Canyon area, Xuanhan County has combined the long-term benefits of poverty alleviation through cultural tourism with the poverty alleviation plan in an organic way at the beginning of scenic spot development, and followed the principle of “full coverage, multiple points of income increase, and no household left behind” to actively build an interest linkage mechanism between scenic spot construction as well as poverty alleviation and income increase. In this way, it has successfully explored “seven poverty alleviation modes” through shareholding with resources, labor and employment, organizations for economic cooperation and development, business assistance, agricultural and tourism linkage, cultural and tourism integration and “Guangsha (housing)” campaign, which effectively increased the income of 91,000 people living in poverty and lifted them out of poverty.



Next Step

Take the construction of the twin-city economic circle and the Wanzhou-Dazhou-Kaizhou Integrated Development Demonstration Zone in the Chengdu-Chongqing region as an opportunity, stick to the main line of “building the Bashan Grand Canyon into a national 5A tourist attraction”, further improve the level of operation and management, continue to enhance the development of scenic theme parks, night tour culture, cultural and creative products, innovate the marketing and promotion model of the scenic spot, effectively improve the influence, service power, competitiveness and attractiveness of the scenic spot, and fully integrate into and lead the construction of “Daba Mountain International Tourism Resort”. In addition, actively build the Bashan Grand Canyon area into a demonstration zone for rural revitalization, continue to exert the effect of “seven major poverty alleviation models”, and truly drive people in the area to live a higher-level and -quality well-off life through the “big effect” of the scenic spot.



甘肃甘南藏族自治州： 构建旅游扶贫新模式，探索精准扶贫新路子

**Gannan Tibetan Autonomous Prefecture, Gansu Province:
Forge a New Mode of Poverty Alleviation through Tourism,
Explore New Ways of Targeted Poverty Alleviation**

“ 摘要

甘南藏族自治州是中国十个藏族自治州之一，位于青藏高原东北边缘，地处甘肃省西南部。全州总面积 4.5 万平方公里，辖 7 县 1 市，有藏、汉、回等 24 个民族，总人口 74 万，其中藏族人口占 54%。甘南州是安多藏区的宗教文化中心，是青藏高原的窗口，也是离内地最近的雪域高原，同时也是中国青藏高原重要的生态安全屏障。境内地域辽阔，河流纵横，地形地貌多样奇特，宗教文化浓厚，旅游、畜牧、矿产、藏中药材、清洁能源等资源十分丰富。近年来，甘南州推进“生态立州、旅游兴州、文化撑州、产业富州、稳定安州”五大战略，加快生态文明先行示范区和绿色现代化建设步伐。围绕“统筹城乡一体发展、建设美丽幸福甘南、打造全域旅游大产业”的工作思路，扎实实施“一十百千万”工程，大力发展乡村旅游，有效助推了精准扶贫，逐步实现了从美丽乡村建设向乡村旅游转化的蝶变效应。

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挑战与问题

1. 乡村旅游产品缺乏特色。规模小、档次低、“吃、住、行、游、购、娱”旅游六要素不配套、留不住游客，缺乏具有地方文化特色的农家旅游纪念品和物美价廉便于携带的生态农产品，乡村旅游竞争力较弱，严重影响乡村旅游收入。
2. 乡村旅游业态单一。乡村旅游业态多数是农家乐，“饭桌”是最大的亮点，缺乏“农”的特色、“家”的感觉、“乐”的功能，缺乏个性化、多样化、特色化消费项目，缺乏游客参与性强的休闲娱乐体验项目，缺乏具有浓郁民俗文化特色的游乐项目，市场开发力度不够，吸引力不强。
3. 思想观念落后。大部分群众思想认识相对落后，服务技能欠缺，“慵、懒、散”“等、靠、要”现象突出，发展旅游产业的意识不强，导致在发展

农牧家乐和乡村旅游新业态上参与度不高。

措施

1. 加大资金投入，旅游扶贫初显成效。近五年来，州县整合各类资金 16.25 亿元，大力发展乡村旅游产业，旅游扶贫工作取得显著成效。2019 年旅游接待总人数为 1447 万人次，综合收入 74 亿元，旅游产业的引擎作用不断显现。乡村旅游人数占旅游总人数由 2016 年的 23% 上升到 2019 年的 68.3%，旅游综合收入由 2016 年的 19% 上升到 2019 年的 71.7%，建成旅游专业村 187 个，全州农牧家乐达 1449 户。乡村旅游直接从业人员达 21500 人，479 户建档立卡贫困户、4.27 万人通过发展乡村旅游实现了脱贫，人均年收入 2.93 万元。
2. 完善政策措施，强化扶贫责任主体。为扎实



实施旅游扶贫行动，在制订“1+17”精准扶贫方案中，把旅游扶贫作为最体面、有尊严的扶贫措施，甘南州先后制订出台了《甘南州开展乡村旅游富民工程推进旅游扶贫工作实施方案》《关于创新打造文化旅游“一十百千万”工程大力促进乡村振兴的实施方案》等一系列操作性强的政策措施，制定了《甘南州旅游风情线观景台建设规范》《甘南州文化旅游标杆村建设规范》《甘南藏族自治州旅游服务质量农（牧）家乐等级标准》《甘南州观景台及旅游厕所管理办法》等建设标准和管理办法，成立甘南州旅游精准扶贫工作领导小组，有力促进了旅游扶贫工作的扎实开展。

3. 突出精准方略，狠抓扶贫工作重点。抓好国家“三区三州”脱贫攻坚政策机遇，发挥文化和旅游扶贫优势，利用现有国家 A 级旅游景区和旅游专业村辐射带动作用，实施 67 个旅游扶贫重点村旅游基础设施建设项目，扶持发展农牧家乐 1449 户，为 4.3 万农牧民群众就地就近实现文化旅游增收创造了条件。探索乡村旅游发展新路径，全面盘活资金、资源、资产，形成了“公司+合作社+农牧户”“旅游协会+合作社+农牧户”“政府+公司+旅游协会”的开发经营模式，催生了精品民宿、木屋营地、帐篷酒店等乡村旅游新业态。依托乡村电子商务平台，鼓励群众将牦牛、藏羊、蕨麻猪、山珍野菜、青稞酒等原生态农林牧副产品开发包装成文化旅游商品进行销售，拓宽了农牧民群众增收渠道。精心组织州县专业文艺院团广泛开展“文化下乡”等扶

贫活动，指导组建 64 个旅游专业村农牧民业余演出队在文化旅游旺季开展驻场演出，有力提升了群众的获得感和幸福感。

4. 挖掘特色文化，丰富乡村文旅产品。在实施旅游扶贫开发当中，注重“一村一品”“一家一特”乡村旅游特色，结合各村地域特色、民俗文化、自然资源发展乡村旅游业态，积极发展农家特色菜、传统民居、果园采摘、游牧文化体验，山野菜、刺绣、根雕、木（石）雕等加工销售，拓宽农牧民增收渠道。积极鼓励引导民间文艺团体在城区广场定时定点开展锅庄舞演出，周末、旅游旺季民间文艺团体在城区广场、景区景点、旅游专业村、帐篷营地等地开展常态化演出，民族民俗演出成为乡村旅游发展新载体，不断丰富着乡村旅游文化内涵。

5. 强化技能培训，注重旅游市场营销。按照“培训一人、就业一人、脱贫一家，扶贫与扶志相结合”的思路，积极开展乡村旅游经营户、乡村旅游带头人、乡村旅游导游、乡土文化讲解等各类实用人才培训，2016 年以来先后举办旅游从业人员培训班 233 期，培训 2 万多人次，有效提升了乡村旅游从业人员服务技能。创新宣传模式，整合州县 9 个旅游宣传微信公众平台组建了甘南州旅游宣传矩阵，持续开展乡村旅游宣传活动。积极探索“互联网+旅游+精准脱贫”新模式，在 126 个旅游专业村建立电子商务平台，实现了景区、村貌 360°实时观景，当地土特产品网络售卖，农牧家乐网上展览、预订、营销等功能，为当地群众增收开拓了新的渠道。

成效

通过发展乡村旅游，农牧村贫困人口由 2013 年年底的 17.12 万减少到 2017 年年底的 6.58 万，减少了 10.54 万；贫困发生率由 30.22% 下降到 11.59%，下降了 18.63 个百分点。2019 年退出贫困村 107 个，减少贫困人口 1.88 万人，贫困发生

率下降到 0.5%，合作、碌曲、玛曲、夏河、卓尼、迭部 6 县市脱贫成果得到巩固提升，临潭、舟曲两县脱贫摘帽通过省级验收，甘南州已提前一年实现整体脱贫目标，旅游扶贫功不可没。

经验与启示

1. 创造了更多利益分享的机会。甘南州通过实施生态文明小康村、富民工程、“三区三州”等项目，对旅游贫困村的村道硬化、民居改造、停车场、旅游厕所等公共服务设施进行全面改造，让贫困户从不同层面享受到旅游发展的红利。积极推进农牧村“三变”改革，让群众通过宅基地、闲置土地等资产入股的方式，不断增加贫困户收入，同时，带动群众参与旅游特色项目经营和后期手工制作、民族演艺、食材提供等产业链发展。

2. 辐射带动贫困村的发展。甘南州把景区周边及道路沿线的 67 个贫困村全部纳入旅游扶贫村，对其基本情况摸底调查，按照区位分为 3 类：景区核心村、景区周边村、景区辐射村。按照“一村一品”思路，将培育壮大旅游新业态及配套服务业建设与改善农村环境融合发展。在景区核心村，建设一批具有地域文化特色的参观体验项目、观景台、休闲栈道、帐篷城等。在景区周边村，重点发展特色民宿、餐饮为主的乡村游。在景区辐射村引导贫困户参与特色种植养殖和土特产品加工销售，让农民真正成为旅游发展的受益者。



下一步计划

1. 加快推进文化旅游“一十百千万”工程建设。按照“1 年取得明显进展、3 年实现重大突破、5 年完成建设任务”的目标要求，做大做强“全域旅游无垃圾·九色甘南香巴拉”这一特色品牌，着力打造 15 个叫响全国的文化旅游标杆村，探索创建 100 个全省一流的全域旅游专业村，加快建设 1000 个具有旅游功能的生态文明小康村，创新培育 10000 个精品民宿和星级农家乐。

2. 鼓励和支持农牧民群众参与乡村旅游发展。把建设旅游专业村、扶持发展旅游专业合作社、农牧藏家乐作为发展乡村旅游的重要途径和手段，指导和扶持旅游专业村积极发展乡村旅游，鼓励有条件的农牧户发展特色民宿和农牧藏家乐，通过政府补助、贴息贷款等方式促进农牧民群众增收。

3. 持续实施乡村旅游“后备厢”工程。创新土特产品营销模式，增强乡村旅游“伴手礼”文创产品研发的内生动力，进一步增加农林牧副产品附加值，拓宽农牧民群众增收渠道，促进贫困村、贫困户增收脱贫。

4. 加强乡村旅游从业人员培训。继续加强对乡村旅游从业人员技能培训，使每一位从业人员都能掌握一份技能，进一步提升乡村旅游服务质量。持续举办旅游扶贫村专题培训，带领贫困户到乡村业发展较好的省市和地区考察学习，进一步坚定发展乡村旅游的信心，转变观念，提升发展乡村旅游的意识。

“ Abstract

As one of the ten Tibetan autonomous prefectures in China, Gannan Tibetan Autonomous Prefecture lies in the northeastern edge of the Qinghai-Tibet Plateau and the southwestern part of Gansu Province. The prefecture covers a total land area of 45,000 square kilometers, supervises seven counties and one city and accommodates 24 ethnic groups, including Tibetan, Han and Hui, with a total population of 740,000, including 54% of the Tibetan population. Gannan Prefecture is the religious culture center in Anduo Tibetan Region, the window of the Qinghai-Tibet Plateau, the snowy plateau that is the nearest to the hinterland and an important ecological security barrier of the Qinghai-Tibet Plateau in China. With a vast land, the prefecture is home to a network of rivers, diverse and unique landforms and terrains as well as dense religious cultures, and also reserves very rich resources, including tourism, animal husbandry, mineral, Tibetan traditional Chinese medicines and clean energy. In recent years, Gannan Prefecture has implemented five strategic blueprints, including “supporting the prefecture with ecology, prospering the prefecture with tourism, staking the prefecture with culture, enriching the prefecture with industry and securing the prefecture with stability”, and accelerated the pace to construct an ecological civilization demo and a green modernization benchmark. The prefecture has focused on the action plan to “coordinate urban-rural integrative development, construct Gannan of beauty and happiness, and develop all-for-one tourism industry”, and taken firm steps to advance the “One-Ten-Hundred-Thousand-Ten Thousand” Project. It has energetically developed village tourism, which has effectively propelled precision poverty alleviation and gradually realized the evolution from beautiful countryside construction to village tourism.

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Challenges and Problems

1. **Village tourism products lacked features.** The prefecture couldn't attract tourists due to small scale, low level and no integration of six tourism elements, including “food, accommodation, travel, sightseeing, shopping and entertainment”. It lacked village tourism souvenirs with local cultural characteristics and

ecological agricultural products that were attractive in price and quality and convenient to take. The village tourism was poorly competitive, thereby delivering a major impact on the village tourism income.

2. **The business formats of village tourism were limited.** Most of the business formats of village tourism were the rural family inn. The “dinner table” was the biggest highlight, but these inns lacked the feature of

“agriculture”, the feeling of “home” and the function of “entertainment”, lacked characteristic, diversified and featured consumption items, lacked recreation and entertainment experience items with strong involvement of tourists, and lacked tourism and entertainment items with strong folk custom and cultural features. Also, insufficient marketing effort also made the prefecture less attractive.

3. Thoughts and concepts were out of date. Most of local residents were out of date in thought and lacked service skills. Lazy, undisciplined and reluctant to fight themselves, they were not strongly aware to develop the tourism industry, and didn't play a major role in the development of agricultural family inn and new business formats of village tourism.

Measures

1. Strengthen financial investment, and make a preliminary difference in poverty alleviation through tourism. Over the past five years, the prefecture and its counties have integrated the funds in an amount of RMB 1,625 million from various sources, energetically developed the village tourism industry and made an evident effect in the poverty alleviation through tourism. In 2019, the prefecture recorded a total tourist base of 14.47 million and an integrated income of RMB 7.4 billion. The tourism industry has played a growing engine role. The ratio



of village tourist base to total tourist base has jumped from 23% in 2016 to 68.3% in 2019, and the integrated tourism income has soared from 19% in 2016 to 71.7% in 2019. The prefecture has built 187 professional tourism villages and owned up to 1,449 rural family inns. Village tourism has created 21,500 direct jobs, and 42,700 people from 479 registered impoverished households have eliminated poverty through village tourism development, and realized a per capita annual income of RMB 29,300.

2. Refine policy measures and reinforce the entities responsible for poverty alleviation. To implement the strategy of poverty alleviation through tourism, Gannan Prefecture has identified poverty alleviation through tourism as the most descent and dignitary measure in its “1+17” targeted poverty alleviation plan. It has successively taken a series of highly operable policy measures, including the Implementation Plan of Gannan Prefecture to Develop the Village Tourism Poverty Alleviation Project and Advance Cause of Poverty Alleviation through Tourism and the Implementation Plan to Advance the “Ten-Hundred-Thousand-Ten Thousand” Project of Cultural Tourism and Promote Rural Revitalization. It has also established a series of construction standards and management measures, including the Construction Standard of Gannan Prefecture for Observation Platforms of Tourism Landscape Lines, the Construction Standard of Gannan Prefecture for Cultural Tourism Benchmark Villages, the Standard of Gannan Tibetan Autonomous Prefecture for Tourism Service Level of Peasant (Herdsman) Family Inns and the Management Procedure of Gannan Prefecture for Observation Platforms and Toilets for Tourists. It has set the steering group of Gannan Prefecture for targeted poverty alleviation through tourism and tangibly promoted the effective implementation of the cause.

3. Highlight precise strategy and focus on major points of poverty alleviation. Gannan Prefecture

has seized the opportunity from the national poverty alleviation policy for a priority in the national poverty alleviation strategy, give full play to the advantages of poverty alleviation through culture and tourism, and leveraged the coverage and driving role of the existing national A-rating scenic spots and professional tourism villages. It has implemented tourism infrastructure construction projects in 67 major villages of poverty alleviation through tourism, supported the development of 1,449 peasant/herdsman family inns, and helped 43,000 peasants and herdsman realize local employment in the cultural tourism sector and increase their incomes. It has explored the new paths of village tourism development, and fully mobilized funds, resources and assets. Moreover, it has created the development and operation modes of “company + cooperative + peasant/herdsman household”, “tourism association + cooperative + peasant/herdsman household” and “government + company + tourism association”, and nourished new business formats of village tourism, including premium family inn, wooden hut camp and tent hotel. It has counted on the rural e-commerce platform, encouraged the local community to develop yak, Tibetan sheep, plateau Juema pig, wild vegetable, highland barley wine and other original agricultural products into cultural tourism commodities for sales, and thus broadened income growth channels of local peasants and herdsman. It has elaborately organized professional artistic organizations of the prefecture and counties under jurisdiction to host extensive poverty alleviation campaigns under the theme of “Culture Goes Rural”, instructed the establishment of amateur performance troupes from 64 professional tourism villages to give performances during the high season of cultural tourism, and vitally improved the local public's sense of getting and happiness.

4. Explore characteristics cultures and enrich rural cultural tourism products. In the implementation of poverty alleviation through tourism,



Gannan Prefecture has paid much attention to the features of village tourism, including “one village, one product” and “one household, one feature”. It has developed village tourism business formats based on local features, folk customs, cultures and natural resources of different villages, actively promoted the processing and sales of personalized rural cuisines, traditional rural house, orchard picking, nomadic culture experience, wild vegetable, embroidery, root sculpture and wood (stone) sculpture, and thus broadened income growth sources of local peasants and herdsman. It has actively encouraged and guided folk art troupes to perform the Guozhuang Dance at fixed time on the urban squares. These troupes give normal performances on urban squares, in scenic spots, in professional tourism villages, in tent camps and in other places at weekends and during the high season of tourism. The ethnic and folk custom performances have become the barrier to develop the village tourism and continuously enriched the connotation of village tourism culture.

5. Reinforce skill training and stress tourism marketing. Following the concept of “training one person, making one person get employed, helping one household get rid of poverty and combining poverty alleviation and spiritual support”, Gannan Prefecture has actively organized the trainings for various applied professionals, including village tourism operators, village tourism pioneers, village tourism



guides and folk culture interpreters. Since 2016, it has successively organized 233 training workshops for tourism staff, trained more than 20,000 people and effectively enhanced the service skills of the people engaged in village tourism. It has developed innovative communication modes, forged the Gannan Prefecture Tourism Communication Matrix after integrating nine WeChat public accounts of the prefecture and counties under jurisdiction for tourism communication, and conducted continuous communication of village tourism. It has actively explored the new mode of “Internet + tourism + precise poverty alleviation”, and set up e-commerce platforms in 126 professional tourism villages. These platforms have realized the 360-degree real-time sightseeing of both scenic spots and villages, enabled online marketing of local characteristic products as well as online order, reservation and marketing of peasant and herdsman family inns, and opened new channels for the local community to increase their incomes.

Results

By developing village tourism, Gannan Prefecture has reduced the impoverished population in the rural area from 171,200 at the end of 2013 by 105,400 to 65,800 at the end of 2017, and slashed the poverty incidence rate from 30.22% by 18.63% to 11.59%. In 2019, the prefecture has lifted 107 villages out of poverty, reduced the impoverished population

by 18,800 and reduced the poverty incidence rate to 0.5%. Six counties/cities, including Hezuo, Luqu, Maqu, Xiahe, Zhuoni and Diebu, have consolidated and enhanced their results of poverty alleviation, and Lintan and Zhouqu Counties have passed the provincial acceptance of poverty alleviation exit. Gannan Prefecture has accomplished the overall poverty alleviation objective by one year ahead of schedule, and poverty alleviation through tourism has made an evident contribution.

Experience and Inspirations

1. It has created more opportunities to share interests. Gannan Prefecture has implemented a matrix of projects, including ecological civilization and well-off village, public enrichment project and “a priority in the national poverty alleviation strategy” project. Under these projects, it has upgraded village roads, rural houses, parking lots, tourist toilets and other public service facilities in the impoverished villages included in the project of poverty alleviation through tourism, and helped the impoverished households share the dividend from tourism development in different dimensions. It has actively advanced the “Three Change” reform program in the agricultural and pastoral villages, and helped the local community continuously increase their incomes from their equity participation with housing site, idle land and other assets. At the same time, it has promoted the local community to participate in the industrial chain, including operation of personalized tourism projects, late-stage manual manufacturing, ethnic performance and food material supply.

2. Cover and drive the development of impoverished villages. Gannan Prefecture has included all 67 impoverished villages around the scenic spots and along roads in the program of poverty alleviation through tourism, surveyed their basic situations and

classified them into three types based on location: core village in scenic spot, village around scenic spot and village covered by scenic spot. Observing the “One Village, One Product” concept, it has integrated the incubation and development of new tourism business formats into the construction of supporting service sectors and improvement of rural environment. In the core villages of the scenic spots, it has built a batch of visitor experience projects, observation platforms, recreational footways and tent cities with local cultural characteristics. The villages around the scenic spots have focused attention on developing characteristic family inn and catering services. In the villages covered by the scenic spots, it has guided the impoverished households to participate in characteristic farming/planting as well as processing and sales of local characteristic products and made peasants truly become the beneficiary of tourism development.

Next Step

1. Accelerate the pace to advance the “One-Ten-Hundred-Thousand-Ten Thousand” project of cultural tourism. Gannan Prefecture will develop and strengthen the characteristic brand of “All-for-one Tourism without Garbage & Gannan Xiangbala of Nine Colors”, focus on building 15 cultural tourism benchmark villages that are influential nationwide, explore the establishment of 100 first-class professional “all-for-one” tourism villages, accelerate the pace to build 1,000 ecological civilization and well-off villages with tourism functions and incubate 10,000 premium family guesthouses and star-rating peasant inns, for the purpose of attaining the objective to “make evident progress in one year, make significant breakthrough in three years and complete the construction task in five years”.

2. Encourage and support agricultural and pastoral communities to participate in village

tourism development. Gannan Prefecture will construct professional tourism villages and support the development of professional tourism cooperatives and agricultural/pastoral Tibetan family guesthouses as the important way to develop village tourism. It will instruct and back professional tourism villages to actively develop village tourism, encourage agricultural and pastoral households with resources to develop characteristic family guestroom and Tibetan family inns, and promote the local community to increase incomes through government subsidy, interest-subsidized loan and other means.

3. Continuously implement the “Trunk” Project for village tourism. Gannan Prefecture will innovate marketing modes for local characteristic products, strengthen the inner driving force to research and develop cultural and creative products as “gift at hand” in village tourism, further increase added values of agricultural products for the purpose of broadening income growth channels of the local agricultural and pastoral community, and promoting impoverished villages and impoverished households to increase incomes and step out of poverty.

4. Strengthen the training for people engaged in village tourism. Gannan Prefecture will further strengthen the skill training for people engaged in village tourism, make every employment master one skill and further enhance the service quality of village tourism. It will continuously hold special trainings for villages of poverty alleviation through tourism, take impoverished households to survey and learn at provinces, municipalities and regions that have developed the rural industries well, and further consolidate their confidence to develop the village tourism. Also, the prefecture will promote the rural community to refine concepts and enhance their awareness to develop village tourism.



世界银行埃塞俄比亚旅游业可持续发展项目： 克服困难长期推进，PDO 级别成果显著

**World Bank Sustainable Tourism Development
Project in Ethiopia:**
Overcoming Difficulties, Exerting Long-term Efforts and
Achieving Remarkable PDO Level Results

“ 摘要

埃塞俄比亚在扩大旅游市场份额方面面临诸多挑战，如公共投资不足、存在负面的形象、缺乏高质量的服务和优美的景点等。通过采取主动发现和解决问题、密切的监督、在项目实施过程中招募新的称职工作人员以及目的地层面的治理架构等措施，将项目成果显著提高。

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挑战与问题

埃塞俄比亚旅游业发展的主要障碍如下：

1. 基础设施的限制。基础设施发展（尤其是道路、供水与卫生、通信以及航空运输等基础设施）不完善，限制了游客的进入，同时也限制了私营部门对酒店和旅馆的投资。电信设施薄弱，缺乏现代信息与通信技术，阻碍了专业人士和游客获取信息。
2. 土地分配。由于缺乏明确的城市分区政策，所以获取土地的成本和时间受到严格限制，导致开发商在修建住宿性建筑时很少能拿到黄金地段的开发权。
3. 定期融资。由于银行融资需要有抵押物，所得的资金也有限，阻碍了新产品和创新产品的开发以及对现有资产的再投资。此外，稀缺或有限的现代化支付系统限制了行业发展。
4. 旅游机构。公共和私营部门的机构能力有限，导致旅游业相关技能缺失。丰富的文化资源与欠佳的服务质量不匹配。

措施

想促成项目成果关键要做到：主动发现和解决

问题（特别是在中期审查和随后的调整期间），密切的监视 / 监督，在项目实施过程中招募新的、称职的工作人员，以及目的地层面的治理架构。

1. 监测与评估（M&E）设计。在中期的审查和调整流程之后，对成果框架进行了重大修订，以纳入基线数据和更切合实际的项目作为目标。实施过程中的决策和资源分配均适当采用了 M&E 数据，这一点可以在中期审查和调整流程中得到证实。其中特别重要的是使用基线数据（这些数据是根据项目筹备期间收集的基线数据进行更新的），以制定更切合实际的目标。此外，项目的干预措施强化了对 M&E 的利用，尤其是在国家旅游信息系统（NTIS）的评估和改进中。NTIS 显著提高了 M&E 有关旅游业方面安排的可持续性，并且还将与旅游业相关的数据合并到一个单独的存储库中。

2. 保障与信托合规。在社会保障评估方面，《移民安置政策框架》（RPF）在评估时完成；RAP 报告于 2011 年 9 月完成；拉利贝拉 RAP 的附录，涉及蒂亚（Tiya）和玛卡龚杜雷（Melka Kunture）开发项目的征地社会影响评估与恢复生计计划，于 2014 年 12 月完成；RAP 的独立成本分析于 2015 年完成。在环境保障评估方面，《环境和社会管理框架协议》（ESMF）在评估时完成；有关修缮阿

克苏姆游客步行路线、广场和石碑场的环境影响评估于 2011 年 12 月完成；有关设计、监管拉利贝拉及其周围地区供水和卫生项目的环境影响评估于 2012 年完成。

3. 财务管理和采购。整个项目期间有效展开了财务管理，未出现影响项目实施的重大问题。预算、会计、内控和审计安排总体上可以接受，实施过程中的一些小问题，都得到了及时的纠正。

成效

一是游客人数显著增加。在阿克苏姆，外国游客访问量（从 2012 年至 2015 年）的平均增长率为 61.4%，远远高于 23% 的目标；在拉利贝拉，外国游客年平均增长率为近 24%，虽然低于预期（33%），但总体上到访游客人数有所增加。

二是外汇收入增加在亚的斯亚贝巴及其周边地区、阿克苏姆和拉利贝拉这三个旅游地中，每名外国旅客每天的外币平均总支出，从基线水平 310 美元升至 361.86 美元，高于目标数值（350 美元）。

三是增加了旅游业相关就业。在旅游地阿克苏姆和拉利贝拉，创造的就业机会（全职和兼职）总数从 1090 的基线升至 5553，远高于设定的目标 1440。

经验与启示

1. 将旅游业与社区融合，以促进面向贫困人口的经济增长。社区融合项目（CIP）这种在社区中提高认识和参与度的独特方法确保了贫困人口能从旅游投资中受益。具体而言，CIP 为社区成员提供培训和技能提升课程，提高他们作为员工、供应商和小企业主的参与度，进而建立互惠互利的联系。许多人认为，这种干预措施是埃塞俄比亚旅游业可持续发展项目（ESDTP）中最成功的措施之一——该措施帮助创造了约 1151 个永久性工作，其中有很多人来自边缘社区。此外，另一项重要成就是 54 家企业的创建，这将有助于私营部门的增长，并保障项目创造的就业机会有可持续性。

2. 可持续项目的价值，在于形成合作伙伴间



的挤出效应并增强私营部门投资与运营的信心。项目的基本理念不仅在于对就业和外汇收入的直接贡献，而且还在于利用私营部门促进间接就业、创业和投资之间的联动。

3. 制定与项目干预措施存在因果关联、且考虑项目成果的 PDO 级别指标。对于旅游项目而言，由于项目干预措施通常性质复杂且存在同样也会影响项目成果的不可预测因素，因此很难在项目活动与成果之间建立明确的因果关系。必须仔细考虑影响结果实现的外部因素，以及结果实现、信息传播以及市场反应时间之间的间隔。尽早设定关键干预措施并预留时间让它们落地生根的项目更有可能出现成效。在干预措施之后，旅游业可能要花费数年时间来实现和巩固成果，这一点在其他案例中也得到了证明。

4. 在设计阶段，对在实施能力上的限制、风险和实施要求进行切合实际的评估。虽然项目应努力通过一整套应对约束性限制的干预措施来制造影响，但项目设计也应切合实际和有所侧重，同时应对在实施能力上的限制和实施所涉及的风险有适当的认识。此外，还包括在专业知识和培训上的前期投入，以便提前减轻项目风险。尽管此项目最终聘请了相关的专业人员来确保活动顺利开展，但若能在项目实施的前期提供专业知识和培训，可能会有助于避免不必要的延误并将专业技能传授给 PCU 和 SMU。

5. 与社区、区域和联邦各级的利益相关方进行广泛沟通与协调。社区层面在项目中的参与度，尤其是在搬迁安置过程中，会对搬迁计划的顺利进行产生重要作用。在确保当地社区的参与度方面，建立安置委员会和工作协调委员会具有突出的重要性。项目实施还要求与各级政府之间沟通和协调，其中各级政府在工作中的优先事项也会不尽相同。因此，确保市政、区域和联邦政府尽早做出承诺与确保相关主管部门参与项目指导委员会（PSC）同等重要。

下一步计划

本项目积极推动了联邦、区域和地方旅游局的机构改革和能力建设，提高了埃塞俄比亚的旅游部门的管理水平。在项目实施过程中，适当考虑了项目中所设立各个机构——包括埃塞俄比亚旅游组织（ETO）、旅游业转型理事会和旅游局——在财务方面的可持续性，并且目前正在审查包括私有化在内的几种方案，以支持他们继续保持财政平衡。

埃塞俄比亚现有的世界银行贷款中目前尚无后续或下一阶段项目。但是，埃塞俄比亚政府已表明有意继续与世界银行合作发展旅游业。埃塞俄比亚文化与旅游部计划通过保护与开发、文旅产品营销以及加强与开发伙伴的合作来实现旅游业的可持续发展。

“ Abstract

Ethiopia faces many challenges in expanding its share in the tourism market, such as insufficient public investment, negative image, and the lack of high-quality services and beautiful scenic spots. Through active identification and solution of problems, close supervision, recruitment of new competent staff during project implementation and enhancement of the governance structure at the destination level, the results of the project have been significantly improved.

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Challenges and Problems

The development of tourism in Ethiopia mainly faces the following obstacles:

1. Infrastructure restrictions. The undeveloped infrastructure (especially facilities of roads, water supply and sanitation, communication and air transportation) restricts the access of tourists and the private sector's investment in hotels. The weak telecommunication facilities and lack of modern information and communication technology hinders professionals and tourists from getting information.

2. Land distribution. Due to the lack of clear urban zoning policies, the land acquisition is highly restricted in cost and time. As a result, developers are rarely able to get the right to develop the land at prime locations when constructing residential buildings.

3. Regular financing. The need for collateral and limited amount of bank financing hinder the development of new and innovative products and the reinvestment of existing assets. In addition, the rare or limited modern payment system limits the development of the industry.

4. Tourism organizations. The institutions in public and private sectors are incapable and lack tourism-related skills. The poor service quality doesn't match the rich cultural resources.

Measures

In order to obtain good results from the project, it is key to ensure: active identification and solution of problems, close supervision, recruitment of new competent staff during project implementation and enhancement of the governance structure at the destination level.

1. Monitoring and Evaluation (M&E) design. After the intermediate review and adjustment, the results framework has been significantly revised

to incorporate the baseline data and more realistic project targets. The M&E data has been properly used in decision-making and resource allocation during implementation, which can be verified in the intermediate review and adjustment. In particular, the baseline data (which are updated based on baseline data collected during project preparation) has been used to set more realistic goals, which is very important. In addition, the intervention measures for the project have strengthened the utilization of M&E, especially in the evaluation and improvement of the National Tourism Information System (NTIS). NTIS significantly improves the sustainability of tourism-related arrangements of M&E and merges tourism-related data into a single repository.

2. Security and trust compliance. In terms of social security assessment, the Resettlement Policy Framework (RPF) was completed at the time of assessment, and the RAP report was completed in September 2011. The appendix of Lalibela RAP, which involves the social impact assessment on land acquisition and livelihood restoration plan of Tiya and Melka Kunture development projects, were completed in December 2014. The independent cost analysis of RAP was completed in 2015. In terms of environmental protection assessment, the Environmental and Social Management Framework Agreement (ESMF) was completed at the time of assessment. The environmental impact assessment concerning the renovation of the tourist walking routes, squares and stone tablet field of Aksum was completed in December 2011. The environmental impact assessment concerning the design and supervision of water supply and sanitation projects in Lalibela and surrounding areas was completed in 2012.

3. Financial management and procurement. Effective financial management has been carried out across the project period and no major problems affecting the implementation of the project have arisen.

The budget, accounting, internal control and audit arrangements are generally acceptable, and some minor problems arising during implementation have been corrected in time.

Results

First, the number of tourists has increased significantly. In Aksum, the average growth rate of foreign tourists (from 2012 to 2015) reached 61.4%, far higher than the target of 23%. In Lalibela, the average annual growth rate of foreign tourists was nearly 24%. Although it is lower than target (33%), the total number of visitors has increased.

Second, the foreign exchange income has increased. In Addis Ababa and surrounding areas, Aksum and Lalibela, the average daily total foreign currency expenditure of each foreign tourist has increased from the baseline of USD 310 to USD 361.86, higher than the target (USD 350).

Third, the employment opportunities related to tourism have increased. In the tourist destinations of Aksum and Lalibela, the total number of jobs (full-time and part-time) created by tourism has increased from the baseline of 1,090 to 5,553, far higher than the target of 1,440.



Experience and Inspirations

1. Integrating tourism with the community to promote economic growth oriented towards the impoverished people. The Community Integration Project (CIP), a unique approach trying to increase awareness and participation in the community, ensures that impoverished people can benefit from tourism investment. Specifically, CIP provides training and skills upgrading courses for community members to increase their participation as employees, suppliers and small business owners, thus establishing mutually beneficial relationship between them and tourism. Many believe that the intervention is one of the most successful measures taken in the Ethiopia Sustainable Tourism Development Project (ESDTP) - it has helped to create about 1,151 permanent jobs, many of which are taken by people from marginal communities. In addition, there is another important achievement, there is, the establishment of 54 enterprises, which will contribute to the growth of the private sector and ensure the sustainability of the employment opportunities created by the project.

2. The value of sustainable project lies in forming the crowding-in effect among partners and enhancing the confidence of private sector in investment and operation. The basic ideas of the project lie not only in the direct contribution to employment and foreign exchange income, but also in the promoting the interaction among indirect employment, business startup and investment using the private sector.

3. Developing PDO level indicators causally related to project interventions and considering project results. For tourism projects, it is difficult to establish a clear causal relationship between project activities and results because project interventions are usually complex in nature and there are unpredictable factors that will also affect project results. External



factors affecting the achievement of results, as well as the gap between the achievement of results, information dissemination and market reaction time must be carefully considered. Projects which set key interventions as early as possible and leave the time for them to be implemented and effect changes are more likely to success. After the intervention, it may take several years for the tourism industry to achieve and consolidate results, which has been proved in other cases.

4. Conducting a practical assessment on limitations of implementation capacity, risks and implementation requirements in the design stage. Although the project should try to make an impact through a set of intervention measures to address binding restrictions, the project design shall be realistic and have focus while properly recognizing the limitations in implementation capacity and the risks involved in implementation. In addition, early investment in professional knowledge and training shall be included so as to reduce project risks in advance. Although the project finally hired relevant professionals to ensure the smooth development of activities, providing professional knowledge and training in the early stage of project implementation may help to avoid unnecessary delays and transfer professional skills to PCU and SMU.

5. Performing extensive communication and coordination with stakeholders at community,

regional and federal levels. Community participation in the project, especially in the process of resettlement, may have a great impact on the smooth progress of resettlement plan. In order to ensure the participation of local communities, it is of great importance to establish the resettlement committee and coordination committee. The project implementation also requires communication and coordination with governments at all levels which have different priorities during the process. Therefore, it is as important to ensure early commitments by municipal, regional and federal governments as to ensure the participation of relevant authorities in the Project Steering Committee (PSC).

Next Step

This project has promoted the institutional reform and capacity building of tourism authorities at the federal, regional and local levels, and improved the management capacity of the tourism departments in Ethiopia. During the project implementation, due consideration was given to the financial sustainability of various institutions established in the project, including Ethiopian Tourism Organization (ETO), Tourism Transformation Council and Tourism Bureau. At present, several schemes including privatization are being reviewed to help them to maintain financial balance.

There are no follow-up or next-stage projects under the existing World Bank loans to Ethiopia. However, the Ethiopian government has indicated its intention to continue to cooperate with the World Bank in developing tourism. The Ministry of Culture and Tourism Ethiopia plans to realize sustainable and healthy development of tourism through preservation and development, marketing of cultural tourism products and strengthened cooperation with development partners.



河北保定市阜平县顾家台村、骆驼湾村： 有计划、按步骤助力全县脱贫攻坚事业

**Gujiatai Village and Luotuowan Village, Fuping County,
Baoding City, Hebei Province:**
Fuel the County's Poverty Alleviation Cause as Planned
Step by Step

“ 摘要

2012年12月30日，习近平总书记走进顾家台、骆驼湾深度贫困村进行扶贫考察，顾家台村、骆驼湾村吹响了脱贫攻坚的号角。顾家台村、骆驼湾村切实遵照“宜农则农、宜林则林、宜牧则牧、宜开发生态旅游则搞生态旅游”的原则，利用“公司+产业+农户”的模式，全力发挥自身优势，开始扎实地推进贫困地区的脱贫攻坚工作。两村进行项目的深度挖掘，将旅游产业与高端民宿相结合，用“旅游度假区+高端民宿外围区”来吸引更多的游客，助力全县脱贫攻坚事业。

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挑战与问题

一是个别村民“等、靠、要”思想依然存在，在脱贫攻坚中缺乏主动性，等待上级拨款，缺乏勤劳致富主动性。二是注重眼前利益，缺乏对未来发展的科学谋划，少数村民缺少差异性思维，只看到眼前利益，缺乏长远发展思维。三是移风易俗推动不够深入，对一些当地落后的传统观念改变不够彻底。

措施

1. 组织村民学习，提升村民认识。通过学习使村民认识到脱贫攻坚使全体人民安居乐业，是社会和谐稳定、国家长治久安的坚实基础。

2. 合资成立公司，带动百姓致富。国有阜裕公



司与顾家台、骆驼湾两个村委会合资成立了顾家台骆驼湾旅游发展有限责任公司，在宜游则游原则的指导下，借助人文自然资源优势，开始大力发展文化旅游区项目。采用“公司+产业+农户”的模式，通过房屋租赁、务工等形式，提高两村居民收入，吸引青年返乡就业，带动百姓脱贫致富。两村项目共租赁房屋 13240.56 平方米，涉及两村 98 户村民，按照太行山民居“青水瓦，木挑梁，小皮檐，花格窗，石板院，黄泥墙”的特点，以“把农村建设得更像农村”为理念，对两村租赁房屋进行统一规划改造和商业运营。

3. 配套设施建设，打造特色旅游项目。两村开展项目建设，推广农副产品，利用活动聚集人气。项目建设内容包括餐饮、住宿、小吃作坊、会议室、娱乐休闲等，推出 40 多种小吃，餐饮席位可容纳 400 余人，客房 136 间套，334 个床位；2019 年五一开业以来，接待游客 20 多万人次，举办了各种文艺演出 20 场，承办房车营地露营大会和山地越野赛事多次，其中还承办了京津冀户外挑战赛；以当地特色农产品为主举办农产品展销会，打开了特色农产品销售推广的窗口；协助举办中国·河北 2019 汽车（房车）露营大会，将体育旅游元素与扶贫结合，带动了食宿、特色农产品等消费的增长。通过组织举办各种文艺演出活动和体育活动聚集提升人气的方法行之有效，村民的精气神大为提升。

4. 打造实践课堂，传播减贫故事。根据全县脱贫攻坚取得的成果，打造了脱贫攻坚实践课堂，讲述阜平县脱贫攻坚中发生的感人故事，让群众体会到贫困乡村的巨大变化和脱贫攻坚的喜人成果。

成效

脱贫攻坚实践课堂自开课以来共组织参观学习 186 场次，来自各地的 116 个党政机关，4928 名党员群众和 65 家社会团体，2781 名干部职工接受学习教育。此外，1646 名旅游散客到此参观学习，共



计接待近万余人，受到了社会各界的好评。

运营到 2017 年年底，两个村子都实现了脱贫。2019 年骆驼湾村人均可支配收入达到了 13620 元，7 年增涨 14 倍多；顾家台村人均可支配收入达到 16109 元，7 年增涨 16 倍多。现在两个村通过旅游驱动三产融合，已是脱贫攻坚实践示范点。

经验与启示

1. 树立信心，立志鼓劲。在骆驼湾村公路边有一条特别醒目的标语就是：只要有信心，黄土变成金。

2. 土地规划，产业增收。过去两个村都从事传统农业，主要靠种植玉米、土豆为生，长期在温饱线徘徊。村里在县、镇的具体指导和帮扶下，进行了全面的产业和土地利用规划，努力把每块土地利用好。两个村通过土地流转，采取“公司+基地+农户”“专业合作社+农户”等方式，相继建起 125 个香菇等食用菌大棚，757 亩特色苹果、樱桃、山杏果园，200 亩柴胡、牡丹等中药材和花卉园。这些特色农业全部划片入园，由村民务工生产、按劳取酬，专家坐镇指导、入股分红，公司跟踪管理、统一经营，做到优质高产、市场紧俏、效益良好。在做好土地文章的同时，村里利用全面改造后的新环境和临近天生桥瀑布群 4A 级景区的地理优势，办起农家乐、水果采摘等生态旅游业。有饭店，有旅舍，有小街道，有文化广场，有农家书屋，有银

行网点，有青山绿水，小山村人来人往渐渐多起来，村民收入渠道大大拓宽，增收稳定性大大增强。村民们自称是拥有土地流转金、务工薪金、效益分红金的“三金”农民。

3. 教育、医疗、养老，帮扶兜底。在顾家台、骆驼湾两个村，家家户户都有脱贫手册，帮扶的年度目标、政策措施明明白白，村组干部责任、驻村工作队责任、对口帮扶单位责任清清楚楚。对“两不愁三保障”，人人讲得出事实、说得出数字、举得出例子，真正做到了全覆盖、硬兜底。确保“六稳”工作和“六保”任务落实情况，做到以人民为中心，稳中求发展。骆驼湾村易地扶贫搬迁的 21 户，家家住上新楼房。以前村里的孩子要翻山越岭到 4 公里外走读上学，现在统一在镇上寄宿学习，享受和城里孩子一样的教育。医疗方面，基本医疗保险、大病保险、医疗救助三重保障政策全面实施，基本解决了村民看病难问题。低保政策与扶贫政策有效衔接，对所有低保户、五保户应保尽保、分类施保，综合保障性扶贫切实兜住了困难群众的生活底线。村里还建起互助幸福院，对生活困难老人实行集中养老。

下一步计划

通过对旅游扶贫产业的探索，接下来将围绕阜平县决胜决战脱贫攻坚的建设项目进行深度发掘，将顾家台村、骆驼湾村的旅游产业打造与各镇区高端民宿相结合，优化旅游供给、扩大社会消费，整体规划为“骆驼湾旅游度假区和高端民宿外围区”，分别为：骆驼湾旅游度假区的顾家台民宿小院、骆驼湾民俗村、瓦窑民宿度假村，高端民宿外围区的森林驿站、领袖小院、天生桥客栈、城南庄粮仓酒店。规划建设集观光游览、休闲度假、脱贫攻坚实践课堂、创意文化、林果产业等旅游业态为一体，服务与设施一流，参与性和体验性较高的综合性特色休闲乡村旅游度假目的地，助力全县脱贫攻坚事业。

“ Abstract

On December 30, 2012, General Secretary Xi Jinping visited the deeply impoverished Gujiatai and Luotuowan villages for a poverty alleviation inspection, which sounded the clarion call for poverty alleviation in these two villages. Gujiatai Village and Luotuowan Village have earnestly followed the principle of “developing agriculture, forestry, animal husbandry and eco-tourism based on actual local conditions”, and given full play to own advantages to steady implement the poverty alleviation work in impoverished areas through the model of “company + industry + peasant household”. The two villages will tap into the potential of projects, integrate the tourism industry with high-end homestays, and build the “Tourism Resort and High-end Homestay Periphery Area” to attract more tourists and help the county win the fight against poverty.

”



Challenges and Problems

First, individual villagers still have the idea of “waiting for and seeking support from others”. They tend to lack initiative in poverty alleviation, wait for funding from the superiors, and are unwilling to initiatively get rich through hard work. Second, put too much focus on immediate benefits and lack scientific planning for future development. A few villagers lack differentiated and long-term development thinking and only see the immediate benefits. Third, the campaign to transform outmoded habit and custom is not promoted deeply enough, and some local backward traditional concepts are not changed thoroughly.

Measures

1. Organize learning activities for villagers to enhance their awareness. Villagers participating in the learning activity have realized that the poverty alleviation cause can help all people live and work in peace and contentment, and lay a solid foundation for social harmony and stability as well as the country’s enduring peace and stability.

2. Establish a joint venture company to increase the income of people. The state-owned Fuyu Company and the committees of Gujiatai and Luotuowan Villages jointly established the Gujiatai and Luotuowan Tourism Development Co., Ltd., in the form of joint venture. The JV company began to vigorously develop cultural tourism projects in line with principle of “tourism development based on reality” through exerting the advantages in humanities and natural resources. Increase the income of the villagers in two villages in the forms of house leasing and employment through the model of “company + industry + peasant household”, thus attracting young people to return to their hometowns for employment and help the village overcome poverty and achieve prosperity. The projects



implemented in two villages have a total of 13,240.56 square meters houses leased, involving villagers from 98 households. The two villages upheld the concept of “building villages with unique rural characteristics” and carried out unified planning, transformation and commercial operation of leased houses according to the characteristics of folk dwellings in Taihang Mountain, i.e., “green water tiles, wooden beams, small leather eaves, latticed windows, stone courtyards and yellow mud walls”.

3. Build supporting facilities and create characteristic tourism projects. The two villages carried out project construction, promoted agricultural and sideline products, and organized diverse activities to enhance reputation. The construction contents of the project include catering, accommodation, snack shops, meeting rooms, entertainment and leisure places. More than 40 kinds of snacks were sold, and the catering seats that can accommodate more than 400 people and 136 rooms with 334 beds were provided; since its opening on May 1st in 2019, it has received more than 200,000 tourists, held 20 cultural performances, and hosted several caravan camping conferences and mountain cross-country events, including the Beijing-Tianjin-Hebei Outdoor Challenge; the agricultural product exhibition centering on local special agricultural products was held, opening a window for the promotion of characteristic agricultural products; they assisted in the organization of the China · Hebei 2019 Caravan Camping Conference, fusing sports



tourism elements with poverty alleviation and driving the consumption growth in food, lodging, specialty agricultural products, etc. The method of organizing various cultural performances and sports activities to increase popularity is proved effective, greatly improving the spiritual outlook of villagers.

4. Organize practice sessions to spread poverty reduction stories. Based on the results of poverty alleviation across the county, the poverty alleviation practice sessions were organized to tell the touching stories of poverty alleviation in Fuping County and share with the masses the great changes in poverty-stricken villages and the gratifying poverty alleviation results.

Results

Since the opening of the poverty alleviation practice sessions, 186 visits and studies have been organized. 116 party and government organizations, 4,928 party members and 65 social groups from all over the country, and 2,781 cadres and employees participated in the learning and education activity. In addition, it received nearly 10,000 people in total, including 1,646 independent travelers who visited here to study, receiving high recognition from all sectors of society.

Through operation by the end of 2017, both villages had been lifted out of poverty. In 2019, the per capita disposable income of villagers in Luotuowan Village reached RMB 13,620, an increase of more than 14

times in seven years; the per capita disposable income of villagers in Gujiatai Village reached RMB 16,109, an increase of more than 16 times in seven years. Now, the two villages are driving the integration of three industries through tourism, and have become a demonstration point for poverty alleviation practices.

Experience and Inspirations

1. Build up confidence and strengthen determination. There is a particularly eye-catching slogan beside the road in Luotuowan Village: Strong confidence can turn loess into gold.

2. Realize industry income increase through rational land planning. In the past, both villages were engaged in traditional agriculture, mainly relying on corn and potatoes. The villagers had been living at the subsistence level for a long time. Under specific guidance and assistance from the county and township level, the village made comprehensive industrial and land use planning to make good use of each plot. The two villages successively built 125 mushrooms and other edible fungus greenhouses, 757 mu characteristic apple, cherry, mountain apricot orchards, and 200 mu Chinese herbal medicine (Chinese thorowax root) and flower (peony) gardens through land transfer and the modes of “company + base + farmer”, “professional cooperative + farmer”, etc. These characteristic agricultural products are all planted in certain parks. Villagers are responsible for production and obtain remuneration according to the amount of labor expended; experts are invited to provide guidance and get dividends as shareholders; and the company is responsible for tracking, management, and unified management, so as to achieve mass production of quality products urgently needed in the market tight and get good benefits. While making good use of the land, the village took advantage of the new environment upon comprehensive transformation and

the geographical advantage close to the 4A-Level Scenic Area of Tianshengqiao Waterfall Group to develop agritainment, fruit picking and other eco-tourism industries. The restaurants, hostels, small streets, cultural squares, rural libraries and bank outlets built, together with the lush mountains and lucid water gradually attracted more visitors to the village, which greatly expanded the income channels of villagers and enhanced the stability of income increase. Villagers call themselves as “Three Gold” Farmers with land transfer money, labor salary and benefit bonus.

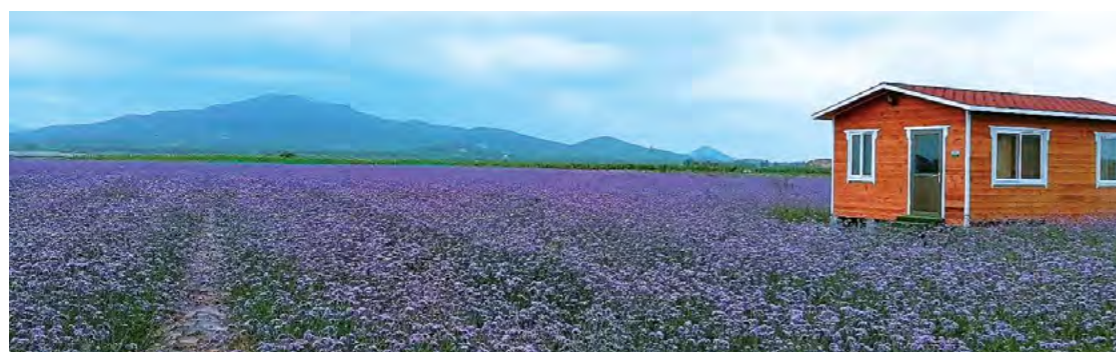
3. Provide assistance in terms of education, healthcare and elderly care. In Gujiatai and Luotuowan Villages, every household is distributed a poverty alleviation manual that clearly defines the annual goals, policies and measures for assistance, as well as the responsibilities of the village group cadres, the working group in the village and the counterpart assistance unit. Everyone can tell the facts and figures, and cite examples relating to “two assurances and three guarantees”, truly realizing full coverage and strong assistance. Ensure the implementation of measures to “ensure stability and security in six aspects”, stick to people orientation and seek development amid stable progress. 21 households relocated for poverty alleviation in Luotuowan Village have now lived in new buildings. In the past, the children in the village had to go to school four kilometers away over the mountains. Now they are all uniformly boarding and studying in the town, and enjoying the same education services as those in the city. In terms of medical



services, the triple guarantee policy of basic medical insurance, serious illness insurance, and medical assistance was implemented across the board, which basically solves the problem of villagers’ difficult access to medical services. The subsistence allowance policy and poverty alleviation policy were effectively linked to provide classified assistance to all households enjoying the minimum living guarantee and the five guarantees. The practice of poverty alleviation for subsistence has ensured the villagers in difficulties live above the bottom living line. A mutual happiness home was also built in the village to provide centralized care for the elderly in difficulties.

Next Step

Going forward, we will enhance our efforts to develop the tourism industries conducive to poverty alleviation, deeply explore various resources centering on the construction project of a decisive battle against poverty in Fuping County, and integrate the tourism industry of Gujiatai Village and Luotuowan Village with high-end homestays in various towns to optimize tourism supply and expand social consumption. Moreover, we will make overall planning for the “Luotuowan Tourism Resort and High-end Homestay Periphery Area”. Specifically: Gujiatai Homestay Courtyard, Luotuowan Folk Village and Tilery Homestay Resort Luotuowan Tourist Resort, and the Forest Station, Leader’s Courtyard, Tianshengqiao Inn, Chengnanzhuang Granary Hotel in the periphery of high-end homestays. Make planning for construction of a comprehensive characteristic leisure holiday destination of village tourism that integrates sightseeing, leisure, poverty alleviation practice sessions, creative culture, forest fruit industry and other tourism patterns, is equipped with first-class services and facilities and features high participation and experience, so as to advance the county-wide poverty alleviation cause.



山东威海市西山后村： “农户 + 合作社 + 公司”生态旅游开发， 助力贫瘠乡村脱贫致富

Xishanhou Village, Weihai City, Shandong Province:
Developing Ecological Tourism through the “Farmer +
Cooperative + Company” Mode for Poverty Alleviation

“ 摘要

山东省威海市文登区西山后村依托丰富的山水和人文历史资源，投资约6000万元，打造占地1050亩的综合生态旅游园区。通过集体产权制度改革，以股权为纽带，吸纳村民资金成立合作社，整合合作社资金、扶贫财政资金入股旅游开发公司，同时为贫困户提供就业岗位。西山后村探索“农户+合作社+公司”旅游扶贫模式，让村民积极参与乡村振兴，以点带面，辐射周边，成功实现脱贫摘帽，并带动600余人稳定受益。

”

挑战与问题

山东省威海市文登区米山镇西山后村位于特秀山西北，呈“负山、沿河、中卧田”的地理空间形态，村内传统建筑保留完好，自然与人文景观相互协调，展现出原始的山村风貌，全村共263户，639人。发展乡村旅游之前，西山后村是省扶贫工作重点村，经济基础薄弱，村集体欠债30多万元，贫瘠的沙土地上不长庄稼，自然资源分散闲置，空心化、老龄化现象严重，村民思想涣散，脱贫动力不足，几乎陷入贫困的“死循环”。在旅游精准扶贫的过程中，如何找到一条集体开发、整合全村闲置资源、调动村民脱贫积极性的自主造血之路，让拥有丰富自然、人文景观却又贫瘠的小山村摆脱贫困的怪圈，成为米山镇、西山后村的重大使命。

措施

西山后村依托地域优势，充分利用当地资源，积极引进外来人才、技术，走出一条公司化运营、产业发展和“资金变股金、农民变股民”的道路，

大力培育特色文化生态旅游产业，打造“美丽乡村”升级版，推动创意休闲农业蓬勃发展，使其成为农业转型升级、农民就业创业、农村融合发展的新型产业。

1. 盘活闲置土地，创新利用资源，助力脱贫。根据“盘活闲置土地，可持续发展、高附加值”的创新理念，西山后村通过流转村民土地，建设了20个水果采摘大棚，运用先进技术，把南方水果种植到贫瘠的沙土地上，实现了从“靠沙土卖低端的沙子”到“用沙土售高端的水果”的跨越性的转变。仅通过土地流转，便带动西山后周边4个村村民收





入年均增加 52 万元，户均增收 1000 多元。

2. 整合要素禀赋，全面布局产业，外引内联。西山后村在生态园的基础上创办了旅游开发公司，吸收各类投资 6000 多万元投入生态园建设；吸纳包括大学生村官在内的优秀人才参与乡村旅游开发，为乡村振兴出谋划策；生态园与中国台湾“凤梨博士”合作，引进凤梨酥制作技术和专业管理团队，聘请技术专家对热带水果进行田间管理。生态园创造长期就业岗位 30 多个，季节性务工岗位 300 余个，优先雇佣贫困户，农户每年增加收入约 4000 元/人。西山后通过整合生产要素，使生态园发展成为涵盖水果采摘、水上高尔夫、滑沙、凤梨馆等 10 大主题的综合休闲园区。

3. 实行公司运营，开展股权改革，共谋发展。2016 年，成立了威海市特秀山旅游开发有限公司，发展“生产+生态+生活”的综合性、多功能产业，有力提高了西山后村生态旅游发展的质量。2017 年，西山后村筹资 263 万元，成立了威海科农种植专业合作社，以合作社的名义入股生态园，并保证村民

每年至少 10% 的收益，次年 86 户入股村民就得到分红 26.3 万元。2018 年，西山后村生态园成功引入首笔旅游扶贫贷款 800 万元。西山后村以合作社为依托，加快农村集体产权制度改革，做到了“资金变股金、农民变股民”，实现了发展过程由村民共创、发展成果与村民共享。

成效

随着生态旅游、精准扶贫的推进，“旅游+扶贫”模式取得了明显成效，西山后村逐步摘掉了贫穷的帽子，2016 年被授予“山东省旅游扶贫村”“山东省旅游特色村”，2018 年 11 月被评为“山东省传统村落”，此外，还获得了“山东省文明村”“威海市乡村振兴示范培训基地”等多项荣誉。

村子整体环境随着旅游事业发展变得越来越优美。河道整治、道路硬化、景观提升等一系列举措不仅改善了西山后村的基础设施，也提高了村民的人居环境。当地的经济效益也有了显著的提高，生

态园区每年可带来 100 多万元收入，村民每年都可获得股份分红，西山后村在偿还了 20 多万元外债的同时，积累了上千万元的固定资产。村子的发展辐射了米山镇 23 个村，使得 600 余人受益，充分做到了发展成果惠及人民。村里的贫困户从 2014 年的 130 户，到 2019 年仅剩余 40 户。村民不仅增加了收入，福利水平也提高了，村里建设了日间照料中心，为 75 岁以上的老人免费提供一日三餐。西山后村的生态园区作为综合性旅游园区，在进一步推动农业升级、农民脱贫、农村三产融合发展等方面起到了重要的作用，受到大家的充分肯定。

经验与启示

1. 人才带领，激发内生动力。西山后村党支部书记和大学生村官参与了西山后旅游扶贫的全过程，在旅游开发模式的转型发展上果断决策，同时利用人脉资源和专业知识帮助该村旅游业发展规模扩大、效益提升。他们具有过硬的专业本领，较好规划乡村旅游发展蓝图，充分调动村民参与乡村发展的积极性，激发了村民脱贫致富的内生动力。

2. 加强组织，强化集体开发。西山后村增强组织凝聚力强化乡村治理，带动群众参与乡村振兴。整合扶贫资金、涉农政策资金、村民资金集中入股，按投资占比明晰股权，由威海特秀山旅游开发有限公司负责统一经营管理，合理解决集体项目的投资与管理问题，实施“农户+合作社+公司”的新模式，有效消除了农村经济小、散、乱的弊端，整合资源，集中管理，统筹实现经济发展、集体致富的目标。

3. 因地制宜，发挥地域优势。西山后村在选择旅游开发途径时，充分利用自身地理特点和地域优势，采取适合当地情况的发展模式，既降低了发展旅游业的成本，提高了收益，又增强了自身的特色。立足当地文化底蕴，适度改造传统石屋，凸显农家特色，满足消费者对体验乡村生活的需求；通过改造滨水环境，打造以特秀山“月亮湾”

为中心的滨水休闲主题景观带；利用当地的沙质土壤，南果北种，打造热带果品种植基地，同时开展滑沙、儿童嬉沙等休闲娱乐项目，吸引了大量游客前来游玩。

4. 合作共赢，融入镇域规划。西山后的旅游业发展取得初步成效后，逐渐融入镇域发展规划，米山镇确定了“假日米山”休闲旅游发展思路，以西山后的发展辐射带动周围村子，将精准扶贫、现代农业与乡村旅游结合。上级政府为西山后乡村旅游发展提供包括扶贫资金在内的更多政策帮扶，改善当地基础设施，提高交通便捷度，带来客流量的迅速增加。同时，西山后也成为米山镇经济发展的有力支撑，带动全镇 23 个村庄稳定受益。

下一步计划

西山后村将坚持走“旅游+扶贫”的发展模式，继续引进专业人才，扩展肉牛养殖等项目，塑造产业集群，构建循环农业，将生态园打造成为 3000 余亩的田园综合体，实现农业“新六产”融合发展。此外，西山后村的成功案例也将为周边的其他村子开展旅游精准扶贫提供经验借鉴和有益指导，共聚乡村振兴合力，推动形成“辐射周边、共同富裕”的经济发展新格局。

“ Abstract

Relying on rich natural, cultural and historical resources, Xishanhou Village of Wendeng District, Weihai City, Shandong Province has built a comprehensive eco-tourism park covering an area of 1,050 Mu with an investment of about RMB 60 million. Through the collective ownership system reform, it establishes cooperatives by raising funds from villagers and allocating shares in the cooperative to them. By pooling the funds of the cooperatives and the poverty alleviation funds granted by the government, it further establishes companies to develop tourism while providing jobs for impoverished villagers. Xishanhou Village has created a tourism-based poverty alleviation mode of “farmer + cooperative + company” allowing villagers to actively participate in rural revitalization and driving the development of the surrounding area. The village has achieved the target of poverty alleviation while providing stable benefit to more than 600 people.

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Challenges and Problems

Located on the northwest of Texiu Mountain, Xishanhou Village of Mishan Town, Wendeng District, Weihai City, Shandong Province is geologically characterized by “farmland between mountain and river”. It has well-preserved traditional buildings, well-coordinated natural and cultural sceneries and the appearance as an original mountain village. There are a total of 639 villagers in 263 households in the village. Before the development of village tourism, Xishanhou was a key poverty alleviation village of the province with a weak economic base, collective debts of over RMB 300,000 and barren sandy soil on which no crops may grow. With highly fragmented and unused natural resources, serious problems of hollowing and aging and slack villagers without the motivation to get rid of poverty, it seemed that it would face endless poverty. During targeted poverty alleviation through

tourism, it is a great mission for Mishan Town and Xishanhou Village to find a way to jointly develop and integrate unused resources of the village and motivate the villagers to get rid of poverty and so as to help the small mountain village with rich natural and cultural resources but barren lands to generate wealth itself and end poverty.

Measures

Based on geological advantages and through full utilization of local resources and active introduction of external talents and technologies, Xishanhou Village has found a development path characterized by corporate operation, industrial development and “converting fund into shares and converting farmers into shareholders” to vigorously cultivate the characteristic cultural and ecological tourism, built the upgraded “beautiful village” and promote the vigorous



development of creative leisure agriculture to make it a new industry advancing agricultural transformation and upgrading, farmer’s employment and entrepreneurship and rural integration & development.

1. Innovatively utilizing unused land and resources to aid poverty alleviation. Following to the innovative idea of “utilization of unused land, sustainable development and high added value”, Xishanhou Village has built 20 fruit picking greenhouses through land transfer and planting south China fruits on its barren sandy soil with advanced technology, thus realizing a leap-forward change from “selling low-price” to “selling high-end fruits grown in sand”. The land transfer alone helps four villages near Xishanhou to increase the average annual income by RMB 520,000, that is, over RMB 1,000 per household.

2. Integrating resources, formulating general industrial planning, introduction of foreign talents and cultivation of internal talents. Xishanhou Village establishes a tourism development company on the basis of the ecological park, and has attracted an investment of over RMB 60 million in the construction of the ecological park. Outstanding talents including college graduate village official are introduced to

engage in village tourism development and provide suggestions for rural revitalization. Through the cooperation with “Dr. Pineapple” from Taiwan, the ecological park employs technological and professional management teams of pineapple cake-making, and hires technical experts to manage tropical fruits in the field. The ecological park has created more than 30 long-term jobs and more than 300 seasonal jobs with priority given to impoverished households in employment, which increases the annual income of farmers by about RMB 4,000 each person. By integrating resources, Xishanhou Village has built the ecological park into a comprehensive leisure park with 10 themes including fruit picking, water golf, sand sliding and pineapple hall.

3. Employing corporate operation and conducting equity reform for common development. In 2016, Weihai Texiushan Tourism Development Co., Ltd. was established to develop the comprehensive and multi-functional industry characterized by “production + ecology + life”, which effectively improves the quality of eco-tourism development in Xishanhou Village. In 2017, Xishanhou Village established Weihai Kenong Planting Cooperative with RMB 2.63 million

raised from villagers who became shareholders of the ecological park through the cooperative under the guarantee that at least 10% of the dividends would be distributed to the villagers. In the next year, dividends of RMB 263,000 were distributed to the 86 households making such investment. In 2018, the ecological park of Xishanhou Village successfully got a loan for poverty alleviation through tourism of RMB 8 million. Relying on the cooperative, Xishanhou Village accelerates the reform of rural collective ownership system, successfully “converts funds into share capital and farmers into shareholders” and realizes relying villagers for development and sharing the development achievements with villagers.

Results

With the promotion of eco-tourism and targeted poverty alleviation, the “tourism + poverty alleviation” mode has achieved remarkable results. Getting rid of poverty, Xishanhou Village won the honors of “Tourism-based Poverty Alleviation Village of Shandong Province” and “Village Featuring Tourism of Shandong Province” in 2016 and “Traditional Village of Shandong Province” in November 2018. In addition, it was recognized as “Civilized Village of Shandong Province”, “Weihai Rural Revitalization Demonstration & Training Base” and won many other honors.

With the development of tourism, the overall environment of the village has become more and more beautiful. A series of measures, such as river regulation, road pavement and landscape beautification, not only improve the infrastructure of Xishanhou Village but also enhance the living environment of villagers. The local economy is also significantly improved. The ecological park brings an income of more than RMB 1 million every year, and the villagers can get dividends based on their shares every year. After repaying the debts of over RMB 200,000, Xishanhou Village has

acquired fixed assets worth over RMB 1 million. The development of the village also brings a positive impact on 23 other villages in Mishan Town and has benefited more than 600 people, fully realizing the target of benefiting people with development achievements. The number of impoverished households in the village has decreased from 130 in 2014 to only 40 in 2019. The villagers now have not only increased income but also enhanced well-being. The village has built a day care center to provide free three meals for the elderly over 75 years old. As a comprehensive tourism park, the ecological park in Xishanhou Village has played an important role in promoting agricultural upgrading, farmers’ poverty alleviation and the integration of three sectors of economy in the village and thus won full recognition.

Experience and Inspirations

1. Relying on talents and inspiring inner driving force. The secretary of CPC branch and college graduate village official of Xishanhou Village have participated in the whole process of poverty alleviation through tourism of the village by making decisive decisions on the transformation and development of tourism development mode and using their personal resources and professional knowledge to help increasing the scale and revenue of the village’s tourism industry. With excellent professional skills, they set a good blueprint of village tourism development, fully mobilized the villagers to participate in rural development and inspired the villagers’ inner driving force to get rid of poverty.

2. Strengthening organization and stressing collective development. Xishanhou Village strengthens organizational cohesion and rural governance in order to lead people in rural revitalization. The poverty alleviation grants, agriculture-related policy grants and villagers’ funds are integrated for investment

with shares allocated according to the proportion of contribution. Weihai Texiushan Tourism Development Company is established for unified operation and management as a reasonable solution to investment and management problems of collective projects. The implementation of the new model of “farmer + cooperative + company” effectively eliminates the disadvantages of small size, decentralization and disorder in rural economy and realizes resources integration and centralized management to coordinate efforts to achieve the targets of economic development and common prosperity.

3. Considering local conditions and utilizing regional advantages. In the selection of tourism development path, Xishanhou Village has made full use of its own geographical characteristics and advantages and employed a development mode suitable for local conditions, which not only reduces the cost of tourism development, but also increases the income and enhances its own characteristics. Based on the local cultural heritage, the traditional stone houses are transformed moderately to highlight the characteristics of villages and meet the needs of consumers to experience rural life. The waterfront environment is transformed to build a waterfront leisure themed landscape belt centered on the “Moon Bay” of Texiu Mountain. A tropical fruit planting base is built by planting fruits of South China in local sandy soil. Besides, the leisure and entertainment projects such as



sand sliding and children’s sand playing, attract a large number of tourists.

4. Win-win cooperation and integration into town planning. After realizing preliminary success, the tourism development of Xishanhou Village has been gradually integrated into the development planning of the town. Mishan Town has formulated the leisure tourism development idea of “Enjoying Holiday in Mishan” to drive the growth of surrounding villages with the development of Xishanhou Village and combine targeted poverty alleviation, modern agriculture and village tourism. Governments at higher levels then provide more policy support including poverty alleviation funds for the village tourism development of Xishanhou Village to improve local infrastructure, enhance traffic convenience and realize a rapid increase of visitors. At the same time, Xishanhou Village has also provided powerful support for the economic development of Mishan Town by bringing stable benefits to 23 villages in the town.

Next Step

Xishanhou Village will adhere to the development mode of “tourism + poverty alleviation”, introduce more professional talents and expand the beef cattle breeding and other projects. Besides, it will develop industrial clusters and circular agriculture and build the ecological park into a 3,000-Mu rural complex so as to realize the integrated development of agriculture to obtain “sextupled income”. In addition, the success of Xishanhou Village will also provide experience and useful guidance for surrounding villages in tourism development and targeted poverty alleviation, pool the driving forces for rural revitalization and promote the formation of a new economic development pattern characterized by “influence extension and common prosperity”.



内蒙古鄂尔多斯市乌审旗： 激发精准扶贫内生动力，为乡村振兴 注入新活力

Wushen Banner, Erdos City, Inner Mongolia:
Stimulating the Inner Driving Force for Targeted Poverty
Alleviation and Injecting New Vitality into Rural Revitalization

“ 摘要

乌审旗位于内蒙古自治区鄂尔多斯市西南部、毛乌素沙地腹部，是集自然生态、历史文化、民族民俗、红色资源为一体的蒙汉多民族旅游胜地，同时也是典型的老、少、边、贫地区，长期处于欠发达、欠开发状态，扶贫攻坚任务极为艰巨。脱贫攻坚战打响以来，乌审旗立足实际、发展旅游产业，打造示范项目，集中建设一批旅游观光、特色采摘、农事体验、科普教育、文化创意于一体的休闲观光特色小镇，让旅游衔接农业、农村、农牧民，带动贫困增收脱贫。

”

挑战与问题

乌审旗旅游资源的品质高，具有很大的资源价值和开发空间，共建成对外开放的各类景区（点）23处。是全国休闲农牧业与乡村旅游示范县，全国首家人居环境示范城镇，被誉为“中国马头琴文化之都”“中国苏力德文化之乡”“中国蒙古族敖包文化之乡”和“中国鄂尔多斯歌舞之乡”。

2014年以来，乌审旗累计识别贫困人口456户1163人，致贫原因主要集中在因病致贫、因残致贫、基础条件制约、劳动力和发展资金短缺五个方面，交通条件受限，全旗23处旅游景区（点）没有得到有效开发和利用，乡村旅游资源丰富，却缺乏有效的统筹和利用，旅游产品缺乏、旅游品牌知名度低。

措施

1. 规划引领，把握方向，构建旅游扶贫与乡村振兴新格局。政府通过科学编制旅游发展规划，引导乡村旅游的发展方向，提升特色旅游品牌，制定优惠政策和措施，吸引社会主体参与，不断强化规

范化管理服务，鼓励城市资本进入乡村，解决乡村产业发展中资金短缺问题，将更多的先进管理经验、信息技术和营销网络引入乡村。

2. 示范创建，精准发力，助力旅游扶贫、乡村振兴战略实施。鼓励建设一批集旅游观光、特色采摘、农事体验、科普教育、文化创意于一体的休闲观光特色小镇，探索建设一批现代农业产业园区及贫困人口参与度高的精品农产品生产基地，形成可复制、可推广、服水土、接地气的“一村一品”发展模式。近年来，乌审旗成功打造了毕力贡仓蒙古文书馆等10余个文化展览馆；规划建设特色商业街区、特色主题酒店等。

3. 转变思维，释放活力，助推区域经济转型升级





级。全力打造城市休闲游、美丽乡村游、民族风情游、红色文化游四大板块，形成特色小镇的旅游品牌。成功打造了萨拉乌苏休闲养生农业园、苏里格国家沙漠公园、昌盛宏业现代农牧业科技示范园等休闲农牧业体验项目，以旅兴农，提高农副产品的附加值。

4. 叫响品牌，立足优势，提升乡村旅游综合竞争力。乌审旗是著名的鄂尔多斯河套人的故乡，所以集中开发了旅游节庆体验、农事活动参与、农耕文化教育和乡村民俗感受等不同主题的乡村文化旅游产品，将四季游玩、采摘、选购的农业“点”、风景“点”串成生态观光旅游“线”，为游客提供丰富而连贯的乡村农村旅游体验。

成效

乌审旗借助良好生态基础，保持草原生态风貌，充分挖掘文化和旅游内涵，产生“1+1 > 2”叠加放大效应，实现文化旅游经济效益的“最大化”和

资源利用的“最优化”。

1. 景色变美，实现了“各自为战”向“攥指成拳”的转变。全旗3条精品旅游路线和6条最美自驾线路“串点成线、连线成面”，形成覆盖乌审草原的文化旅游景观带，全面构建“一心三区一轴贯通”全域旅游发展格局。

2. 百姓变富，实现了“单一作战”向“协同联动”的转变。2019年，完成地区生产总值309.1亿元，增长9.0%；完成公共财政预算收入26.1亿元，增长24.3%；完成社会消费品零售总额41.7亿元，增长3.2%；城乡常住居民人均可支配收入达47671元和20153元，分别增长6.4%和10.4%。

3. 产业相融，实现了“单链延伸”向“双链驱动”的转变。“旅游+农牧业”让单一种植业变田园综合体，萨拉乌苏河道变国家级景区，农特产品变成旅游产品；“旅游+工业”，工业园区向园林化发展，逐步成为新兴旅游项目；“旅游+体育”，成功举办了“穿越本色鄂尔多斯”、汽车越野、自行车嘉年华等多次国际国内赛事活动。

4. 观念更新，实现了“传统保守”向“共建共享”的转变。旅游在深刻地改变着乌审草原11645平方千米的土地，也深深地改变了在这块土地上生活的13.45万蒙汉各族人民。传统手工艺产品和创新产品走向旅游市场，阿拉腾莎民族银器、蒙古族刺绣、木雕、蒙古族服饰等手工文化产品，在弘扬传统文化的同时也取得了经济效益。

经验与启示

贫困地区产业结构的优化十分关键，应实现一、二、三产业的深度融合与集聚发展，进而带动贫困人口脱贫致富。

1. 乌审旅游在精准扶贫方面发挥了促进作用。让农牧民成为既是乡村旅游的建设者和经营者，又是乡村旅游的受益者。以农区乌审旗无定河村无定河避暑山庄发展乡村旅游为例，公司引导带动本村农民种植有机水稻，并主动与村民签订了水稻回收合同，带动本村9户贫困户脱贫，使76户农户走上致富之路，年人均增收6000元。再者，他们利用无定河得天独厚的优势，发展休闲旅游产业，向游客出售无公害纯绿色农副土特产品西瓜、水果、水产、牛羊猪肉等。

2. 乌审旅游在乡村振兴中发挥了主导作用。旅游业作为农村第三产业的重要组成部分，可以提供大量的就业岗位，合理解决剩余劳动力，可带动相应的餐饮、住宿、娱乐还有商业等第一、第二产业的发展。2017年，乌审旗无定河镇依托地域优势，按照立体生态循环农牧业发展规划，规划土地总面积约20000亩。采用企业化运作的模式，以乌审旗无定河农牧业开发有限责任公司为载体，将农牧民现有的零散土地进行整合流转。目前，园内已发展有机苹果10000亩，有机水稻3000亩，有机玫瑰2000亩，有机葡萄1200亩，荷花100亩，螃蟹、甲鱼等水产养殖230亩，初步形成了“农牧业生产+加工流通+休闲度假”的基础产业链条。仅2019

年，辐射带动无定河流域非成员户500多户农牧民，就地转移就业人员1500多人，为地方经济发展发挥了龙头带动作用。

3. 乌审旅游在乡村振兴城乡一体化发展中发挥了综合作用。乌审旗发展乡村旅游促进了农牧民身份和职业的转变和“地方城市化”，农牧民实现了与城市文化和生活的交流，城市居民实现了回归农牧区生活的梦想。2019年，巴图湾村以“乡村旅游+农牧业”协同发展为目标，重点打造休闲基地、采摘项目、土窑洞忆苦思甜大杂院等田园综合体，辐射带动一、八、九、十社的农畜产品销售。仅2019年，辐射带动萨拉乌苏河流域返乡创业30多户农牧民，就地转移就业人员800多人，为地方经济发展起到了积极的促进作用。

下一步计划

利用民族文化资本和文化实力的优质资源，打造出更多独具乌审特色的文化旅游品牌。文化旅游让乌审人民的生产生活方式更加绿色，更加健康，更加富有，也更加自信。乌审经济发展已进入“富民强旗，走进前列”的快车道，正当其时，旅游的竞争力、影响力不断提升，在精准扶贫、乡村振兴中的作用发挥凸显，这些都为奋力谱写新时代乌审旗高质量发展新篇章筑牢了良好的基础。

“ Abstract

Located in the southwest of Erdos City, Inner Mongolia Autonomous Region and the deep of Mu Us Desert, Wushen Banner is a great tourist destination inhabited by many ethnic groups including Han and Mongols and with rich resources of natural scenery, history & culture, folk customs and revolutionary heritage. It is also one of the typical former revolutionary base areas, areas inhabited by ethnic groups, remote and border areas and poverty-stricken areas. Long under the undeveloped and underdeveloped state, it faces an extremely tremendous task of poverty alleviation. Since the start of poverty alleviation campaign, Wushen Banner has been working to develop tourism industry based on its actual conditions by building demonstration projects and concentrating efforts to build a number of characteristic leisure and sightseeing villages and towns integrating sightseeing, characteristic picking, farming experience, science popularization & education and culture & creativity to connect tourism with agriculture, rural areas and farmers & herdsmen and drive the income increase of impoverished people.

”

Challenges and Problems

Wushen Banner enjoys quality tourism resources with great value and a large room for development, and has built 23 scenic spots open to the public. As a national demonstration county for leisure farming & animal husbandry and rural tourism, and the first demonstration city/town for living environment in China, it is known as the “Capital of Morin Khuur Culture in China”, the “Hometown of Sulide Culture in China”, the “Hometown of Mongolian Obo Culture in China” and the “Hometown of Ordos Songs and Dances in China”.

Since 2014, Wushen Banner has identified a total of 456 impoverished households with 1,163 people. The reasons for their impoverishment include illness, disability, limitation of basic conditions, shortage

of labors and funds for development. Limited by traffic conditions, 23 scenic spots in the banner are not effectively developed and utilized. The rich rural tourism resources are not effectively planned and utilized. Few tourism products have been developed and its tourism brands are not extensively popularized.

Measures

1. Formulating scientific planning and setting the direction of development to build a new mode of poverty alleviation through tourism and rural revitalization. The government has formulated scientific tourism development planning to set the development direction of village tourism and promote characteristic tourism brands. Preferential policies and measures are formulated to attract the participation



of private entities and continuously strengthen standardized management services. Urban entities are encouraged to invest in rural areas to solve the problem of capital shortage in rural industry development, and introduce more advanced management experience, information technology and marketing network into the rural area.

2. Building demonstration projects and exerting targeted efforts to assist the implementation of poverty alleviation through tourism and rural revitalization strategies. The government has encouraged the building of a number of characteristic leisure and sightseeing villages and towns integrating sightseeing, characteristic picking, agricultural experience, science popularization & education and culture & creativity, and attempts have been made to build a number of modern agricultural industrial parks and quality agricultural production bases with a high degree of participation by impoverished people to build a development mode of “one village, one product” that can be replicated and promoted and meet

local conditions. In recent years, Wushen Banner has successfully built more than 10 cultural exhibition halls including the Bili Gongcang Mongolian Literature Museum, and planned and built several characteristic commercial blocks and theme hotels.

3. Changing the way of thinking and releasing vitality to boost regional economic transformation and upgrading. The banner has made all efforts to develop four sectors of tourism, that is, urban leisure tourism, beautiful countryside tourism, ethnic customs tourism and revolutionary culture tourism to develop the tourism brand of characteristic towns. It has successfully built a number of leisure farming & animal husbandry experience projects such as the Salawusu Leisure & Well-being Agriculture Park, Sulige National Desert Park and Changsheng Hongye Modern Farming & Animal Husbandry Technology Demonstration Park so as to promote the development of agriculture with tourism and increase the added value of agricultural and sideline products.

4. Building distinctive brands and utilizing

advantages to promote the comprehensive competitiveness of village tourism. Wushen Banner is the hometown of the famous Hetao people in Ordos, so it has developed a series of rural cultural tourism products with different themes including tourism festival experience, participation in agricultural activities, farming culture education and rural folk customs experience to connect agriculture “spots” and scenic “spots” for leisure, picking and shopping in four seasons to form the ecological sightseeing tourism “route”, providing tourists with rich and coherent village tourism experience.

Results

With the help of good ecological foundation, Wushen Banner has preserved the grassland landscape while fully exploring culture and tourism resources, which creates the synergy effect and realizes “maximization” of economic benefits of cultural tourism and “optimization” of resource utilization.

1. More beautiful scenery - transformation from separate scenic spots to integrated landscape. The three quality tourism routes and six most beautiful self-driving tourism routes across the banner connect different scenic spots, which forms a cultural tourism landscape belt covering the Wushen grassland and comprehensively establishes an all-for-one tourism development partner consisting of “one core, three sections and one axis”.

2. Income increase - transformation from separate efforts into coordination and interaction. In 2019, the GDP of the banner reached RMB 30.91 billion, with an increase of 9.0%; the public finance budget revenue reached RMB 2.61 billion, with an increase of 24.3%; the total retail sales of consumer goods reached RMB 4.17 billion, with an increase of 3.2%; the per capita disposable income of urban and rural residents reached RMB 47,671 and RMB 20,153, with an increase of 6.4% and 10.4% respectively.

3. Industrial integration - transformation from single industry to integrated dual industries. The



“tourism + farming & animal husbandry” mode converts the planting industry into rural complex, the Salawusu River into a national scenic spot, and the characteristic agricultural products into tourism products. The “tourism + industry” mode has changed industrial parks into gardens, which have become new tourism projects. Under the “tourism + sports” mode, a series of international and national events have been successfully held, including the “Crossing the Original Ordos”, cross-country auto race and bicycle carnivals.

4. Updated ideas - transformation from traditional and conservative views to joint building and shared benefits. Tourism has profoundly changed the Wushen grassland of 11,645 square kilometers as well as the 134,500 people consisting of Mongo, Han and other ethnic groups living on the land. Traditional handicrafts and innovative products are launched into the tourism market. The sale of handmade cultural products such as Alatengsha ethical silverware, Mongolian embroidery, root carving, wood carving, and Mongolian costumes has not only promoted the traditional ethnic culture but also generated economic benefits.

Experience and Inspirations

The optimization of industrial structure in poverty-stricken areas is crucial. The three sectors of economy shall be integrated profoundly and developed jointly in

order to drive income increase and poverty alleviation among impoverished people.

1. Tourism has driven the targeted poverty alleviation in Wushen. Farmers and herdsman shall be not only builders and operators but also beneficiaries of rural tourism. Taking the development of village tourism in Wudinghe Mountain, Wudinghe Village, Wushen Banner as an example, the operating company led farmers in the village to plant organic rice and actively signed rice purchase contracts with the villagers, which has helped 9 households in this village to get rid of poverty and 76 householders increase their income by about RMB 6,000 per capita each year. Moreover, based on the unique advantages of Wuding River, they developed leisure tourism to sell pollution-free and purely green agricultural and sideline products such as watermelon, fruits, aquatic products, beef, mutton and pork to tourists.

2. Tourism has led the rural revitalization in Wushen. As an important part of tertiary sector of economy in rural areas, tourism can provide a large number of jobs to reasonably utilize the surplus labor force, and promote the development of the primary and secondary sectors of economy such as catering, accommodation, entertainment and commerce. In 2017, relying on its regional advantages, Wudinghe Town of Wushen Banner formulated the development plan for stereoscopic and ecological recycling farming and animal husbandry covering a total area of 20,000 Mu. It plans to employ the enterprise-like operation mode and establishes the Wushen Banner Wudinghe Farming and Animal Husbandry Development Co., Ltd. to integrate existing separate lands owned by farmers and herdsman. At present, it has planted 10,000 Mu of organic apple, 3,000 Mu of organic rice, 2,000 Mu of organic roses, 1,200 Mu of organic grapes, 100 Mu of lotus flowers and developed a pond of 230 Mu to breed of aquatic products such as crabs and turtles, initially forming a basic industrial chain of “farming & animal



husbandry production + processing and circulation+ leisure & vacation destination”. In 2019 alone, it benefited more than 500 non-membership households of farmers and herdsmen along Wuding River and provided jobs for over 1,500 people, leading the local economic development.

3. Tourism has played a comprehensive role in rural revitalization and urban-rural integrated development in Wushen. The development of village tourism in Wushen Banner has promoted the change of farmers and herdsmen’s identity and occupation as well as “local urbanization”, allowing farmers and herdsmen to learn the urban culture and life, and urban residents to realize their dream of going back to farming and pastoral life. In 2019, aiming at coordinated development of “village tourism + farming & animal husbandry”, Batuwang Village worked to build rural complexes such as leisure base, picking project, house cave and residential compound, which stimulated the sales of agricultural and livestock products of the first, eighth, ninth and tenth cooperatives. In 2019 alone, it benefited more than 30 households of farmers and herdsmen returning home for business startup along Wuding River and provided jobs for over 800 people, making active contributions to the local economic

development.

Next Step

Wushen will build more unique cultural tourism brands by making use of its quality resources of ethnic culture and cultural strength. Cultural tourism makes the work and life of Wushen people greener, healthier, richer and more confident. Wushen’s economy has entered the path of fast development. Now the tourism is having rising competitiveness and influence and playing an increasing important role in targeted poverty alleviation and rural revitalization, laying a good foundation for realizing quality development of Wushen in the new stage.



福建宁德市屏南县龙潭村： 用“文创 - 旅游”模式激发乡村减贫内生动力

**Longtan Village, Pingnan County, Ningde City,
Fujian Province:**

Stimulate the Inner Driving Force for Rural Poverty Reduction
with the Mode of “Culture and Creative Industry and Tourism”

“ 摘要

地处福建省宁德市屏南县熙岭乡的龙潭村曾经是闽东驿道交通网络上的一个“大村”，在 20 世纪 80 年代，龙潭村被工业化浪潮边缘化了，变成了一个交通闭塞的留守山村。2017 年 5 月，屏南县在熙岭乡龙潭村启动文创—旅游减贫项目，龙潭村通过建立文创试点、培育“文创—旅游种子”、“认租 15 年”规划、完善乡村基础设施、推进老屋再生工程、创新管理机制等措施，让曾经的空心村变成了网红村。除了转变生产方式让原村民回归、新村民落户、启动新业态，还兴建了便利店、民宿等设施，龙潭村集体经济收入从几乎为 0 增加至 2019 年的 16 万元，村民人均收入 18350 元，比项目开展时增加了 3 倍，龙潭村的村容村貌也发生了翻天覆地的变化。

”

挑战与问题

屏南县是福建省 26 个重点老区县之一，因传统地缘劣势，没有享受沿海发达地区产业的辐射带动。地处屏南县熙岭乡的龙潭村，在 20 世纪 80 年代，户籍人口为 1407 人。3 年前，村子仅有 100 多人留守。曾经的龙潭村被工业化浪潮边缘化了，同当时的一些乡村一样，是一个交通闭塞的留守山村。

将近 70 年的时间里，龙潭村只有一条 40 多公里的泥土公路与县城相连，没有公共交通，村民外出需步行 1 小时至乡镇所在地熙岭。村民收入低，为了生计，被迫外出打工，100 多栋的老房子处在荒废中。2017 年，在屏南县传统村落文创产业项目的推动下，龙潭村开始实施文创产业助推乡村振兴计划。

措施

1. 建立文创试点。2015 年 4 月，屏南县在濠

下村建立文创试点，引进“人人都是艺术家”公益油画教学项目；10 月，在双溪镇建立文创人才基地“安泰艺术城”，以培养文创—旅游人才为核心，激发乡村减贫的内生动力。

2. 培育“文创—旅游种子”。2017 年 5 月，熙岭乡决定以龙潭村为文创基地，选送 30 多位村民作为“文创—旅游种子”到双溪安泰艺术城学习油画与新媒体营销。以他们为骨干，在龙潭村开办公益画室，利用互联网聚集流量，吸引海内外各界关注公益艺术教育 with 文创的目光，进而吸纳新村民的到来。

3. “认租 15 年”规划。县、乡、村三级组织因地制宜，创造性推出“认租 15 年”的规划。由村委与租居户主签订 15 年期限房屋租赁合同（宅基地 30 年），“新村民”再与村委签订租赁合同；“新村民”出资、村委代租代建，在 15 年内每年每平方米只收 3 元租金。老屋得以“新生”、新村民也以较小的代价进入乡村生活。

4. 完善乡村基础设施。2017 年以来，县政府

新建了熙岭经三峰、龙潭至垵头 12 公里四级公路；在龙潭村建设了村民艺术公益教学中心、美术馆、博物馆、音乐厅、文化服务中心、休闲广场、乡村党校等文化设施。

5. 推进老屋再生工程。盘活龙潭村 100 多座老宅，保留古宅夯土墙、黛瓦木构的传统风貌；屋内结合现代生活需要，打造书吧、工作室、咖啡屋、音乐厅等文创空间；利用当地工匠，激活乡村传统营造技艺。

6. 创新管理机制。先后出台《屏南县村级小额工程建设项目招投标管理办法（试行）》《屏南县村账乡管工作实施办法（试行）》等，以全程公开、透明的方式，采用投工投劳及“工料法”计算工程成本等管理办法，保障项目建设资金安全的同时，快速推进项目的高效建设。

成效

1. 从空心村到网红村，通过文创—旅游达到减贫目的。自 2017 年 5 月开展本项目以来，本村常住人口从不到 100 人增至 600 人，游客从 0 增至年 20 多万人次，便利店、民宿等设施数量不断增加。龙潭村集体经济收入从几乎为 0 增加至 2019 年的 16 万元，村民人均年收入 18350 元，比项目开展时增长了 3 倍。

2. 原村民回归，转变了生产方式。大批原村民回村兴业，他们将自家改成民宿、小卖部、餐馆、咖啡厅，改变了自己作为传统农民的身份。

3. 新村民落户，启动新业态。新村民多为中产阶级，有一技之长，是互联网时代的宠儿。他们教会原村民使用抖音、微博等自媒体，利用自身爆点聚集流量，将龙潭带入数字时代的潮流之中。

4. 文创—旅游赋予传统产品以新价值。龙潭的红釉制作和黄酒酿造技艺是省级非物质文化遗产，长期以来，由于地理位置等因素制约，技艺传承困难。自本项目开展以来，当地村民和新移民围绕如



何传承推广龙潭红釉、黄酒创立黄酒文创项目，并通过建立龙潭酒博物馆、举办开酒节等，使文创项目成为龙潭旅游的亮点。

5. 文创改变乡村，展现出精神新风貌。在龙潭村，村民利用闲时举办象棋锦标赛、复兴传唱四平戏，到图书馆看书，画室学画，精神文化生活十分丰富。

经验与启示

1. 发挥政府的主导作用。2015 年，屏南县委、县政府大力推进全县文创工作，先后出台了《屏南县促进文化创意产业发展的实施意见》《文艺精品扶持奖励办法》等系列政策，为吸引文创人才、留住人才营造良好的政策环境。县政府每年安排专项财政预算用于文创产业的引导、扶持和孵化。县、乡、村三级共同构建“政府+艺术家+农民+古村+互联网”的文创发展模式。

2. 人才是关键。引进了文创—旅游的综合型人才，如林正禄，他是屏南县传统村落文化创意产业总策划，他引来了一系列文创大咖。新村民和本土村民都是龙潭村文创—旅游减贫项目的重要支撑。

3. 集聚社会资本，助力乡村减贫。制定老屋“认租 15 年”规划，实行“新村民”出资，村委代租代建模式，集聚社会资本 800 多万元。



4. 网络是载体。龙潭村能够在较短的时间里从空心村成为网红村，依靠的是互联网的力量。

5. 创新是动力。创新管理办法，村两委积极探索建设管理模式，颁布细则，实施“工料法”；创设共建平台，以村委为桥梁纽带，采用“认租15年”机制，创新代租代建工作方式，由村委会与古宅租居户签订租赁合同。

下一步计划

1. 突出规划引领。将龙潭村纳入全乡精品旅游路线中，形成一条以岭里孝文化—三峰村宗教禅修文化—龙潭文创片区—塘后特色现代农业的精品乡村旅游路线，充实旅游线路内容。

2. 突出招商引资。加强龙潭文创产业项目化运作，筹划乡村文创招商活动，加快乡村艺术酒店、乡村郊野养生公园、户外运动基地、传统村落遗址公园、小众型精致农业基地等一批项目前期工作。同时，进一步完善基础配套设施，策划生成一批新项目推向市场，实现“筑巢引凤”和“引凤筑巢”双向驱动。

3. 突出产业融合。推进农村“一二三”产业融合发展项目建设，着力打造乡村文化创意、高山特色农业、观光旅游示范三大品牌，培育文创+农业、文创+旅游、文创+互联网及工业+文创、文艺+文创等新模式、新业态。

4. 突出示范带动。着力打造以龙潭村为重点核心区及承载区，四坪村、墩头村、三峰村为配套发展区及延伸区的文化创意产业片区，并以前塘村等4个省级历史文化名村为平台，辐射带动周边村庄发展，形成连片联动发展格局，努力走出一条具有熙岭特色的乡村振兴之路并推广复制。

“ Abstract

Located in Xiling Town, Pingnan County, Ningde City, Fujian Province, Longtan Village used to be a “big village” in the post road network in the eastern part of Fujian Province. However, in the 1980s, the village was marginalized in the industrialization tide, and became a left-behind mountainous village with inaccessible traffic. In May 2017, Pingnan County initiated a project of poverty alleviation through cultural and creative industry and tourism in Longtan Village, Xiling Town. Benefiting from the project, the village has turned a once hollow village into an online popular village by launching a cultural and creative pilot, cultivating the “seed of cultural and creative industry and tourism”, providing a “15-year renting period” plan, refining rural infrastructures, carrying forward the old house rebirth project and innovating management mechanisms. Longtan Village has also built convenience stores, family inns and other facilities in addition to transforming the production pattern, attracting native villagers to return, registering new villagers and starting new business formats. Now, in the village, the collective economy’s income has risen from almost zero to RMB 160,000 in 2019, the villagers’ per capita income has also grown by three times as opposed to that when the project was implemented, and the appearance of the village has also experienced radical changes.

”



Challenges and Problems

Pingnan County is one of the 26 major old revolutionary base areas in Fujian Province. Restricted by traditional regional advantages, it has not enjoyed the coverage and drive of the industries in the coastal developed regions. In the 1980s, Longtan Village, situated in Xiling Town, Pingnan County, had a registered population of 1,407. Three years ago, only more than 100 people were left behind in the village. The former village was marginalized in the industrialization tide, and became a left-behind mountainous village with inaccessible traffic, just like what happened to some villages at that time.

For nearly 70 years, the village only had an earth road that covered a length of more than 40 kilometers and led to the county, and had no public traffic service. To go out, villagers had to walk for one hour to Xiling, the domicile of the township government. Earning almost no income, many villagers were forced to work out for a living, and left more than 100 old houses idle. In 2017, Longtan Village started to implement the rural revitalization plan by means of the cultural and creative industry, driven by the traditional cultural and creative industry project of Pingnan County for traditional villages.

Measures

1. Establish a cultural and creative pilot. In April 2015, Pingnan set up a cultural and creative pilot in Jixia Village and introduced a philanthropic oil painting education project entitled “Everybody is an Artist”. In October, the county created a cultural and creative talent base “Antai Art City” in Shuangxi Town, in a move to cultivate talents in cultural and creative industry and tourism and stimulate the inner driving force for poverty reduction in the rural area.

2. Cultivate the “seed of cultural and creative

industry and tourism”. In May 2017, Xiling Town decided to identify Longtan Village as the cultural and creative base, and selected more than 30 villagers as the “seed of cultural and creative industry and tourism” to study oil painting and new media marketing at Shuangxi Antai Art City. Acting as the backbone, they have opened philanthropic art studios in Longtan Village, gathered traffic on the Internet, attracted the attention of different circles focusing on philanthropic art education and cultural creation at home and abroad, and thus attracted new villagers to arrive.

3. “15-year renting period” plan. The organizations at the county, township and village levels have creatively launched the “15-year renting period” plan based on local conditions. The Villagers’ Committee signs a house leasing contract with a term of 15 years (30 years in case of a housing site) with the ancient house owner; a “new villager” then signs a leasing contract with the Villagers’ Committee, and will then pay an annual rent of only RMB 3 per square meter within a term of 15 years under the mode that the “new villager” makes the investment and the Villagers’ Committee rents and builds the house on behalf of the “new villager”. The old houses have gained a “new life” and new villagers have started their rural life at a relatively low cost.

4. Upgrade rural infrastructures. Since 2017, the county government has successively built a grade-four



highway that covers a total length of 12 kilometers, starting from Xiling and leading to Qiantou via Sanfeng and Longtan, and constructed a broad range of cultural facilities, including philanthropic artistic education center for villagers, art gallery, museum, concert hall, cultural service center, recreation square and rural Party School.

5. Carry forward the old house rebirth project.

The village has mobilized more than 100 old houses, and reserved their traditional wooden architectural style with cob wall and blue tile. It has created some cultural and creative spaces, including book bar, studio, cafe and concert hall, in the house based on the modern lifestyle need. It has used local craftsmen and stimulated the rural traditional architectural techniques.

6. Innovate management mechanisms. The county has successively issued the Measures for the administration of bidding and tendering of the Rural Small-sum Construction Projects (Trial) and the Measures for the Implementation of Pingnan County Regarding Township Keeping of Village’s Accounts (Trial) etc. Meanwhile, the county has adopted labor force input, “manpower-material method” for

calculating the project cost and other management modes that stress the open and transparent operation in the entire process, and quickly advanced high-efficiency project implementation while assuring the security of project funds.

Results

1. From a hollow village to an online popular village, the village has accomplished poverty reduction through cultural and creative industry and tourism. Since the project was implemented in May 2017, the permanent resident population in the village has grown from less than 100 to 600, the number of tourists has risen from zero to more than 200,000, and the number of convenience stores, family inns and other facilities has kept rising. Now, in the village, the collective economy’s income has risen from almost zero to RMB 160,000 in 2019, and the villagers’ per capita income has also grown by three times to RMB 18,350 as opposed to that when the project was implemented.

2. Native villagers have come back and

transformed the production pattern. A large crowd of native villagers have returned to the village and started business. They have reconstructed their own houses into family inns, convenience stores, restaurants and cafes and changed their identity as traditional peasants.

3. New villagers have settled down and introduced new business formats. Most of new villagers are the middle-income group and the favorite with certain skills in the Internet era. They have taught native villagers to use Douyin (Tik Tok), Weibo and other we-media, gathered the traffic online with their own selling points and brought Longtan Village to the new tide of digital time.

4. Cultural and creative industry and tourism have injected new value into traditional products. The red distiller's yeast and rice wine distilling techniques are the provincial intangible cultural heritages. However, it is hard to pass these techniques from generation to generation for a long time, restricted by geographical factor and other factors. After the project was implemented, native villagers and new villagers have initiated a cultural and creative project targeting red distiller's yeast and rice wine, and turned the project into a tourism highlight in the village by opening the Longtan Wine Museum, organizing the wine opening festival and taking other measures.



5. Cultural and creative industry has changed the village and brought a new spiritual look. In Longtan Village, villagers enjoy a very rich spiritual and cultural life, including China chess championship, revitalization of Siping Opera, book reading at the library and painting drawing at the art studio, in their spare time.

Experience and Inspirations

1. Bring the guiding role of government into full play. In 2015, the Party Committee and the People's Government of Pingnan County vigorously advanced the cultural and creative work in the county, and successively issued a series of policies, including the Implementation Opinions of Pingnan County on Promoting the Development of Cultural and Creative Industry and the Supporting and Awarding Procedures for Premium Cultural and Artistic Products, which have created a good policy environment to attract cultural and creative professionals and retain them. The county government has annually earmarked a special fiscal budget to guide, support and incubate the cultural and creative industry. The county, the township and the village have jointly created the cultural and creative industry development pattern featuring an integration of government, artist, peasant, ancient village and Internet.

2. Professionals talk. The village has phased in professionals in both cultural and creative industry and tourism. An example is Lin Zhenglu, the chief planner of Pingnan County for the cultural and creative industry in traditional village, who has introduced a series of cultural and creative masters. New villagers and native villagers both constitute two mainstays for the poverty reduction project through cultural and creative industry and tourism in Longtan Village.

3. Gather private capital to aid rural poverty reduction. The village has made the 15-year renting period plan, and implemented the mode that "new villagers" make the investment and the Villagers'

Committee rents and builds the house on behalf of the "new villager". It has gathered a private capital of more than RMB 8 million.

4. The Internet is the carrier. Longtan Village has risen from a hollow village to an online popular village within a short time with the force of the Internet.

5. Innovation is the drive. The village has introduced innovative management modes. The two committees of the village have actively explored the construction management mode, issued detailed rules and implemented the "manpower-material method". It has set up a joint construction platform, where the Villagers' Committee serves as a bridge and ribbon and adopts the "15-year renting period" mechanism. The village has also explored the fiduciary rent and construction mode that the Villagers' Committee signs the leasing contract with ancient house owners.

Next Step

1. Highlight the role of planning. The township has integrated Longtan Village into the premium village tourism line, formed a premium rural tourism line linking the piety culture of Lingli, religious and Buddhist culture of Sanfeng Village, cultural and creative zone of Longtan Village and characteristic modern agriculture of Tanghou, and thus enriched the contents of the tourism line.

2. Highlight the role of investment promotion. The village should strengthen the project-oriented operation of the cultural and creative industry in Longtan Village, design rural cultural and creative investment promotion fairs, and accelerate the pace to complete the preparatory work for a cluster of projects, including rural art hotel, rural natural health park, outdoor sport base, traditional village relic park and premium niche agricultural base. At the same time, it will further refine infrastructures, design a batch of new products oriented to the market and drive the industry



with two wheels, including "building the nest to attract the phoenix" and "attracting the phoenix then building the nest".

3. Highlight industrial integration. The village will advance the projects fusing the primary, secondary and tertiary industries in the rural area, strive to build three brands, including rural cultural creative, alpine characteristic agriculture and sightseeing tourism demonstration, and cultivate new patterns and new business models, including cultural and creative industry + agriculture, cultural and creative industry + tourism, cultural and creative industry + Internet, industry + cultural and creative industry, as well as art + cultural and creative industry.

4. Highlight the role of demos. The village will spare no effort to build a cultural and creative industry zone where Longtan Village is the major core area and bearing area, Siping Village, Qiantou Village and Sanfeng Village are the supporting development area and extension area, and four famous provincial historical and cultural villages, including Qiantang Village, serve as the platform. By doing this, the village will propel the development of the neighboring villages, establish a continuous coordinated development pattern, blaze the trail for rural revitalization with the characteristics of Xiling, and promote it.



安徽六安市霍山县陡沙河村： 从贫困乡村到高端生态旅游度假村的涅槃

**Doushahe Village, Huoshan County, Liu' an City,
Anhui Province:**
Nirvana from an Impoverished Village to a Hi-end
Ecological Tourism Resort

“ 摘要

安徽省霍山县陡沙河村曾是典型的山区贫困村，近年来大力发展乡村旅游，带动扶贫的效果明显。霍山县政府引进江苏华强集团，于2016年投资30亿元开发陡沙河村，使该村走上了旅游扶贫的快车道，形成了自我特点鲜明，集旅游、休闲、度假、娱乐、运动、养生、养老为一体的高端生态旅游度假区、温泉小镇。同时，通过发展高品质有机农业、利用金融手段促进消费等办法，短期内就让陡沙河村取得较好扶贫成效，让这个国家级乡村旅游扶贫重点村重获动力。

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挑战与问题

安徽省霍山县陡沙河村，位居大别山腹地，大别山国家级风景道和霍山最美旅游环线穿境而过。境内山峦叠嶂、景色秀美。全村总面积1600平方公里，其中山林面积12564亩，耕地面积1683亩，茶叶、中药材、蚕桑等资源丰富。过去这里因山高林密、交通闭塞，经济发展滞后，是典型的山区贫困村。全村辖25个居民组，668户2535人，其中建档立卡贫困户145户430人。

措施

1. 利用天然优势建设一体化高端度假区。陡沙河温泉紧邻铜锣寨景区，以“奇松、怪石、云海、温泉”并称为铜锣“四绝”。温泉为天然温泉，具有百年历史，出水温度达68℃，日最大供水量可达5000立方米以上。温泉富含对人体有益的矿物质，其中锶含量较高，有保健、美容、护肤、疗养之功效。依托温泉资源，在30亿元资金的支持下，从2016年经过几年的建设，形成了集旅游、休闲、度假、娱乐、运动、养生、养老为一体的高端生态旅游度

度假区、温泉小镇。度假区和小镇先后入选国家森林康养基地、省级旅游度假区、安徽省首批特色小镇、旅游小镇、健康小镇，先后被媒体评选为“十佳避暑康养小镇”“网友最喜爱的温泉度假胜地”，被安徽省列入“861”重点项目，并荣获“安徽省特色文旅康养示范基地”“安徽省省级青少年户外体育活动营地”等称号。

2. 发展高品质有机农业。陡沙河村地处大别山核心区丘陵地带，阳光充足，土壤肥沃，生态环境好，绿色无污染，特别适合种植山芋，最高峰时年产量可达40万斤。陡沙河村党支部于2019年4月成立村级集体经济组织——霍山县陡沙河朝阳有机农业合作社，大力发展以山芋、茶叶、蔬菜为主的有机



农业,通过“党支部+合作社+基地+农户”的模式,让高品质有机农业成为陡沙河村脱贫致富的新路子。

3. 利用金融手段扶贫济困。中国银行与陡沙河温泉小镇联合推出中行联名卡,对拥有此卡的人在陡沙河温泉小镇消费予以折扣福利,并且对消费的每一笔金额都按一定比例计为专项扶贫资金。温泉小镇还和安徽省书画院、安徽广播电视台等举办跟着主播游温泉“走进大别山,书画新时代”活动,引领更多人走进大别山、传播大别山、回报大别山。当地政府与陡沙河温泉小镇共同筹建“文明超市”,服务于周边深山居民。在“文明超市”中购买各类日用品均不用花钱,只需用各自持有的积分“文明币”消费,1积分抵现金1元,有力地推动了居民说文明话、做文明事。

成效

1. 发展旅游带动了就业。陡沙河温泉小镇自2017年10月营业以来,累计接待游客100余万



人次,实现综合收入5亿元。家庭旅馆、农家餐厅在陡沙河村周边及上市集镇全面开花,仅2017年和2018年,陡沙河村就新增农家乐和农家客栈103家,茶叶、土鸡蛋、黑毛猪、红灯笼泡椒、陡沙河粉丝等农特产品非常畅销。温泉小镇也实现了农户直接就业,全镇500余名农民工在温泉小镇务工,已带动建档立卡贫困人口86户230人实现稳定就业,户均增收3万余元。温泉小镇及相关项目共流转农户土地461户1737亩,年流转租金共计108.4万元,直接增加了农户收入,确保农民“失地不失业、收入有保障”。

2. 打通了产业扶贫“最后一公里”。通过发挥组织作用与市场作用相结合、合作社帮助销售与农户自行销售相结合的方式,2019年以来由合作社组织销售有机粉丝5万斤,其中贫困户22户1.5万斤,带动农户180户,其中贫困户45户,户均增收5000元,村级集体经济增收20万元。在疫情期间,陡沙河村帮助11户贫困户代售红薯粉丝4515公斤,收入135450元,直接增加了贫困户收入,有力地助推了脱贫。



经验与启示

1. 坚持群众参与。广大农村群众既是生态旅游发展的直接参与者,又是生态旅游的受益者,尊重群众、动员群众、依靠群众,变“要我发展”为“我要发展”,增强农村群众发展乡村、实现振兴的内生动力。建立农民群众自主参与乡村旅游发展的内在机制,农民群众有充分的经济活动话语权,推进以家庭经营为主体的“小农户、大产业”的乡村经济活动发展模式,农民群众兴业创业,在乡村振兴过程中实现民富业旺。

2. 坚持生态旅游。绿水青山就是金山银山,以保护乡村生态环境为出发点,打好特色牌,加强特色小镇与旅游、生态、服务业、农业的深度融合,打造人无我有、人有我优、人优我特的特色乡村,提高对外地客商、游客的吸引力。在实施乡村振兴战略、实现城乡融合发展过程中,建设特而强、聚而合、精而美、活而新的特色乡村旅游度假村。陡沙河村通过生态旅游的发展,让越来越多的群众吃上“旅游饭”,走上富裕路,极大地助推了区域经济发展和脱贫攻坚,为实施乡村振兴战略奠定了坚实基础。

3. 坚持康养产业。产业发展是乡村的主抓手,特色在产业,活力在产业,增收在产业。生态康养产业是陡沙河村的特色产业,通过深度挖掘,丰富拓展旅游康养文化内涵,擦亮“生态康养旅游度假目的地”“陡沙河温泉小镇”“中国好水水源地”“中

国天然氧吧”“西山药库”生态康养资源品牌金色名片。紧紧依托生态优势,强化对区域内生态旅游资源的保护,以自然山水、生态公路廊道、特色小镇、旅游度假区等为载体,集“气养”“水养”“食养”“药养”“泉养”为一体,开发生态度假、避暑养生、户外运动、观光休闲等多样化综合性产品,满足广大游客需求。

下一步计划

1. 高起点规划。以“打造特色小镇平台,发展特色经济”的战略部署及“全域旅游、全景霍山”的发展布局,与乡镇总体规划、土地利用总体规划相结合,大力培育发展类型多样、充满活力、富有魅力的生态康养旅游度假村,坚持“一村一业”、体现“一村一风格”。

2. 高标准建设。目前,陡沙河村周边已建设了温泉小镇、石斛小镇、高山避暑小镇等一批特色小镇,移步换景、串珠成链的最美环线初具雏形。要将乡村振兴摆在突出位置,以乡村振兴示范带建设为重要抓手,精心谋划,因地制宜突出特色,充分利用周边特色小镇联动辐射作用,高标准建设乡村振兴示范村。

3. 高规格招商。多途径、全方位招商,建立快捷、畅通的信息网络,采用电子商务等现代信息手段,通过互联网等形式进行项目洽谈,努力扩大网上招商,同时实行委托招商或中介招商。利用已有项目的上下游产业链和市场空间,有意识地选择符合当地产业需求的项目进行重点招商。

“ Abstract

Doushahe Village, Huoshan County, Liu'an City, Anhui Province, which used to be a typical mountainous impoverished village, has focused its energy on developing the village tourism, which has made an evident difference in poverty reduction, in recent years. The People's Government of Huoshan County has introduced Jiangsu Huaqiang Group, which invested up to RMB3 billion to develop Doushahe Village in 2016. This has taken the village on the fast lane of tourism-based poverty reduction, and the village has grown into a hi-end ecological tourism resort and spa town that has distinctive features and integrates tourism, recreation, resort, entertainment, sport, health and elderly care. At the same time, the group has taken multifaceted measures, including developing high-quality organic agriculture and promoting consumption with financial services. These measures have helped Doushahe Village make a good effect in poverty reduction in a short term and enabled this national major village of poverty reduction through village tourism to regain the drive.

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Challenges and Problems

Doushahe Village, Huoshan County, Anhui Province, located in the hinterland of Dabie Mountain, is home to the Dabie Mountain National Scenic Highway and Huoshan Most Beautiful Tourist Ring. It boasts rich mountains with picturesque views. It covers a total land area of 1,600 square kilometers, including a mountainous forest area of 12,564mu and an arable land area of 1,683mu, and is endowed with abundant tea, traditional Chinese medicine, silkworm mulberry and other resources. It used to be a typical mountainous impoverished village, restricted by tall mountains, dense forest, obstructed traffic and underdeveloped economy. The village supervises 25 resident groups and 668 households with a total of 2,535 residents, including 430 residents from 145 registered impoverished households.

Measures

1. Leverage natural advantages to build an integrated hi-end resort destination. The Doushahe Spa is adjacent to the Tongluozhai Scenic Spot and reputed for “Four Unique Treasures” of the scenic spot, including “Bizarre Pine, Miraculous Stone, Cloud Sea and Spa”. As a natural spa, the spa takes pride in a century-long history, an outlet water temperature of up to 68°C and a maximum daily capacity of more than 5,000m³. The spa is rich in mineral substances that benefit the human body. In particular, it has a high content of strontium, which has the functions of health, beauty, skin care and treatment. Relying on the spa resources and the financial support up to RMB 3 billion, the village has forged a hi-end ecological tourism resort and spa town that integrates tourism, recreation, resort, entertainment, sport, health and elderly care after years-long construction since 2016. The resort and town have successively won the titles



of the National Forest Health & Rehabilitation Base and the Provincial Tourism Resort as well as the First Featured Towns, Tourism Town and Health Town of Anhui Province. It has been successively rated as the “Top Ten Health & Rehabilitation Summer Town” and the “Spa Resort Most Favored by Internet Users” and included in the “861” Major Project of Anhui Province. It has also obtained the “Featured Demonstrative Base of Cultural, Tourism, Health and Rehabilitation” and the “Provincial Outdoor Sport Camp of Anhui Province for the Youth”.

2. Develop high-quality organic agriculture. Situated in the core hilly area of Dabie Mountain, Doushahe Village boasts abundant sunshine, fertile soil and good ecological environment. This green and pollution-free environment is particularly suitable for planting sweet potato, which records a maximum annual yield of more than 200,000kg. In April 2019, the Party Sub-branch of the village set up a village-level collective economic organization - Huoshan County Doushahe Chaoyang Organic Agriculture Cooperative, which has energetically developed the organic agriculture with a focus on sweet potato, tea and vegetables, introduced the “Party Sub-branch + cooperative + base + rural household” pattern, and turned the high-quality organic agriculture into a new path to reduce poverty and get rich at the village.

3. Apply financial services to reduce poverty and aid those in need. Bank of China and Doushahe Spa

Town have launched a co-branded Bank of China card that offers a bill discount to those cardholders who pay with the card in the town and accrues certain proportion of every payment amount for the dedicated poverty alleviation fund. The town has also initiated a campaign entitled “Walking into Dabie Mountain, New Era of Calligraphy and Art” in collaboration with Anhui Calligraphic and Artistic Academy, Anhui Radio and TV Station and other partners, invited anchors to travel in the town and thus attracted more people to approach Dabie Mountain, communicate Dabie Mountain and reward Dabie Mountain. The local government and Doushahe Spa Town have jointly launched the “Civilized Supermarket” to serve local residents living in the remote mountainous area. When buying various daily necessities at the “Civilized Supermarket”, a local resident will not have to pay with money but with his or her “Civilization Coin” credit at an exchange rate of 1 credit to RMB1. This campaign has vigorously stimulated local residents to speak and behave in a civilized manner.

Results

1. Tourism development has promoted employment. After opening in October 2017, Doushahe Spa Town has cumulatively received more than 1 million tourists and realized an integrated income of RMB 500 million. Family inns and rural restaurants have mushroomed around Doushahe Village and Shangtushi Fair. In 2017 and 2018 alone, the village recorded 103 more rural restaurants and farmhouse inns, and tea, native egg, black pig, red lantern chilly, Doushahe vermicelli and other local personalized products have become highly marketable. The spa town has also realized the direct employment of the local rural labor force. About 500 peasants in the town have worked in the town, 230 people from 86 registered impoverished rural households have



achieved stable employment and the average household income has risen by more than RMB 30,000. The spa town and related projects have rented 1,737mu (1mu = 666 square meters) of land from 461 rural households and paid a total annual rent of RMB1.084 million. This has directly increased the rural household income, relieved peasants from the concern of unemployment and assured their income after they lost the land.

2. Resolve “last mile” issue of industry-oriented poverty alleviation. The cooperative has combined its own role and the market mechanism and integrated its independent marketing and peasants’ own marketing. Since 2019, it has sold 25,000kg of organic vermicelli, including 7,500kg from 22 impoverished households, in this mode. It has helped 180 rural households, including 45 impoverished households, helped the households realize an income increase of RMB 5,000 and assisted the village-level collective economy to increase the income by RMB 200,000. During the COVID-2019 epidemic, Doushahe Village helped 11 impoverished households sell 4,515kg of sweet potato vermicelli and earn an income of RMB 135,450. This directly increased the incomes of these households and vigorously assisted them to step out of poverty.

Experience and Inspirations

1. Adhere to public involvement. The vast rural community is both the direct participant in ecological tourism development and the beneficiary

of ecological tourism. The village respects the community, mobilizes the community, relies on the community and changes “ask me to develop” to “I want to develop” to strengthen the inner driving force of the rural community to develop the countryside and realize revitalization. Doushahe Village has forged the endogenous mechanism where the rural community takes the initiative to take part in village tourism development, conferred the community the full voice in economic activities and carried forward the rural economic development pattern that relies on family operation and features “small household, big industry”. The local community has started business and got rich in the process of rural revitalization.

2. Insist on ecological tourism. Lucid waters and lush mountains are invaluable assets. With the initial intent to protect the rural ecological environment, Doushahe Village has highlighted its features and reinforced the in-depth fusion of the personalized town with tourism, ecosystem, service sector and agriculture. It has built a personalized village that outperforms rivals in terms of existence, superiority and feature, and become more attractive to nonlocal investors and

tourists. Doushahe Village has forged a personalized village tourism resort that is powerful on personality, integrated on conglomeration, beautiful on premium and innovative on vitality on the way to implement the rural revitalization strategy and advance urban-rural integrative development. Relying on ecological tourism development, Doushahe Village has helped more and more local residents to earn their income from the tourism industry and go the way to get rich. It has substantially propelled regional economic development and poverty alleviation campaign, and laid a solid foundation for implementing the rural revitalization strategy.

3. Adhere to the healthcare industry. Industrial development is the main path of rural areas to get rich. Industry represents the feature, enables the vitality and constitutes the income drive. Ecological healthcare industry is the personalized industry of Doushahe Village. Through profound exploration, it has enriched and expanded the connotations of the tourism and healthcare industry, and built a matrix of profitable ecological health resource brands, including “Ecological Health Tourism Destination”, “Doushahe





Spa Town”, “Good Water Source of China”, “Natural Oxygen Bar of China” and “West Hill Herb Treasure”. Closely relying on ecological advantages, the village has reinforced the conservation of local ecological tourism resources, integrated “air care”, “water care”, “food care”, “herbal care” and “spa care” based on natural view, ecological highway corridor, personalized town and tourism resort. It has developed a lineup of diversified integrated products, including ecological resort, healthcare in summer, outdoor sport, sightseeing, recreation and other products, to satisfy the demand of the vast tourist base.

Next Step

1. Make a high-level plan. It will follow the strategic blueprint of “building a personalized town platform and developing a personalized economy” and the development roadmap of “all-for-one tourism, panoramic Huoshan”, integrate its own development into the master rural planning and master land utilization planning. It will spare no effort to develop an ecological health tourism resort that takes pride in diverse types, abundant vitality and endowed charm, adhere to the pattern of “one village, one industry” and reflect the “one village, one style” concept.

2. Construction up to higher standard. So far, Doushahe Village has assembled a matrix of personalized towns, including spa town, dendrobe town and alpine summer town, which have enabled a different view at one step, formed a scenic chain and preliminarily shaped the most beautiful circle line. The village should highlight rural revitalization in its overall planning, focus on the construction of rural revitalization pilot as an important resort, and make an elaborate roadmap. Moreover, it should stress local features based on local resources, make the neighboring personalized towns play a full role and construct a rural revitalization pilot up to higher standards.

3. Promote investment at a higher level. The village should promote investment in multiple channels and in an all-round manner, and establish a quick and efficient information network. It should introduce e-commerce and other modern information technologies, strive to enlarge the online investment promotion through such channels as the Internet while implementing fiduciary investment promotion or investment promotion by means of intermediary. It should apply upstream/downstream industrial chains and market universes of existing projects and mainly attract projects that satisfy local industrial needs to settle down.



浙江杭州市淳安县下姜村： 打好脱贫攻坚战，旅游减贫成效明显

Xiajiang Village, Chun'an County, Hangzhou City, Zhejiang Province:
Winning the Battle Against Poverty, and Achieving Remarkable Progress in Poverty Alleviation through Tourism

“ 摘要

下姜村位于浙江省杭州市淳安县西南部，2003—2007年，时任浙江省委书记的习近平，多次来到淳安县下姜村实地考察。如今，这个当年远近闻名的贫困村打了翻身仗，通过改善村庄面貌、培育富民产业等措施，使村子成为了“绿富美”。从山坞变身产业基地，由贫困村变为美丽乡村，生动演绎了“绿水青山就是金山银山”的实践篇章，更为新时代农村如何与绿水青山和谐共荣、农民如何富有安康树起了现实标杆。

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挑战与问题

村子贫困的原因可以总结为以下几点：一是区域因素。早在2002年以前，下姜村是个远近闻名的贫困村，曾流传着“土墙房，烧木炭，半年粮，有女莫嫁下姜郎”的民谣。该村地处淳安西南山区，早年从下姜到县城，乘车需要3小时，交通极为不便，1998年，村人均收入只有1860元，贫困发生率达到50%以上。村民基本在家务农，由于人均耕地面积少，劳动力严重闲置，全村只有599亩土地，而且多为沿山改造的田地，粮食产量低。二是产业因素。地处山区，土地分布非常散乱，发展农业很难形成规模化的效益农业。三是意识因素。村民小农意识根深蒂固，开拓创新意识欠缺，对接市场意识不足，对政府的依赖性较强。

措施

积聚发展力量（2002年以前）。1998年村党支部进行了改选，新一届班子带领干部把“整治歪风邪气、发展效益农业、开展村庄整治”作为重要工作来抓，下姜的基层组织、村庄管理、产业发展

等逐步走上有序化道路。

加强新农村建设（2002-2014年）。一是加强基层设施建设。全面推进“三改一建”以及拆危拆旧等工作，大力改善村庄面貌，初步奠定了下姜村新农村雏形。先后完成240幢46391平方米的房屋立面整治和墙体美化。落地“二十四节气”景观小品和“下姜村，梦开始的地方”文化，完成隧道口景观改造等。二是培育富民产业。农业产业方面，引进社会资本，成立农业开发有限公司，流转土地近500亩，发展葡萄、草莓、桃子三大现代休闲农业产业，基本形成“七月葡萄腊月草莓三月桃花”的“四季果园”。乡村旅游方面，全村共培育民宿23家，床位398个，落地了水上游乐、水上实景演出、



石头画坊、狮城酒坊、打铁铺、打麻糍等业态，成功创建国家3A级旅游景区。三是优化村庄治理。探索网格管理，将社会治理的触角延伸到每一个家庭单元，实现村民信息动态掌握、矛盾纠纷动态管控，提高村庄平安指数，让“小事不出村、大事不出镇”。

实施乡村振兴（2014年至今）。启动实施下姜村及周边地区乡村振兴发展工程，编制“1+4”规划，全面推动“五个振兴”，并取得较好成效。一是山更青，水更绿，环境更美丽。全面完成下姜3个自然村环境整治，建成源塘和薛家源2个市级精品村，“心无百姓莫为官——习近平同志帮扶下姜村”展示馆和下姜村及周边地区乡村振兴发展规划展示馆完成装修布展。二是村更旺，地更肥，业态更丰富。土地从“分散经营”走向“流转经营”，亩均效益增高了。目前下姜民宿达到33家，532个床位。三是心更齐，人更活，思想更解放。不断凝聚干部和群众的发展共识，牢固树立起“破旧立新”“绿水青山就是金山银山”等新思想、新理念。

成效

1. 集体增收，百姓致富。下姜村2019年全年实现农村经济总收入8256万元，较2014年同比增长131.4%。村集体经济收入202.56万元，较2014年增长462.7%。农村人均可支配收入39693元，较2014年增长145.5%。下姜景区全年共接待游客73.3万人次，其中住宿游客5.2万人次，实现旅游经济收入4451万元。下姜村先后被评为“全国基层民主法治村”“中国美丽休闲乡村”“全国生态宜居十佳村”等荣誉，乡村振兴展示馆获评“浙江省社会科学普及基地”。

2. 产业兴旺，生产方式革新。下姜村现形成以“乡村旅游产业”为支柱，规模效益农业为补充的生态产业集群。截至2019年村庄共有民宿33家，其中精品民宿6家；床位数共532个，其中精品民宿107个；就餐位置共2000余个。2019年落成了下姜人家餐厅和红色培训基地。

3. 民生保障、百姓安居。下姜村自2014年以来，



强力推进危房治理工作，共拆改十余栋危房。同时已经全面完成村庄外立面整治工程和村庄内部绿化工程，全面完成村庄主体改造和农户截污纳管之后，又实施生猪、家禽退养。扎实推进垃圾分类收集。另外还建成一座老年食堂，70周岁以上老人由村庄补贴便宜就餐，基本建成居家养老机制。

经验与启示

1. 激发主体意识是核心。村庄发展的主体永远是广大群众。在欠发达地区群众谋发展的主体意识往往不是很强，而群众是村庄脱贫的奋斗者和受益者，激发老百姓发展的渴望和对致富前景的信心尤为重要。在有一部分人享受到发展红利之后，村集体要做好宣传工作。每一个老百姓都有致富的愿望，但是他们缺的是致富的信心和致富技能的欠缺。村集体要提高产业服务，村两委干部要提升业务水平和服务意识，形成推动发展的良好氛围。

2. 推动产业发展是抓手。下姜村脱贫攻坚的成功，最为关键的一环是始终以发展产业为重要抓手。脱贫攻坚说到底就是要让村集体富起来、老百姓的袋子鼓起来。因地制宜制定产业方向是下姜村取得成功的关键。下姜村在制定产业前进方向时，考虑到下姜村地处山区，土地资源匮乏，不能像平原地区一样大规模发展效益农业，考虑到下姜村历史中的红色基因和村庄依山傍水，临近千岛湖的自然资

源优势，决定发展红绿乡村旅游。村庄在形成乡村旅游为支柱性产业之后，除了要积极发展本地产业，还要招商引资引进外来主体到本地经营。

3. 紧扣民生福祉是关键。发展为了人民，村庄总体经济水平提升的同时，要做好民生服务工作，社会养老体系的加快构建、人居环境的提升、生态资源的保护都必须作为关键性工作开展。抓好民生工程，对稳定百姓情绪有着很重要的作用，而且对今后的发展有着潜移默化的作用，特别是在农村工作当中，这一点尤为明显，只有百姓的获得感得到了提升才能更好地开展工作。

下一步计划

总体目标：一是将打造成习近平新时代中国特色社会主义思想的教育基地；二是变成浙江省“大花园”建设的重要节点；三是建设乡村振兴三生融合的富丽家园。

近期目标：下姜村与周边村庄实现协调发展、同频共振，“产村人”融合基本形成，“居业游”共进初步显现，高水平实现全面小康，基本建成“乡村振兴示范区”。到2020年年底，核心区农村经济总收入达到20亿元；省级现代农业园区建设顺利推进，农林牧副渔总产值达到2.32亿元。核心区农户生活垃圾源头分类率达到100%；村集体经济可支配收入达到450万元以上；规划区内农村居民人均可支配收入达到全省平均水平。

“ Abstract

Xiajiang Village is located in the southwest of Chun'an County, Hangzhou City, Zhejiang Province. From 2003 to 2007, Xi Jinping, then Secretary of the CPC Zhejiang Provincial Party Committee, paid several visits to Xiajiang Village in Chun'an County. Now, this village, which was well-known for its impoverishment at that time, has brought about an upswing. Thanks to such measures as improving the appearance of the village and cultivating industries that enrich villagers, it has been built into a “green, rich and beautiful” village. Its transformation from a level ground in the mountains to an industrial base as well as from a poverty-stricken village to a beautiful village vividly interprets the practice of “lucid waters and lush mountains are invaluable assets”, and sets a benchmark in practice regarding how rural villages and lucid waters and lush mountains can live in harmony and co-prosperity in the new era, and how to increase income and enhance health of farmers.

”

Challenges and Problems

The causes resulting in poverty of this village can be summarized as follows: First, regional factors. As early as 2002, Xiajiang Village was a well-known impoverished village. There was a folk song which goes “avoiding marrying a man in Xiajiang Village

where houses are built with earth walls, charcoal is used for warm-keeping and cooking, and the food could only last for half a year”. The village is located in the southwest mountainous area of Chun'an County. In early years, the transportation was extremely inconvenient and it took 3 hours to travel from Xiajiang to the county. In 1998, the per capita income



of villagers was only RMB 1,860, and the poverty headcount ratio reached more than 50%. The villagers basically did farm work at home. Due to the small area of arable land per capita and severely idle labor force, there was only 599mu land across the village, most of which was farmland rebuilt along the mountain, with a low grain yield. Second, industrial factors. Located in a mountainous area, this village features scattered distribution of land, making it difficult to form efficient agriculture on a large scale. Third, awareness factors. Villagers have a deep-rooted small peasant mentality, insufficient awareness of pioneering, innovation and market connection, and strong dependence on the government.

Measures

1. Converge powers for development (before 2002). After re-election of the village party branch in 1998, the new team led various cadres to focus on “rectifying unhealthy tendencies, developing profitable agriculture, and carrying out village remediation” as important tasks, guiding the grassroots organization, village management, industrial development and other aspects of Xiajiang Village gradually onto an orderly track.

2. Enhance efforts in new rural construction (2002-2014). First, strengthen the construction of



basic facilities. Comprehensively promote “three reconstructions and one construction”, the demolition of old and dilapidated houses and other work, and vigorously improve the appearance of the village, initially laying the new rural prototype of Xiajiang Village. The facade renovation and wall beautification of 240 houses with an area of 46,391 square meters were completed successively. The “Twenty-Four Solar Terms” featured landscape and the culture of “Xiajiang Village: a place where dreams begin” were built, and the landscape transformation of tunnel entrances was completed, etc. Second, foster industries that enrich villagers. In terms of agricultural industry, it introduced social capital to establish an Agricultural Development Co., Ltd. Nearly 500mu land was transferred to develop three modern leisure agriculture industries of grape, strawberry and peach, basically forming an “orchard in four seasons” with “peach blossom in March, grapes in July and strawberry in December”. In terms of rural tourism, a total of 23 homestays with 398 beds were built. A series of commercial activities such as water recreation, water live performances, stone painting workshop, lion city wine workshop, iron workshop, and Fried glutinous pudding making, etc., were launched, successfully creating a national 3A-level tourist attraction. Third, optimize village governance. Explore grid management, extend social governance to every family unit, dynamically grasp villagers’ information, implement dynamic management and control of conflicts and disputes, and improve the village’s safety index, so that “villagers can handle small matters within the village and large matters within the town”.

3. Implement rural revitalization (2014 to Now). Initiate and implement the rural revitalization and development project in Xiajiang Village and surrounding areas, and formulate the “1+4” plan to comprehensively promote “rural revitalization in five aspects”, delivering good results. First, the mountains are lush, the water is more lucid, and the



environment is more beautiful. Complete environmental improvement of 3 natural villages in Xiajiang, build two municipal-level boutique villages in Yuantang and Xuejiayuan, and the exhibition hall entitled “Officials with the masses as the center - Comrade Xi Jinping helped Xiajiang Village”, and complete the decoration and setup of the rural revitalization development and planning exhibitions of Xiajiang Village and surrounding areas. Second, the villager is more prosperous, the land is more fertile and the business format is more diverse. Transform from “decentralized management” of land to “circulation management”, increasing the benefits per mu. There are currently 33 homestays with 532 beds in Xiajiang Village. Third, villagers’ hearts are linked together, and their mindset is more flexible and liberated. Constantly gather the development consensus of cadres and the masses, and firmly establish new ideas and concepts such as “breaking the old and establishing the new”, and “lucid waters and lush mountains are invaluable assets”.

Results

1. Income increase of all villagers and the masses.

In 2019, Xiajiang Village realized a total rural economic income of RMB 82.56 million, an increase of 131.4% over 2014. The village’s collective economic income reached RMB 2.0256 million, an increase of 462.7% over 2014. The rural per capita disposable income was RMB 39,693, an increase of 145.5% over 2014. The Xiajiang scenic area received a total of 733,000 tourists throughout the year, including 52,000 accommodation tourists, recording a tourism economic revenue of RMB 44.51 million. Xiajiang Village has been granted the titles of “National Grassroots Democracy Village under the Rule of Law”, “China’s Beautiful Leisure Village”, “One of Top Ten National Ecological and Livable Villages”, etc. The Rural Revitalization Exhibition Hall was rated as the “Social Science Popularization Base of Zhejiang Province”.

2. Thriving businesses and innovative production modes. Xiajiang Village has now formed an ecological industrial cluster with the “rural tourism industry” as the pillar and scaled profitable agriculture as the supplement. As of 2019, there had been 33 homestays in the village, including 6 boutique homestays; a total of 532 beds, including 107 boutique homestays; and more than 2,000 dining places. In 2019, the Xiajiang



Family Restaurant and “Red” Training Base were completed.

3. People’s livelihood and comfortable housing is ensured. Since 2014, Xiajiang Village has vigorously promoted the management of dilapidated houses, with more than ten dilapidated houses demolished and renovated. Moreover, the renovation project of the village facade and the internal greening project have been fully completed. After completing the renovation of the main part of the village and the sewage interception and containment of peasant households, the campaign to stop breeding pigs and poultry was implemented. Take solid steps in implementing classified waste collection. In addition, a canteen for the elderly was built, where old people aged above 70 can eat cheaply with a subsidy from the village. A home-based pension system was basically in place.

Experience and Inspirations

1.The core is to stimulate the subject consciousness. The main body of village development is broad masses. In underdeveloped areas, people often lack the subject

consciousness of seeking development. The masses are the strugglers and beneficiaries of poverty alleviation in the villages, so it’s particularly important to inspire people’s desire for development and their confidence in the prospect of getting rich. After some people have enjoyed the development dividend, the village collective should do a good job in publicity. For every citizen with a desire to get rich, what they lack is the confidence and skills in this regard. It’s necessary for the village collective to improve industrial services, and for the cadres of the party branch committee and autonomous committee to improve their business level and service awareness, so as to form a good atmosphere for promoting development.

2.The means is to promote industrial development. The key to the success of getting Xiajiang Village out of poverty alleviation always lies in industrial development. In the final analysis, the fight against poverty is to help the village collective get rich, and increase the income of villagers. The key to the success of Xiajiang Village is to determine the industrial direction based on local conditions. When setting the industrial direction of Xiajiang Village, it’s

necessary to take into account that Xiajiang Village is located in a mountainous area and lacks land resources, unfeasible to develop profitable agriculture on a large scale like a plain area. In light of the revolution genes in its history as well as its natural resource advantages of nestling under a mountain and near a river and adjacency to Qiandao Lake, it’s decided to develop the revolution and green rural tourism. After developing rural tourism into a pillar industry, the village should attract investment and introduce external entities to operate locally, in addition to actively developing local industries.

3.The key is to stick closely to people’s well-being. The basic purpose of development is to benefit people. While improving the overall economic level of the village, it is necessary to do a good job in provision of people’s livelihood services, accelerate the construction of a social pension system, improve the living environment, protect ecological resources and carry out other key work. To implement various projects that can improve people’s wellbeing plays an important role in stabilizing people’s mood, and has a subtle effect on future development, especially in rural work. Only when people’s sense of gain is improved can related work be carried out more effectively.

Next Step

Overall objectives: First, build it into an education



base for Xi Jinping Thought on Socialism with Chinese Characteristics for a New Era; second, take it as an important node in the construction of Zhejiang Big Garden; third, build a prosperous and beautiful village for rural revitalization and integration of life, production and ecology.

Recent objectives: Realize coordinated development and resonance at the same frequency between Xiajiang Village and surrounding villages, basically complete the integration of “industry, village and villagers”, initially promote common progress in the mode of “residence, employment and tourism”, help villagers live a high-level well-off life in all aspects, and basically build a “rural revitalization demonstration zone”. By the end of 2020, the rural economic gross income in the core area will reach RMB 2 billion; the construction of provincial-level modern agricultural parks will be advanced smoothly, and the total output of agriculture, forestry, animal husbandry, side-line production and fishery will reach RMB 232 million. The source classification rate of domestic waste from peasant households in the core area will reach 100%; the distributable economic income of the village collective will exceed RMB 4.5 million; the per capita disposable income of rural residents in the planned area will reach the province’s average level.



四川甘孜藏族自治州稻城县： 坚持“旅游 + 扶贫”思路，探索“定制服务” 脱贫模式

**Daocheng County, Garze Tibetan Autonomous Prefecture,
Sichuan Province:**

Stick to the “Tourism + Poverty Alleviation” Idea, and Explore
the Poverty Alleviation Mode through “Customized Services”

“ 摘要

稻城县城所在地是“川滇藏”大香格里拉旅游区的核心区，这里拥有壮美的自然景观。但因缺技术、缺劳力、缺土地、缺资金、自身发展动力不足等原因，当地的贫困情况比较严峻。作为旅游资源富集、深度贫困地区，稻城县自启动实施精准扶贫工作以来，县委、县政府立足实际，顺应群众期盼向贫困宣战，坚持“旅游”+“扶贫”思路，积极探索“党建引领、培训扶智、产业带动、资产收益”的“定制服务”脱贫模式，让全县群众在旅游全产业链和价值链中获益增收，不断增强群众自我发展能力，促进贫困人口数量大幅下降。

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挑战与问题

稻城县城所在地海拔 3750 米，为甘孜州第四高城。稻城地势北高南低，境内垂直高差超过 4000 米，立体气候明显，独特的地貌结构孕育了壮美的自然景观，是“川滇藏”大香格里拉旅游区的核心区。北部海子山自然保护区，因分布有 1145 个大小湖泊而得名，是青藏高原最大的古冰体遗迹，以“稻城古冰帽”著称于世。南部亚丁风景区，以“三座神山”闻名世界，被誉为“香格里拉之魂”“中国浅表地热之都”“天文爱好者的家园”。

该地的贫困情况曾比较严峻。稻城县幅员面积 7323 平方公里，全县辖 11 乡 3 镇 121 个行政村和 3 个社区居委会。2014 年识别贫困村 55 个、贫困户 1268 户、贫困人口 5614 人，贫困发生率为 20.25%，属“三区三州”深度贫困县。贫困户的主要致贫原因是：缺技术、缺劳力、缺土地、缺资金、因病、因残、自身发展动力不足。

措施

1. 产业融合“旅游+”，形成县级全域旅游扶贫示范区。稻城县以旅游强县为兴县“四大战略”之一，以“美丽乡村旅游扶贫重点村”为重点，让乡村旅游与红色旅游、生态旅游、历史文化旅游等融合发展，为贫困人口创业、就业、增收提供平台，使旅游产业成为稻城县脱贫致富的朝阳产业，形成县级全域旅游扶贫示范区。

2. 景区股权量化，发挥民众积极性。建立利益联结机制，坚持“股权量化、按股分红、收益保底”的原则，创新财政资金投入方式，运用市场化手段，将贫困村产业扶持基金量化到贫困户，投入到亚丁景区旅游发展公司。对现行的亚丁景区开发农牧民利益补偿分配机制进行改革，按照每张门票 1 元钱的标准提取设立生态旅游扶贫基金，让贫困人口在绿色生态旅游发展中获益，从而成为生态环境保护工程的坚定支持者和积极践行者。

3. 科学布局高原特色，带动造血扶贫。充分挖掘稻城县特有的饮食文化和手工技艺，发展旅游食品和旅游手工艺品等特色旅游商品，培育旅游商品企业和品牌，促进农副产品增产扩销，切实提高农民收入。积极开辟旅游商品电子商务，借助网络平台进行旅游商品销售，做到网店与实体店销售齐头并进。

4. 利用乡村旅游带动村寨发展，联动助推旅游扶贫。稻城县积极借助泸州市对口帮扶稻城县第二轮援藏项目实施机遇，确立“村寨围绕旅游建、产业围绕旅游串、风气围绕旅游变”的全域旅游发展工作思路，以藏家新寨打造为抓手，通过打造乡村旅游带动村寨经济发展，实施产业联动促进群众增收致富。

5. 依托独特资源禀赋，创建区域特色品牌。做大、做强、做精“稻城藏香猪”“稻城飞鸡”“亚丁香”等区域特色品牌，努力提高特色农牧品牌的竞争力、

辐射力和带动力。

成效

2019年3月，经省级脱贫攻坚成效考核第三方考核评估，县贫困“发生率、错退率、漏评率”均为0，群众认可度达99.79%，4月经四川省人民政府批准成功退出贫困县序列，实现了较高质量县“摘帽”。

旅游基础设施建设成效显著。亚丁机场扩航至成都、西安、泸州、重庆、杭州、昆明、康定7条航线。实施旅游产业发展项目22个，完成投资2.08亿元。自筹资金完成风貌改造、绿化工程、标示系统等配套建设，旅游产业发展基础进一步夯实。

旅游服务能力逐步提升。建成星级宾馆、文化主题酒店和特色民居达到247家，接待床位达25873张、停车位7130个；开发推广特色餐饮，



组建运业公司3家，加快旅游特色商品开发并投放市场；红草地、黑海等景区加快建设，亚丁引领、多点多极支撑的全域旅游发展格局逐步形成。稻城县在旅游扶贫实施过程中，创建了乡村旅游示范村项目，分别是所冲二村示范村、吉乙一村示范村；打造桑堆镇和香格里拉镇特色小镇及叶儿红村、吉乙一村、拉木格村、桑堆村、仁村、亚丁村、仲堆村精品村寨，在旅游示范村中又创建民宿达标户3户，在全县创建民居示范户19户。目前稻城亚丁景区为4A级景区，正在创建5A级旅游景区，现有3A级景区一个，5个星级乡村酒店以及特色经营点。对新评定的A级景区、A级乡村旅游点等旅游品牌，按照有关政策兑现奖励。

旅游从业人员增至4000余人，占全县农业人口的近15%，就近就业成为贫困群众增收致富的一条重要途径。“旅游+”上做文章，旅游产业链上“挖效益”。实施“旅游+创业就业”，增加贫困群众收入。实施“旅游+特色产业”，增强辐射带动作用。实施“旅游+机制创新”，共享经济发展成果。

经验与启示

一是可依托“旅游+”扶贫思路，优化全域旅游发展软环境。二是以“1234”工作法为核心（即一清二准三晒四比。一清：摸清村情；二准：找准定位，找准发展思路；三晒：晒问题、晒措施、晒结果；四比：在组织的领导下，党员比工作是否全身心投入、



比在群众中的示范带动作用、比谁的谋事担当强、比发展致富的能力)，落实脱贫攻坚任务。三是引导发展乡村旅游，激发贫困户内生动力。让贫困户直接参与旅游经营，在旅游“链条”中、在旅游服务中、在提供旅游产品中增收。四是智慧旅游提升脱贫，推动管理方式转变，通过实施“互联网+”战略，开展智慧旅游建设，推动传统管理方式向现代管理方式转变，鼓励旅游经营主体发展旅游电商，为游客提供便捷的旅游、住宿、购物、餐饮、娱乐、出行、文化等信息查询和在线交易服务，做好产品的电子商务平台展示、网络销售和推介。

下一步计划

下一步工作中，稻城县将以亚丁5A级景区创建为抓手，持续补齐旅游服务设施短板，立足各乡镇区位和资源优势，积极挖掘旅游文化内涵，大力发展生态休闲度假、研学旅行和以民俗体验为主的乡村旅游，规划建设一批景区景点，大力发展旅游民居接待、餐饮、手工艺品加工销售、民族文化演艺、劳务输出以及观光旅游等，持续带动贫困户增收，进一步巩固提升脱贫成效。

“ Abstract

Located at the core area of the “Sichuan-Yunnan-Tibet” Great Shangri-La Tourist Area, Daocheng County is home to a magnificent natural landscape. However, due to lack of technology, labor, land, funds and motivation for self-development, local people are severely trapped in poverty. As a deeply impoverished area rich in tourism resources, since the implementation of targeted poverty alleviation work in Daocheng County, the County Party Committee and Government have launched a campaign against poverty based on reality and in line with the expectations of the masses. By adhering to the concept of “tourism” + “poverty alleviation”, and actively exploring the “customized service” model of poverty alleviation with “party building leadership, intelligence support with trainings, industry driving, and return on assets”, people of the whole county have benefited from the entire tourism industry chain and value chain and increased their income, and continuously enhanced self-development abilities, leading to a sharp decline in the number of impoverished people.

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Challenges and Problems

At an altitude of 3,750 meters, Daocheng County is the fourth highest city in Ganzi Prefecture. Daocheng is high in the north and low in the south, with a vertical elevation difference of more than 4,000 meters and an obvious three-dimensional climate. As the unique geomorphic structure here gives birth to magnificent natural landscapes, Daocheng County becomes the core area of the “Sichuan-Yunnan-Tibet” Great Shangri-La Tourist Area. The Haizishan Nature Reserve in the north is named after 1,145 small and large lakes. It is the greatest remaining of ancient glacier in Qinghai-Tibet Plateau and reputed as the “ancient ice cap” of Daocheng. The Yading Scenic Area in the south is world-renowned for its “three sacred mountains”, and is hailed as the “Soul of Shangri-La”, “China’s Superficial Geothermal

Capital” and “Home for Astronomy Lovers”.

This area faces a severe poverty situation. With an area of 7,323 square kilometers, Daocheng County governs 121 administrative villages in 11 townships and three towns as well as three community committees. In 2014, 55 impoverished villages, 1,268 impoverished households, and 5,614 people were identified in Daocheng County. With a poverty headcount ratio of 20.25%, it is a deeply impoverished county as a priority in the national poverty alleviation strategy. The main causes of poverty for impoverished households include: Lack of technology, labor, land, funds, illness, disability, and lack of motivation for development.

Measures

1. Industry integration “tourism plus”, forming a county-level “All-for-one Tourism” poverty



alleviation demonstration zone. Daocheng County takes tourism as one of the “four major strategies” of county development and focuses on the construction of “key beautiful countryside of rural poverty alleviation through tourism” to integrate village tourism with red tourism, eco-tourism, historical and cultural tourism, etc., and provide a platform for impoverished people to start businesses, find jobs and increase income. In this way, the tourism industry is developed into a sunrise industry in Daocheng County, and a county-level All-for-one Tourism demonstration zone is formed.

2. Quantify the equity in the scenic area to give full play to the initiative of people. Establish an interest linkage mechanism, adhere to the principle of “equity quantification, distributing dividends according to contribution and minimum income guarantee”, innovate financial fund-raising methods, and use market-based means to quantify poverty-stricken village industry support funds into poverty-stricken households, and Yading Scenic Area Tourism Development Company. Reform the current compensation and distribution mechanism for farmers and herdsmen in the development of Yading Scenic

Area, and set up an ecology tourism and poverty alleviation fund according to the standard of RMB 1 per ticket, so that impoverished people can benefit from eco-tourism development and become a firm supporter and active implementer of ecological and environmental protection projects.

3. Inject impetus into poverty alleviation through scientific layout of plateau characteristics. Fully explore the unique food culture and craftsmanship of Daocheng County, develop tourism food, handicrafts and other featured tourism products, cultivate tourism product enterprises and brands, promote the increase in production and sales of agricultural and sideline products, and effectively increase the income of farmers. Actively develop e-commerce for tourism products, and sell tourism products both through online platforms and physical stores.

4. Drive rural development with village tourism, and establish a linkage mechanism to jointly promote poverty alleviation through tourism. Daocheng County actively grasped the opportunity of the second-round counterpart assistance to Tibet from Luzhou City to Daocheng County, and established the



all-for-one tourism development work idea of “building tourism villages and tourism industry clusters, and creating a favorable atmosphere for tourism”. With the construction of new Tibetan villages as the starting point, the county drove the economic development of villages through village tourism, and implemented an industrial linkage mechanism to promote the income increase of villagers.

5. Rely on unique resource endowments to create characteristic regional brands. Build large-scale strong boutique regional brands such as “Daocheng Tibetan Pig”, “Daocheng Chicken”, and “Yading Potato Noodle”, and strive to improve the competitiveness, radiation and driving force of characteristic agricultural and animal husbandry brands.

Results

In the third-party evaluation on the effectiveness of provincial-level poverty alleviation conducted in March 2019, the county’s poverty “headcount ratio, rate of canceling poverty-stricken household by mistakes,

and under-evaluation rate” were all zero, and the mass recognition rate was 99.79%. In April, upon approval by the Sichuan Provincial People’s Government, the county was delisted from the sequence of impoverished counties, and lifted out of poverty with higher quality.

Remarkable progress has been made in the construction of tourism infrastructure. The Daocheng Yading Airport expanded to seven routes including Chengdu, Xi’an, Luzhou, Chongqing, Hangzhou, Kunming and Kangding. 22 tourism industry development projects were implemented, with an investment of RMB 208 million. The construction of landscape renovations, greening projects, marking systems and other supporting facilities were completed with self-raised funds, further consolidating the foundation for the development of the tourism industry.

The capacity of tourism services has been gradually improved. Build 247 star-rated hotels, cultural-themed hotels and characteristic residential buildings with 25,873 reception beds and 7,130 parking spaces; develop and promote characteristic catering, set up three transportation companies, and accelerate the development and launch of characteristic tourism products in the market; accelerate the construction of scenic areas such as the Red Grassland and Black Sea, and gradually form an all-for-one tourism pattern led by Yading and supported by multiple points and poles. In the process of poverty alleviation through tourism, Daocheng County implemented many village tourism demonstration village projects, including Suochong No. 2 Village and Jiyi No. 1 Village; and built characteristic towns of Sangdui Town and Shangri-La Town as well as boutique villages of Ye’erhong Village, Jiyi No. 1 Village, Lamuge Village, Sangdui Village, Ren Village, Yading Village, and Zhongdui Village. Three households meeting the homestay standard and 19 demonstration households of residential buildings were created in the tourism model villages and across the county, respectively. Daocheng Yading Scenic Area

is currently a 4A-level scenic spot. A 5A-level tourist attraction is being created. There is one 3A-level scenic spot, five star-rated rural hotels and specialty business points. For newly rated A-level scenic areas, A-level village tourism spots and other tourism brands, the rewards will be granted in accordance with relevant policies.

The number of tourism practitioners increased to about 4,000, accounting for nearly 15% of the agricultural population across the county. To work locally or nearby has become an important way for people in financial difficulties to increase their income. Take measures around the “tourism plus” strategy and “create revenues” through the tourism industrial chain. Implement “tourism + entrepreneurship and employment” to increase the income of impoverished people. Develop “tourism + characteristic industries” to magnify the radiating and leading effect. Promote “tourism + mechanism innovation” and share the benefits of economic development.

Experience and Inspirations

First, rely on the “tourism plus” poverty alleviation idea to optimize the soft environment for all-for-one tourism. Second, stick to the core of the “1234” working method (i.e., sufficient understanding, accurate positioning, finding problems and results competition. (1) Sufficient understanding: Have a sufficient understanding of the village conditions; (2) Accurate positioning: Find accurate positioning and right development concepts; (3) Finding problems: Reporting problems and developing countermeasures; (4) Results competition: Under the leadership of the organization, Party members will compete with each other on whether they are more dedicated to their work, have a demonstration and leading role among the masses, better than others in planning, and have stronger capability of driving development

and increasing people’s income.), and implement various tasks of poverty alleviation. Third, guide the development of village tourism, and stimulate the inner driving force of impoverished households. Encourage impoverished households to directly participate in tourism operations and increase income in the tourism “chain”, tourism services and the provision of tourism products. Fourth, promote poverty alleviation through smart tourism, transform the management methods, develop smart tourism and facilitate the transformation of traditional management methods to modern management ones by implementing the “Internet plus” strategy. Encourage tourism operators to provide tourists with convenient information inquiry and online trading services of tourism, accommodation, shopping, catering, entertainment, travel, culture, etc., by developing tourism e-commerce and do a good job in the exhibition, online sales and promotion of e-commerce platforms.

Next Step

Going forward, Daocheng County will take the establishment of Yading 5A-level Scenic Area as the starting point, continue to address the weaknesses in construction of tourism service facilities, actively explore the connotation of tourism culture and vigorously develop ecological leisure vacation, research trips and village tourism that delivers folk custom experience base on the location and resource advantages of various towns. It will also plan to build a batch of scenic areas to vigorously develop tourism and residential reception, catering, processing and sales of handicraft products, ethnic cultural performance, labor export, and sightseeing tour, etc., so as to continuously drive the income increase of impoverished households and further consolidate and improve the poverty alleviation effect.



世界银行马其顿共和国斯科普里旧巴扎项目： 对当地文化遗产的投资显著提振经济和社会的 双重发展

World Bank Project in Old Bazaar, Skopje City, the Republic of Macedonia:

Investment in Local Cultural Heritage Has Significantly
Boosted both Economic and Social Development

“ 摘要

马其顿共和国在社区发展与文化项目上共投资 590 万美元。其中，近 31.2 万美元用于修缮斯科普里旧巴扎。该项目对市场经济和非市场经济等两个层面的发展都带来了显著的提振。

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挑战与问题

随着前南斯拉夫的解体，马其顿共和国商品的市场规模从 7000 万人缩减至当前仅存的国内市场的 200 万人。加之在 20 世纪 90 年代期间动荡的科索沃局势以及希腊对马其顿实行的禁运令，马其顿的经济雪上加霜。

2000 年，马其顿政府向世界银行寻求援助，希望其能协助提高本国文化资产的管理和维护水平。资金的匮乏、对政府部门的过度依赖以及在“资源向资产转化”方面经验的欠缺，使得这些文化资产的维护和管理状况不断恶化。1999 年，马其顿共和国文化部为了提高管理水平，并响应国家对政府部门重建的要求，通过裁撤官员解决了其紧迫的财政问题。然而，该部门在很多地方，尤其是在制度建设方面，还需进一步的提高，例如，他们还没有找到保护国家遗产所必须的工具和财政支持，以及如何将其推向市场的方法。

措施

2001 年 5 月，世界银行向马其顿提供了用于社区发展与文化项目的贷款，共计 500 万美元。该项目旨在利用国家的文化资产，在毗邻文化遗址的地区打造文化产业（特别是手工业和社区旅游业），为以社区为依托的社会经济发展创造条件，同时提

高文化资产的管理水平。

该项目的预计资金收益来源主要是不断增长的游客数量、饮食和住宿消费（如，供应传统菜肴的、提供住宿和早餐的新建旅馆）、全新的活动内容（如，纪念碑导览），以及生产、销售新型的或再次流行的手工艺品和当地产品（如，木雕、雕刻品、针织品及皮革制品）。随着遗产管理方案的实施及推广力度的加大，预计来自国内外的游客数量将会增加。

该项目主要包括两个相互关联、相互促进的环节。第一个环节是当地直辖市，第二个环节是国家文化机构。第一环节综合性的遗迹开发部分，计划在拥有重要文化资产的社区中发展文化产业；资金被指定用于优先性高的投资项目、维护措施和地方一级的能力建设，包括商务管理技能的培训等。第二环节致力于推进文化部及其下属负责文化遗产保护的六个机构进行能力建设，该环节不仅旨在提高文化部对国家文化遗址名录的运营水平，促进形成有效的文化战略，还重点对手工业及旅游部门进行评估，为每个部门制定行动方案，以提高其在市场经济中的表现。

在项目设计初期，斯科普里并非受益者之一。然而，在项目中途，文化部做出了对斯科普里老城区（旧巴扎）进行改造的决定，具体出于以下几个原因：一方面，斯科普里是马其顿共和国人口最密集的城市以及最重要的行政中心，对斯科普里老城区的改造使得该项目的发起更加必要。另一方面，

本国大多数的阿尔巴尼亚人口都居住在老城区附近，文化部认为该项目的实施将会提高整个街区的安全观念，让因 2001 年国内纷争而受到明显影响的市中心也一并复兴。此外，在维持和平局面的同时，该项目还可以保持斯科普里的多元特质。

成效

1. 对旅游业的影响。在斯科普里，游客数量随时间会有所波动。2005 年，国内外游客在首都的住宿时间是 20.2 万晚，2008 年这一数字达到了 25.8 万晚。其中，国外游客占大多数，并且与前几年相比，国外游客的数量在 2008 年和 2009 年两年间急剧增加。斯科普里旧巴扎依靠其富有特色的文化遗产，成了目前斯科普里旅游指南的重点推荐景区，外国游客也纷至沓来感受当地的社会氛围和文化传统。修复工作完成后，去往斯科普里旧巴扎餐馆、咖啡馆和商铺的外国游客数量增加了近一倍。

2. 对餐馆、咖啡馆和商铺等商业的影响。斯科普里旧巴扎的遗址修复工作完成后，每个商铺的日接待游客数量增长了约 50%。商户们在回答他们认为游客来斯科普里旧巴扎的主要原因这个问题时，三个最常见的答案是：怡人的环境、随处可见的手工艺品以及附近的文化遗址。根据一项有关个体工商户的调查数据显示，斯科普里旧巴扎就业人数的增长主要来自该地区三家旅馆对住宿设施进行了扩建；自 2005 年以来，这些企业的员工人数增长了 4 倍以上。同时，该地区纪念品店及手工艺品店的员工人数增加了一倍，以满足扩大的市场需求。42% 的受访企业家在调查中表示，他们愿意扩大自己的业务规模。

3. 对博物馆和画廊的影响。针对文化遗产的投资取得了效益，涌向斯科普里旧巴扎三个重要博物馆的游客总数增加了 61%。得到明显修缮的这些机构，为游客提供了学习马其顿文化的机会，也使得来自各群体（特别是国外）的游客人数都大幅增加。

从时间趋势来看，2005 年以后，游客在整体数量上出现了大幅增长。斯科普里博物馆的门票价格也从文化遗产修复之前的大约 1 美元上涨到了 2010 年的 2 美元。

4. 社会效益。该项目的社会效益也十分显著，在对游客的调查中，90% 的受访者表示，他们愿意为该地区进一步的修复工作贡献自己的一份力量，大多数人表示愿意捐款，并多达至 10 美元。

整个项目成功地通过利用该地区的文化资产，打造了文化产业，为以社区为依托的社会经济发展创造了条件，同时也提高了文化资产的管理水平。由此，该项目的成功证明了保护遗产是可以产生经济效益，并提高当地社区对自身文化遗产所蕴含的经济价值的认识。

经验与启示

世界银行这一项目对于提高利益相关方对斯科普里部分文化资源的认识至关重要。在随后的几年中，由国家、市政府以及其他捐助者主办的一系列新活动接连兴起，这些活动刺激了私营部门，振兴了小型零售和商业企业，其中酒店行业受益最多。

总而言之，我们可以得出这样的结论：以马其顿为例的文化遗产投资对经济和社会发展有十分显著的影响。世界银行通过其初始投资的快速回报和投资刺激，使得其他来源的资金承诺更进一步的投资以继续推进遗产修复方案，在这一成果的实现过程中发挥了关键作用。

下一步计划

未来，旧巴扎有潜力成长为斯科普里的商业和文化活动场所。在市政预算的支持下，其产生的经济效益不仅会对就业、生活水平的改善、企业收入的增长和业务扩张机遇的创造等方面均有影响，还会带来极大的、积极的社会影响。

“ Abstract

The Republic of Macedonia invested a total of USD 5.9 million in community development and cultural projects. And nearly USD 312,000 was used for repair of Old Bazaar in Skopje. The project has brought a significant boost to the development of market economy and non-market economy.

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Challenges and Problems

With the breakup of the Socialist Federal Republic of Yugoslavia, the commodity market size of the Republic of Macedonia has shrunk from 70 million people to 2 million people merely in the current domestic market. In addition, the turbulence in Kosovo during the 1990s and the embargo imposed by Greek on Macedonian made the Macedonia's economy worse.

In 2000, the Macedonian government turned to the World Bank for assistance in improving the management and maintenance of the country's cultural assets. Insufficient funds, over-reliance on government department and lack of experience in “transforming resources to assets” have worsened the maintenance and management of these cultural resources. In 1999, the Ministry of Culture of the Republic of



Macedonia solved its pressing financial problems by downsizing and dismissing officials to improve management level and respond to the country's demand for the reconstruction of government department. In many areas, however, the department needs further improvement, especially in institutional improvement. For instance, they have not yet found the tools and financial support necessary to protect the national heritage and the method to bring it to market.

Measures

In May 2001, the World Bank offered a loan of USD 5 million to Macedonia for community development and cultural projects. The project aims to use the country's cultural assets to build cultural industries (especially handicraft industry and community tourism) in areas adjacent to cultural sites, creating conditions for community-based socio-economic development, while improving the management level of cultural assets.

The expected income of the project is mainly from the growing number of tourists, consumption in food and accommodation (e.g., new hotels serving traditional dishes and offering accommodation and breakfast), new activities (e.g., introduction to monuments), and the production and sale of new or resurgent handicrafts

and local products (e.g., wood carvings, carved works, knitwear and leatherware). With the implementation and more promotion of the estate management scheme, it is expected that there will be more tourists at home and abroad.

The project mainly includes two interrelated and mutually promoting links. The first link is the local municipality directly under the central government, and the second link is the national cultural institution. For the first link, the comprehensive heritage development is planned to develop cultural industries in communities with important cultural assets; the funds are earmarked for high-priority investment projects, maintenance measures and capacity-building at the local level, including training in business management skills. The second link is to advance the Ministry of Culture and its subordinate six organizations responsible for cultural heritage protection in capacity building; the link not only aims to improve the operational level of the Ministry of Culture in the list of national cultural heritage sites, promote the formation of effective cultural strategies and focus on assessment of handicraft industry and tourism sectors and to develop action plans for each department, so as to enhance its performance in the market economy.

At the beginning of the project design, Skopje was



not one of the beneficiaries. Nevertheless, when the project was being carried out, the Ministry of Culture made the decision to renovate the old district of Skopje (Old Bazaar) for the following reasons: On the one hand, the renovation of the old district of Skopje - the most densely populated city and the most important administrative center - in the Republic of Macedonia, made the initiation of the project even more necessary. On the other hand, most of the country's Albanian population lived near the old district, and the Ministry of Culture believed that the project will improve the safety concept of the whole district and revitalize the city center clearly affected by the civil strife in 2001. Moreover, while maintaining peace, the project could preserve Skopje's pluralistic character.

Results

1. The impact on tourism. In Skopje, the number of visitors fluctuates over time. In 2005, tourists from home and abroad spent 202,000 nights in the capital, and the number reached 258,000 in 2008. Foreign tourists accounted for the majority of the total, and the number of foreign tourists increased sharply in 2008 and 2009, as compared with previous years. With its distinctive cultural heritage, Old Bazaar, Skopje has become a key recommended scenic spot in Skopje's travel guide, and foreign tourists also come in droves to experience local social atmosphere and cultural traditions. After the restoration, the number of foreign visitors to the restaurants, cafés and shops in Old Bazaar, Skopje has nearly doubled.

2. The impact on businesses, such as restaurants, cafes and shops. With the completion of the restoration of the Old Bazaar site in Skopje, the daily number of visitors per shop has increased by about 50%. When answering the question that what is the main reason for tourists to come to the Old Bazaar, Skopje, commercial tenants gave the three most common answers: pleasant

environment, ubiquitous handicrafts and cultural sites nearby. According to a survey of individual businesses, the increase in employment in Old Bazaar, Skopje is mainly due to the expansion of accommodation facilities of three hotels in the area; their employees have more than quadrupled since 2005. At the same time, the number of staff at souvenir and handicraft shops in the area has doubled to meet the expanding market demand. In the survey, 42% of the entrepreneurs interviewed said they were willing to expand their business scale.

3. The impact on museums and galleries. Investments in cultural heritage have paid off, with a 61% increase in the total number of visitors to the three main museums in the Old Bazaar, Skopje. These organizations, which have been visibly renovated, provide opportunities for visitors to learn about Macedonian culture and have led to a significant increase in the number of visitors from all groups, especially from abroad. In terms of temporal trend, the overall number of tourists has increased greatly after 2005. The price of admission to the museums in Skopje also rose from about USD 1 before restoration of cultural heritage to USD 2 in 2010.

4. Social benefits. The social benefits of the project are also significant. In a survey of tourists, 90% of the respondents said they would be willing to contribute to the further restoration of the region, with the majority offering to donate as much as USD 10.

The whole project has successfully created a cultural industry by means of cultural assets in the region, creating conditions for community-based socio-economic development, while improving the management level of cultural assets. Therefore, the success of the project proves that heritage protection can produce economic benefits and improve local communities' understanding of the economic value of their own cultural heritage.

Experience and Inspirations

The project of the World Bank is very crucial to improvement of the awareness of interested parties regarding some cultural resources in Skopje. In the following years, a range of new events, sponsored by the state, municipal governments and other donors, have stimulated the private sector and revitalized small retail and commercial enterprises, of which the hotel industry has benefited the most.

To sum up, we can draw the conclusion that the cultural heritage investment, with Macedonia as an example, has a very significant impact on economic and social development. The World Bank has played a key role in achieving this outcome through the rapid return on its initial investment and investment incentives, enabling funds from other sources to commit to further investments to continue to promote the heritage restoration scheme.

Next Step

In the future, the Old Bazaar has the potential to grow into Skopje's commercial and cultural venues. With the support of the municipal budget, its economic benefits will not only have an impact on employment, the improvement of living standards, the growth of corporate income and the creation of business expansion opportunities, but also bring a great and positive social impact.



陕西安康市石泉县后柳镇中坝村： 凭借“作坊小镇项目”实现旅游减贫

**Zhongba Village, Houliu Town, Shiquan County,
Ankang City, Shaanxi Province:**
Realizing Poverty Alleviation through Tourism Based on the
“Workshop Town” Project

“ 摘要

石泉中坝作坊小镇位于陕西省石泉县后柳镇中坝村。中坝作坊小镇按照宜居宜业宜游的发展理念，以陕南秦巴文化为支撑、发掘本土特色产业为统揽、乡村田园风光为载体、人文旅游景观为切入，按照4A级景区标准规划建设，快速将中坝村打造为全国一流的乡村旅游示范村和独具陕南农耕文化的特色小镇。小镇集休闲旅游、亲子体验、田园风光、丝路文化、餐饮文化、传统农耕文化为一体，是兼具地方特色的社区功能的作坊小镇。通过中国·石泉中坝作坊小镇的运营发展，将第一、第二、第三产业进行融合，形成了企业、商家、农户共赢的局面。

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挑战与问题

中坝村距县城25公里，基础设施相对薄弱，全村总面积6.5平方公里，辖3个村民小组（含1个移民搬迁社区），230户871人，建档立卡贫困户25户54人。中坝作坊小镇建立前，90%以上青壮年劳力外出务工，村里留守儿童和老人居多，思想较保守，创新创业意识淡薄，技能缺乏。中坝作坊小镇项目实施后，通过创业宣传、技能培训等形式增强其创新创业信心，并统一租赁社区门店，吸收当地村民作为作坊员工，引进周边乃至省外优秀非物质文化遗产项目传承人和优秀手艺人进驻中坝作坊小镇，形成非遗集群，从而扩大中坝作坊小镇影响力。通过近几年的运营和发展，现主要存在如何发展夜间经济，增加旅游收入，如何进一步提高景区员工旅游服务意识，提升景区服务质量等方面的挑战，结合中坝村实际情况，一条行之有效的道路还在探索之中。

措施

1. “非物质文化遗产”主题农耕体验。将原有居民的72家店铺，按照“非物质文化遗产”主题，结合陕南民间手工作坊技艺，打造成72家不同业态的手工作坊，旨在让游客互动，参与体验，从而寻找农耕记忆，体验农耕文化，感悟工匠精神。体验情景式的营销，将与72家手工作坊相关的近千种陕南原生态农产品通过线下、线上的销售，使企





业、商户和小镇辖区农户共赢。

2. 娱乐（体育）休闲。依据旅游六要素之“娱”的主题，围绕两湖建设千米概念性水街、瓜果采摘园、帐篷营地、水上（儿童）娱乐、自行车俱乐部、网球健身、山寨射猎、玻璃栈道暨瞭望悬棺、徒步等项目。

3. 餐饮、民宿、养生。建设 300 人同时就餐的特色餐饮巴少山寨部落；围绕 50 亩荷花塘，200 亩果园、花海，建设 2 处养生、休闲山居民宿；在柏桥村、长安村、汉阴沟村规划设计 60 处民宿旅居地，日接待 100 人次的乡村酒店一幢，届时日住宿、餐饮接待能力可达 2000 人。

4. 文化引领。规划五个“一”文化建设：根据《相忘于江湖》一书编导的一部电影，一幢民艺馆（千米碑林）、一台展示巴人风情的晚会，一套体现七十二街坊“非遗”的画册。建设和引进了 10 处文化名人工作室。

5. 硬件配套。游客接待中心建设，政府配套建

设文化娱乐广场、生态停车场建设、拦河造湖工程、亮化工程、绿化工程等。项目辖柏桥村、中坝村、长安村、汉阴沟村。一期以中坝村为核心，规划面积 0.37 平方公里，建设面积 500 亩，总投资 1.2 亿元。二期田园综合体项目投资 1 亿元（含民宿、旅居、医养项目）。

成效

小镇项目 2016 年 8 月投资建设，2017 年 10 月试运营以来，游客逐渐攀升。结合“旅游+电商”的运营模式，分别与中坝村旅游合作社共建食品加工厂，组建柏桥村食品加工厂和 1 个专业合作社，辐射带动中坝、柏桥、长安、汉阴沟、磨石等村增收致富。为有效助推贫困群众脱贫增收，形成了公司与贫困户之间紧密的利益联结。

在扶贫帮困工作中，还实施了以下帮扶模式。一是就业增收。吸收农户 100 余人在作坊小镇务工，

人均年收入 2 万元以上，其中贫困户 8 户。作坊小镇经营项目全部运行后，可提供就业岗位 300 余个。二是订单生产。与农户签订种植、养殖订单生产协议，使贫困户生产的农畜产品在家门口就能变成商品，实现产业增收。与 72 家贫困户签订了黑猪、土鸡的收购合同，涉及贫困人员 200 多人。三是园区建设。通过流转土地建设农业园区，拓宽贫困户增收渠道。目前已建成 1 个茶叶园区，流转土地 500 亩，支付土地流转费用 20 余万元，吸收 50 余人务工，累计支付工资 80 余万元，其中带动贫困户 29 户 76 人。四是开展创业技能培训，提供便利条件。积极开展创业技能培训，并为有意愿创业的贫困人口提供证照代办、房租水电减免、咨询服务等便利条件，有力地助推了脱贫工作。

经验与启示

1. 文旅融合助力大。确立“立足非遗，文旅融合，共促共建”的发展思路，探索建立“景区景点带动，乡村旅游拉动，旅游商品推动”三大扶贫模式，让贫困群众成为旅游及相关产业的提供者、



参与者和利益获得者。

2. “旅游+”模式实惠多。坚持改善农村生产条件与发展产业并重的扶贫工作思路，帮助引导贫困群众增强自我发展能力，全力推进旅游业与农业产业、文化产业的融合发展，大力发展休闲农业、品牌农业。

3. 创新理念增动力。注重加强与贫困群众之间的互动联系，通过积极走访，与优质农副产品种养贫困户签订生产订单，解决其销路难的后顾之忧。扶志扶智，提升主动脱贫能力，组织开展技能培训、创业培训等。通过以奖代补、多劳多得的方式激发群众脱贫致富积极性，制定房租减免、水电减免、手续代办、创业咨询等优惠条件，形成帮扶创业、创业助推脱贫的良性循环。

下一步计划

以电商运营为核心，以“非物质文化遗产”为主题，72 户手工作坊既为景点又是农产品线下体验馆的运营方式，将原生态优质农产品及旅游产品作为主打核心产品。将七十二街坊配套为旅游公司的一个增值服务项目，全力增加作坊小镇客流量。将线下游客导入线上交易平台，用电子商务运营手法进行精准营销，逐渐增加消费群体与企业的黏度，力争将消费者变成公司的会员客户，从而促使小镇的“农产品销售，娱乐、民宿、养生，旅居养老”等项目获得综合性最大收益。

“ Abstract

The Shiquan Zhongba Workshop Town is located in Zhongba Village, Houliu Town, Shiquan County, Shaanxi Province. Following the development concept of balancing living, business and tourism, the Zhongba Workshop Town is designed and built according to the standard for 4A-level tourist attractions based on Qinba culture in southern Shaanxi by utilizing local characteristic industries, rural sceneries and cultural tourism landscape. It quickly turns Zhongba Village into a national first-class village tourism demonstration village and a destination characterized by unique farming culture in southern Shaanxi. The Zhongba Workshop Town integrates leisure tourism, parent-child campaign, pastoral scenery, Silk Road culture, catering culture and traditional farming culture, and is a place with local characteristics and community functions. Through the operation and development of Zhongba Workshop Town in Shiquan, China, the primary, secondary and tertiary sectors of economy of the area are integrated, which brings benefits to enterprises, merchants and farmers.

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Challenges and Problems

Zhongba Village is 25 kilometers away from the county seat and has a relatively weak infrastructure. Covering a total area of 6.5 square kilometers, it rules three villager groups (including one immigrant relocation community) and has 230 households with 871 people including 25 registered impoverished households with 54 people. Before the establishment of Zhongba Workshop Town, more than 90% of the young and middle-aged villagers chose to leave the village to hunt for jobs. Most of the people living in the village were left-behind children and the elderly. The problems of backward mentality, weak sense of innovation and entrepreneurship and lack of skills were common with villagers. After the implementation of Zhongba Workshop Town project, various measures have been taken to enhance the villager's confidence in innovation and entrepreneurship through entrepreneurship propaganda and skills training. The community stores are leased centrally, and the local villagers are recruited into the workshop as employees. Moreover, outstanding inheritors of intangible cultural heritage and outstanding craftsmen nearby or even outside the province are invited into Zhongba Workshop Town to form a cluster of intangible cultural heritage, thus expanding the influence of Zhongba Workshop Town. Through years of operation and development, it now mainly faces challenges in how to

develop night-time economy, increase tourism income, further improve the sense of tourism service among employees in the scenic spot and enhance the service quality of scenic spots. Zhongba Village is exploring an effective solution based on actual conditions.

Measures

1. “Intangible cultural heritage” themed farming experience. Centering around the theme of “intangible cultural heritage”, the original 72 shops of the residents are converted into 72 workshops delivering different handicrafts with folk handicraft skills in southern Shaanxi in order to allow tourists to engage and participate in the handicraft making to retrieve the farming memory, experience farming culture and feel the craftsman spirit. Through the experience scenario-based marketing, nearly 1,000 kinds of original ecological agricultural products of southern Shaanxi related to the 72 workshops have been sold through offline and online channels, bringing benefits to enterprises, merchants and farmers in Workshop Town.

2. Recreation (sports) and leisure. Centering around the theme of “recreation”, one of the six elements of tourism, the village developed a series of projects including a 1,000-meter water street, melon fruit picking garden, camping site, water entertainment park (for children), bicycle club, tennis field, shooting and hunting campaign, glass plank road and hanging coffins, and hiking around the two lakes.

3. Catering, homestay and well-being. The village builds a characteristic restaurant “Bashao Shanzhai Tribe” which may serve 300 people at the same time, and two well-being and leisure mountain homestays around the 50-Mu lotus pond, 200-Mu orchard and “flower sea”. Besides, 60 homestays and one rural hotel able to accommodate 100 people per day are planned to be built in Baiqiao Village, Chang'an Village and Hanyingou Village, after which the tourism attraction

will be able to provide accommodation and catering services to 2,000 people per day.

4. Cultural development. The village has formulated the following culture development plan: a film based on the book of “Let’s Forget about Each Other”, a folk art museum (1,000-meter collection of steles), a gala to show the customs of Ba people, and a set of photo albums reflecting the “intangible cultural heritage” of 72 workshops. It has also built ten cultural celebrity studios.

5. Infrastructure support. The village has implemented an infrastructure development project including the tourist reception center, supporting cultural and entertainment square of the government, ecological parking lot, lake-building by blocking the river, lighting and greening. The project involves Baiqiao Village, Zhongba Village, Chang’an Village and Hanyingou Village. The first phase centers around Zhongba Village and has a planned area of 0.37 square kilometers and a construction area of 500 Mu with a total investment of RMB 120 million. The second phase involves a garden complex with an investment of RMB 100 million (including homestay, tourist’s residence and medical care projects).

Results

The Workshop Town project was constructed from August 2016 and started trial operation in October 2017, from which the number of visitors has been increasing. By employing the operation mode of “tourism + e-commerce”, it has established a food processing plant with Tourism Cooperative of Zhongba Village besides the Baiqiao Village food processing plant and a professional cooperative to help increase the income of villagers of Zhongba, Baiqiao, Chang’an, Hanyingou and Moshi villages. In order to effectively help the impoverished people to get right of poverty and increase income, a close interest linkage is established

between the companies and impoverished households.

While providing support for poverty alleviation, the following modes of support have also been implemented. First, employment-based income increase. Over 100 villagers, including people from 8 impoverished households, are working at the Workshop Town with a per capita annual income of over RMB 20,000. After full operation, the Workshop Town may offer over 300 jobs. Second, order-based production. The order-based production agreements for planting and breeding are signed with farmers to ensure the agricultural and livestock products of impoverished households can be turned into commodities at home, thus increasing their income. Besides, the purchase contracts for black pigs and native chickens are signed with 72 impoverished households, involving more than 200 impoverished people. Third, park construction. Agricultural parks are built through land transfer to broaden the channels for impoverished households to increase their income. At present, a tea park has been built after a land transfer of 500 Mu at a price of over RMB 200,000. The tea park now employs over 50 people and has paid a total salary of over RMB 800,000 and helped 29 impoverished households with 76 people to increase the income. Fourth, entrepreneurship skills training and provision of convenience. Active efforts are made to provide impoverished people who are



willing to start a business with entrepreneurship skills training, license application service, reduced house rent and water and electricity charge, consulting services and other conveniences, which has effectively boosted poverty alleviation.

Experience and Inspirations

1. Culture and tourism integration. The development idea of “intangible cultural heritage, culture-tourism integration and joint efforts” is formulated and three poverty alleviation modes of “tourism attraction”, “village tourism” and “tourism commodities” are created to turn the impoverished people into the providers, participants and beneficiaries of tourism and related industries.

2. “Tourism +” mode. Equal emphasis are placed on the improvement of rural production conditions and industry development in poverty alleviation to help the impoverished people to increase self-development ability, promote the integrated development of tourism, agriculture and culture industries and vigorously develop leisure agriculture and brand culture.

3. Innovative ideas. The interaction with the impoverished people has been strengthened. Based on active surveys, production orders are signed with impoverished households offering quality agricultural and sideline products to solve their worries about sales. Intelligence support is provided through skill training and entrepreneurship training to increase the impoverished household’s ability to get rid of poverty by themselves. By replacing subsidy with reward and making payment based on work performance, the impoverished people are motivated to get rid of poverty and increase income. Conveniences such as house rent reduction, water and electricity charge reduction, formality service and entrepreneurship consultation are provided to develop a sound cycle of boosting poverty alleviation by supporting entrepreneurship.



Next Step

Centering around e-commerce operation and under the theme of “intangible cultural heritage”, the 72 workshops will serve both as a scenic spot and a place to offer offline experience of agricultural products. Original eco-friendly high-quality agricultural products and tourism products will be taken as core products. The supporting 72 streets will be converted into a value-added service item of the tourism company and every effort will be made to increase the number of visitors to the Workshop Town. The visitors offline will be directed to the online trading platform and precision marketing will be conducted based on means of e-commerce operation to gradually increase the loyalty of consumers to enterprises and turn consumers into membership customers of the enterprises, so as maximize the comprehensive income of “agricultural products sale, entertainment, homestay, health care, tourism-based elderly care” in the town.



内蒙古赤峰市喀喇沁旗西桥镇雷营子村： 精准定位乡村旅游，让大山里的美景带来财富

Leiyingzi Village, Xiqiao Town, Harqin Banner, Chifeng City, Inner Mongolia:
Turn Beautiful Sceneries in Mountains into Wealth through Precise Positioning of Village Tourism

“ 摘要

内蒙古自治区赤峰市喀喇沁旗西桥镇雷营子村，山多地少，地处偏僻，曾经交通闭塞、贫困落后。近年来，雷营子村加强基础设施建设，改变了村容村貌，利用“三变改革”，推出特色经营，采用公司化运营模式让山村变成了景区。秀美的自然风光、厚重的人文历史、革命老区红色文化等优势让乡村旅游产业得到强劲发展，农民人均收入实现了快速增长，由2014年年末的不足2950元增长到1万元。雷营子村正在向产业兴旺、生态宜居、乡风文明、治理有效、生活富裕的目标迈进。经过近年来的发展，雷营子村荣获全国乡村旅游重点村、全国文明村镇、内蒙古自治区文明村镇、全国乡村旅游扶贫重点监测村等多项荣誉。

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挑战与问题

内蒙古自治区赤峰市喀喇沁旗西桥镇雷营子村位于大兴安岭和燕山山脉的交界地带，马鞍山国家森林公园东南缘，总面积26平方公里，有村民164户647人。原来的雷营子村是一个远近闻名的穷村。山多地少，大的耕作机器用不了，农业发展受限；远离市区，交通闭塞不便利，村民一年到头辛苦劳作，人均收入不过三四千元。年轻人只能外出谋生，村里人口最少的时候只有100多人，而且大多是老弱等弱势群体。

措施

1. 准确定位、明确目标。要想富，先修路。2011年雷营子村修通了乡村公路，之后通过新农村建设和十个全覆盖等工程，村容村貌有了很大的改观。雷营子村山清、水秀、峰奇、谷深、林密，风

景优美，民风淳朴，历史积淀深厚，基础资源比较好，西桥镇党委、镇政府提出“文化+旅游+乡村+林果”的乡村旅游发展模式，规划雷营子村的旅游度假区，加大引进资金力度，利用丰富的旅游资源打造休闲旅游度假区。

2. “三变改革”，推出特色经营。2014年村里提出了“以资源变资产、资金变股金、农民变股民”的“三变改革”，探索建立“经营主体+村集体+农户+基地”的经营模式。还有村两委班子牵





头成立了农业观光旅游合作社，组织全村 164 户村民以土地入股加入合作社。党员带头干，做示范，经过沟通，最终开起了 6 家农家乐。为吸引游客，在政府部门的帮助下邀请当地的摄影家、书法家、企业家等到村里旅游、吃饭，大家来了以后都觉得这里风景好，空气清新，田园氛围浓郁，口口相传，介绍亲戚朋友来玩，慢慢积累了人气。

3. 公司化运营，山村变景区。2017 年，雷营子村成立了“好客雷营子文化旅游发展公司”，以公司运营模式，规范全村旅游发展。发展旅游尝到“甜头”的村民这次十分踊跃，纷纷以现金、土地等形式入股；到 2017 年年底，全村 1200 亩耕地全部完成入股，入股资金达到 300 多万元。此外，喀喇沁旗还投入项目支持资金 640 万元，旗旅游局投入 352 万元用于举办旅游活动、基础设施改造、项目补贴等。旅游公司投资 153 万元建成了旅游道，投资 131.6 万元开展了耶律琮墓的保护项目，投资 40 万元改装 3 辆“农用拖拉机摆渡车”，此外，还建成了真人 CS 对抗、打靶射击、趣味农场等旅游项目。为增强乡村旅游产业发展后劲，雷营子村坚持规范旅游产业经营方式，实施严格、科学的经营管理，并在完成全村清洁小流域水土保持项目、游

客服务中心项目和田园综合体项目的基础上，多方争取资金，组织 40 户村民进行民宿改造，并同步设计了草帽、木工、陶艺、豆包、豆腐等 10 项体验项目，补齐发展短板。

4. “乡村旅游+”模式，提升旅游品位，拓宽发展空间。雷营子村坚持实施四个“乡村旅游+”工程：在“乡村旅游+党的建设”模式下，建设了见贤思齐乡贤馆、党建集中宣誓区、农村党史长廊、红色教育展馆，申请成立了红色教育培训中心，积极利用各类资源开展红色爱国主义教育；在“乡村旅游+文化”模式下，通过每年定期举办龙王庙会，开展耶律琮寻宝活动，深入挖掘耶律琮文化和龙王庙文化。另外还有“乡村旅游+亲子体验”“乡村旅游+竞技比赛”等多种风格的乡村旅游模式。

成效

雷营子村利用原生森林、山核桃林、果树、溪水、清新的空气、辽代耶律琮墓遗址、龙王庙等旅游资源，结合朴实的民风，逐步打造出了集自然风光、森林旅游、林果采摘、名胜古迹、餐饮娱乐为一体的度假区。从 2014 年开始，6 家农家院经过

一年的苦心经营都有盈利，而到了 2016 年，雷营子村共开办了农家乐 22 家，每户年收入超过 5 万元。在外地打工的年轻人也陆续回到村中，2016 年年底全村近 200 人回村发展。2018 年，雷营子村农民纯收入 1.2 万元。

经验与启示

1. 政府引领，能人带动，村民响应。当年的贫困村经过多年的发展已经蜕变成远近闻名的风景旅游区，与党的政策方针和当地政府部门的政策扶持和资金扶持分不开，也与党员带头，能人带动分不开。

2. 资源整合，合理规划，设施配套。一手抓旅游基础设施建设，一手抓旅游产业开发，在“穷山僻壤”之中走出“旅游脱贫”“旅游致富”的新路子。

3. 通过“互联网+”模式，提升品牌效应，推



动多维度精准扶贫。搭建完善的信息平台，全年公开开放接待时间和联系方式，方便快捷满足游客的查询、保证信息及时更新、旅游服务得到保障；建立评价信息管理系统，确保活动服务到位。

4. 坚持“乡村旅游+”发展模式，助推乡村旅游快速发展。坚持以农耕文化为魂、以田园风光为韵、以村落民宅为形、以生态农业为基，依托村庄优势农业项目，拓展农业观光、休闲、度假和体验等功能。

下一步计划

依托雷营子村幽深静谧的生态环境，进一步挖掘乡村民俗文化、宗教文化、生态景观等优势潜力，构建雷营子村与其他周边乡村的特色休闲旅游专线。打造春踏青、夏戏水、秋观景、冬玩雪的四季体验，应季策划主题活动让雷营子发展为知名的四季乡村旅游胜地。充分发挥民居建筑景观个性优势，营造第一视觉感官印象。对纳入公司的农家院、民宿进行统一管理、服务培训、宣传营销，以积分升级、利润增长等形式，使其提升主动服务意识，环境标准化统一，创造良好的市场口碑。深度挖掘雷营子的革命老区历史文化、浓郁的乡土民俗文化、辽代千年历史文化、古庙龙王宗教文化等，丰富文化内涵。产业创新，打造野山核桃的土特产品牌，发展乡村美食文化。借助乡村旅游特色，发展庭院经济，结合农业景观、自然景观、历史景观，打造民俗风情体验、果树采摘体验、徒步穿越体验、深度游体验等多种游乐体验。

“ Abstract

Located remotely, Leiyingsi Village, Xiqiao Town, Harqin Banner, Chifeng City, Inner Mongolia is home to a large number of mountains and less land. Inaccessible transport conditions in the past result in poverty and backwardness. In recent years, Leiyingsi Village has changed its appearance and turned into a scenic area by strengthening infrastructure construction, implementing characteristic management through the Reform of “Three Changes”, and adopting the corporate operation mode. The beautiful natural scenery, profound cultural history, revolutionary culture of Old Revolutionary Base Area and other advantages enable vigorous development of the village tourism, realizing rapid growth of per capita income of farmers, i.e., from less than RMB 2,950 at the end of 2014 to RMB 10,000. Leiyingsi Village is striving to realize the goal of prosperous industry, livable ecology, civilized village style, effective governance and rich life. After recent years of development, Leiyingsi Village has been granted with many honorary titles such as Key Rural Tourism Village in China, National Civilized Village, Civilized Village of the Inner Mongolia Autonomous Region, and Key Village under Monitoring of Rural Poverty Alleviation through Tourism in China.

”

Challenges and Problems

Leiyingsi Village, Xiqiao Town, Harqin Banner, Chifeng City, Inner Mongolia is located at the boundary between the Greater Khingan Range and Yan Mountains, and the southeast edge of Ma'anshan National Forest Park, covering an area of 26 square kilometers in total, with 647 villagers from 164 households. In the past, Leiyingsi Village was a well-known poor village. Many mountains and few land invalidate large farming machines, restricting agricultural development; far from the urban area, the traffic is inconvenient; although the villagers work hard all the year round, they only obtain the per capita income of RMB 3,000- RMB 4,000. This forced young

people to go out for a living. The village's population at its lowest point was only more than 100 people, most of whom were vulnerable groups including the elderly and infirm.

Measures

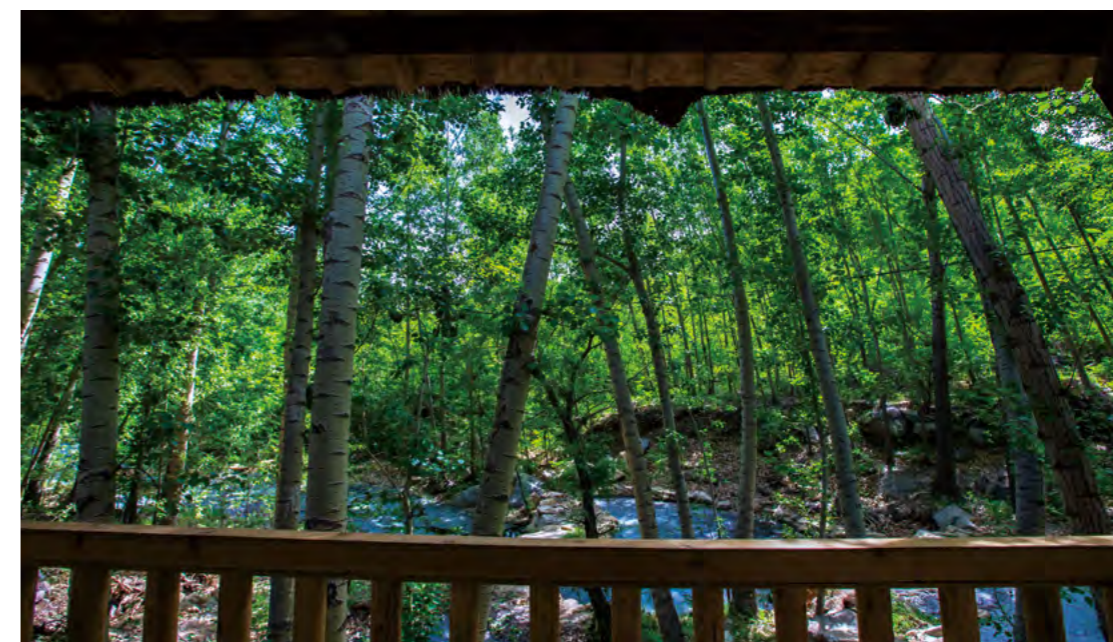
1. Accurate positioning and clear objectives. “Better Roads lead to Better Life”. In 2011, a rural road was built in Leiyingsi Village. Since then, the village has been greatly improved in terms of appearance through new rural construction, the Ten Full Coverage Program and other projects. Leiyingsi Village enjoys exceptional advantage in basic resources, including lush mountains, lucid water,

precipitous peaks, deep valleys and dense forests as well as simple and sincere people and a long history. The Party Committee and government of Xiqiao Town put forward the village tourism development mode of “culture + tourism + countryside + fruit”, made planning for construction of the tourism resort in Leiyingsi Village, strengthened the introduction of funds, and took advantage of rich tourism resources to build a leisure tourism resort.

2. Promote the Reform of “Three Changes” and characteristic management. In 2014, Leiyingsi Village put forward the “Reform of Three Changes” that “converts assets into resources, fund into shares and farmers into shareholders”, and explored to establish an operation mode involving “operating subject + village collective + farmer + base”. The village's party branch committee and autonomous committee led to establish an agricultural sightseeing and tourism cooperative, and organized 164 villagers to join the cooperative with their land as shareholders. The Party members took the lead and played a demonstrative role in developing agritainment. Upon communication, six

agritainments were finally opened. To attract tourists, the village invited local photographers, calligraphers and entrepreneurs there for tourism and dinner with the help of government departments. Everyone who visited the village felt the beautiful scenery, fresh air and rich pastoral atmosphere of the village. They recommended this place to relatives and friends who would also recommend it to others, which gradually increased its reputation popularity.

3. Transform the mountain village into a scenic area through corporate operation. In 2017, Leiyingsi Village founded the Chifeng Hospitality Leiyingsi Cultural Tourism Development Co., Ltd. to standardize tourism development of the whole village based on the corporate operation mode. At this time, the villagers that had benefited a lot from tourism development actively participated in the form of cash, land and other shares; by the end of 2017, 1,200 mu farmland across the village had been invested as shares, with an investment amount of more than RMB 3 million. In addition, Harqin Banner appropriated a project support fund of RMB 6.4 million, of which the Tourism Bureau



invested RMB 3.52 million for tourism activities, infrastructure upgrade, project subsidies, etc. The tourism company invested RMB 1.53 million to build a tourist road, RMB 1.316 million to carry out the Yelv Cong Tomb protection project, and RMB 400,000 to modify three “farm tractor ferrying vehicles”. It also built real CS confrontation, shooting, fun farm and other tourism projects. For sustaining the development of village tourism industry, Leiyingsi Village insisted on standardizing the operation mode of the tourism industry and implementing strict and scientific management. In addition, on the basis of completing the projects of water and soil conservation in small clean watersheds across the village, the tourist service center and pastoral complex, the company sought funds from multiple parties and organized 40 villagers to renovate the homestay facilities. 10 experience projects of straw hat making, woodworking, pottery art, bean bags, tofu, etc. were also designed simultaneously to address the weaknesses in development.

4. Improve the tourism quality and broaden the development space through “village tourism plus” mode. Leiyingsi Village unswervingly implemented four “village tourism plus” projects: Based on the “village tourism + party building” mode, the village built the Sage Emulating Hall, Party Building Concentrated Oath Area, Rural Party History Corridor and Red Education Exhibition Hall, applied for the



establishment of a red education and training center, and actively carried out red patriotism education with various resources; based on the “village tourism + culture” mode, it regularly held the annual Dragon King Temple Fair and carried out treasure hunt activities related to the history of Yelv Cong to deeply explore the culture of Yelv Cong and the Dragon King. In addition, a variety of village tourism modes with diverse styles were developed, including the “village tourism + parent-child experience”, “village tourism + competition”.

Results

Leiyingsi Village has gradually created a holiday resort integrating natural scenery, forest tourism, fruit picking, scenic spots and historical sites, catering and entertainment functions by relying on native forests, pecan forests, fruit trees, streams, fresh air, Yelv Cong (the Liao Dynasty) tomb site, Dragon King Temple and other tourism resources as well as the simple folk customs. Since 2014, the owners of six farmhouses have made profits after a year of painstaking operation. By 2016, a total of 22 farmhouses were opened in Leiyingsi Village, each making an annual profit of more than RMB 50,000. Young people working in other place successively returned to the village. At the end of 2016, nearly 200 people returned to the village for development. In 2018, the net income of farmers in Leiyingsi Village reached RMB 12,000.

Experience and Inspirations

1. Stick to government guidance and demonstration of successful persons and encourage the participation of villagers. After years of development, the past poor village has been developed into a famous scenic area. These achievements are attributable to the favorable policies of the Party and

the policy and fund support from local government departments on the one hand, as well as the leading role of Party members and demonstrative role of successful persons on the other hand.

2. Integrate resources, make reasonable planning and build supporting facilities. Lay equal stress on the construction of tourism infrastructure and the development of tourism industry, and explore a new path of “poverty alleviation through tourism” and “prosperity through tourism” in “remote mountains and areas”.

3. Enhance brand effect and promote multi-dimensional targeted poverty alleviation through “Internet plus” mode. Set up a sound information platform, and publish the reception time and contact information throughout the year, so as to ensure convenient and fast inquiry of tourists, timely update of information, and the quality of tourism services; establish an evaluation information management system to provide convenient services in activities.

4. Boost rapid development of village tourism through the “village tourism plus” development mode. Rely on advantageous agricultural projects in the village to expand the functions of agricultural sightseeing, leisure, vacation and experience, while sticking to the soul of farming culture, the style of idyllic scenery, the form of rural residential houses and the foundation of ecological agriculture.

Next Step

Further tap into the potential of advantageous resources such as the rural folk culture, religious culture and ecological landscape, and construct a special leisure tourism route between Leiyingsi Village and other surrounding villages with the deep and quiet ecological environment of Leiyingsi Village as support. Create special experiences in four seasons featuring outing in spring, paddling in summer, sightseeing in



autumn and snow playing in winter, and plan various activities with the themes suitable for different seasons to develop Leiyingsi Village into a famous four-season village tourism destination. Give full play to the unique advantages of residential architecture landscapes to create a good first visual impression. Implement unified management, service training, publicity and marketing for farmhouses and homestay facilities incorporated into the company, enhance their awareness of active service in the form of points upgrading and profit growth, and unify the environment standards, so as to create a good market reputation. Deeply explore the history and culture of the Old Revolutionary Base Area, rich local folk culture, millennium history and culture of Liao Dynasty, religious culture of the ancient Dragon King temple, etc. in Leiyingsi Village, and create rich cultural connotations. Promote industry innovation, create the specialty brand of wild walnuts, and drive the development of rural food culture. Develop the garden economy based on village tourism features, and deliver a variety of entertainment experiences, such as folk customs experience, fruit picking experiences, hiking experiences, and in-depth travel experiences in combination with agricultural, natural and historical landscapes.



北京城建集团北苑大酒店下栅子村“大城小苑” 精品民宿群： 全面发力打赢“一企一村”精准扶贫攻坚战

“Dacheng Xiaoyuan” Boutique Homestay Cluster in Xiazhazi Village Developed by Beiyuan Grand Hotel under Beijing Urban Construction Group Co., Ltd.:
Make All-out Efforts to Win the Battle against Targeted Poverty Alleviation through “One Enterprise for One Village”

“ 摘要

北京城建集团投资建设运营的极星农业科技园，带动周边 50 名农民增收脱贫，开启了北京市“一企一村”精准扶贫的新模式。2018 年 5 月 23 日，北苑大酒店作为帮扶主体单位代表集团与密云区大城子镇下栅子村签订了《北京市属国企精准帮扶低收入村“一企一村”结对帮扶协议》，从“扶智力、扶志气、扶机制”入手，既“输血”更“造血”，全面发力下栅子村的脱贫攻坚战。

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挑战与问题

下栅子村坐落在北京密云区东部山区，是有名的“空心村”，村子总面积 11.94 平方千米，山多地少、山势陡峭，可耕用土地 300 余亩，自然作物较差，农产品缺乏销售渠道，村集体收益几乎为零。全村 368 户，下辖 11 个自然村，农户总人口 991 人，其中残疾人 91 人、低保户 87 户，村子内低收入户 19 户。

措施

经过多次实地调研，结合下栅子村特点及农产品资源、旅游资源和红色文化资源，明确了既要“输血”又要“造血”，以建设旅游休闲产业示范点带动村子增效、农户增收的帮扶思路。紧跟美丽乡村建设，以民宿产业带动“一企一村”结对帮扶脱贫，注重在“精准”上发力，在“造血”上用功，制定产业帮扶、就业帮扶、消费帮扶的策略。

2018 年 8 月 16 日，经过多次考察论证，选定“大城小苑”的建造地址。2018 年 9 月 21 日，向下栅子村集体拨付 5.8 万元，用于民宿改造区域地上物赔偿，积极化解因民宿改造可能带来的涉农纠纷。

2018 年 9 月 26 日，由 8 个院落、16 间房屋组成的精品民宿群改造工程正式开工，仅历时两个月就实现了主体结构封顶。2019 年 4 月 24 日，“大城小苑”正式揭幕，下栅子村民集体生产性收入有了新的来源。在民宿改造的过程中，100 余名村民参与了工程建设，在家门口就实现了就业增收。

2019 年 5 月 1 日至 3 日，入住率及好评率均为 100%。尤其是引进的玉石炕，具有良好的养生功效，得到了住客的认可。2018 年 9 月，从下栅子村选派 5 名村民进入酒店进行专门的培训学习，激发村民主动致富的内生动力，带动村民稳定增收。

1. 产业帮扶。量身定制帮扶方案，汇聚资金、技术、管理、人才等资源优势，在下栅子村设计、投资、建设特色民宿“大城小苑”，着手打造美丽乡村旅游点。帮扶小组在深入剖析北方民宿产品特点后，发现产品的季节性十分明显，客流夏秋多，冬春少。帮扶小组引入电加热玉石炕的理念，玉石炕可电加热，环保、养生，不仅解决了冬季取暖问题，还实现了传统文化和绿色环保的有机统一。

在窗户的设计上，针对项目身处四面环山的山坳里，工作组大胆突破了北方民居小窗户的设计，把所有的窗户都设计成高大通透的效果，让消费者能坐在室内便可通过大窗户将对面的山景一览无



余，窗户全部采用保温性好的双层中空玻璃窗。同时考虑到卫浴居于室内，将北面的墙上开洞，来保证通风。这些都与北方民居特点有所差异，却实现了观景、通风的良好效果。

“大城小苑”民宿项目占地面积 5200 平方米，结合古长城遗址、龙潭、梨花顶等景点优势，巧妙融入燕山山脉和洪门川地形，精心打造出共 8 个院落组成的“守得住历史记忆、留得住青山绿水、记得住乡情乡愁”的特色民宿。

为确保民宿高品质运营，解决帮扶项目“建得起”而“管不好”的问题，酒店代为经营，选派专业化经营管理团队驻村，按照五星级标准进行运营管理，经营利润全部归村集体所有，帮扶期满后整体无偿性移交给下栅子村农宅专业合作社进行运营和管理。

2. 就业帮扶。授人以鱼更要授人以渔，精准聚焦劳动力转移就业，形成“吸收就业—培训人员—反哺村内生产—再吸收就业”的长效机制，既“输血”又“造血”，激发村民主动脱贫内生动力，带动村民稳定增收。民宿改造施工过程中共计 177 名村民参与，支付劳务费共计 390 余万元，村民在家门口就实现了就业增收。还带薪培训 5 名下栅子村村民，其中包括 2 名低保户，这些人成为“大城小苑”的工作人员。2019 年 7 月至 12 月，为 1 名因病返贫低收入户提供公益岗 1 个，2019 年 7 月招聘 1 名村民到北苑大酒店工作，实现转移就业。截至 2020 年 4 月，共计支付工资 33.63 万元，实现了“一人就业、全家致富”。

3. 消费帮扶。聚焦村内红肖梨、核桃、木耳、栗子等农产品推动消费扶贫，帮助村民深加工农产品、优化产品包装、搭建产销平台等让下栅子村盘活了农产品市场。截至目前，帮助村民增收 24.26 万元。积极对接北京受援地区消费扶贫产业双创中心，将下栅子村优质农副产品通过双创中心平台出售，进一步拓宽销售渠道。

成效

自开业至 2019 年年底，帮助下栅子村收入 90 余万元，实现利润收入 40 万元。在农产品消费帮扶上，帮助村民增收 12.77 万余元，进一步带动脱贫致富。

经验与启示

为了精准了解帮扶村情况，工作人员走村入户，实行低收入户“建档立卡”，根据实际情况实施“一户一策”帮扶措施，实现精准扶贫。集合城建集团、社会力量、村委会及群众，注重帮扶力量的合理搭配。以“以工代赈”的方式吸收村民加入到民宿建设的队伍上来。根据下栅子村周边梨花顶、古长城等景点，利用城建集团全产业链优势，建造特色精品民宿，以精品民宿引领乡村发展。

在帮扶工作开展的过程中，把生态文明建设与扶贫开发有机结合，把美丽乡村建设与扶贫开发有机结合，把发展乡村旅游与扶贫开发有机结合，促进新时代乡村建设。

下一步计划

集团将继续坚定不移地贯彻落实精准扶贫要求，落实北京市“一企一村”的帮扶部署，真正做到坚持首善标准，把精准扶贫责任扛在肩上、落到实处。

“ Abstract

The HortiPolaris Agricultural Science and Technology Park invested and operated by Beijing Urban Construction Group has helped 50 farmers in the surrounding area get out of poverty and increase their income, opening up a new model of targeted poverty alleviation in Beijing, i.e., “one enterprise for one village”. On May 23, 2018, Beiyuan Grand Hotel, as the main body of assistance, signed an Agreement on Precision Assistance of SOEs in Beijing Municipality Paired up with Low-income Villages through the “One Enterprise for One Village” Model with Xiazhazi Village, Dachengzi Town, Miyun District on behalf of the Group. According to the agreement, the enterprises will start from “providing intelligence support, enhancing the morale and establishing proper mechanisms”, and go all out to win the fight against poverty in Xiazhazi Village in the form of both “blood transfusion” and “blood making”.

”



Challenges and Problems

Located in the eastern mountainous area of Miyun District, Beijing, Xiazhazi Village is a famous “hollow village”. With a total area of 11.94 square kilometers, the village is home to many steep mountains and little land, including only more than 300 mu arable land. Affected by poor harvest of natural crops, together with lack of sales channels of agricultural products, the collective income of the village is almost zero. There are 368 households in the village and 11 natural villages under its jurisdiction. The total population of farmers is 991, including 91 people with disabilities, 87 households enjoying the minimum living guarantee and 19 low-income households.

Measures

After conducting many field investigations and considering the characteristics of Xiazhazi Village as well as its agricultural resources, tourism resources and revolutionary cultural resources, the overall assistance idea is made clear, that is, both “blood transfusion” and “blood making” are needed to build tourism and leisure industry demonstration sites and drive the efficiency improvement of the village and the income increase of farmers. Keep up with the construction of “Beautiful Countryside”, develop the homestay industry to drive the paired assistance of “one enterprise for one village”, and formulate the strategies of industry assistance, employment assistance, and consumption assistance with a focus on “precision” and more efforts in “blood making”.

On August 16, 2018, upon many inspections and demonstrations, the construction site of the “Dacheng Xiaoyuan” was finally selected. On September 21, 2018, Xiazhazi Village received RMB 58,000 collectively allocated to compensate for the above-ground items in the renovation area of homestay

facilities, which actively resolves farmer-related disputes that may be caused by the renovation of the homestay.

On September 26, 2018, the renovation project of a boutique homestay cluster consisting of eight courtyards and 16 houses officially commenced. The capping of the main structure was completed in only two months. On April 24, 2019, “Dacheng Xiaoyuan” was officially opened, creating a new source for the collective productive income of Xiazhazi villagers. In the process of homestay renovation, more than 100 villagers participated in the construction, and realized employment and income increase at their doorstep.

On May 1-3, 2019, both the occupancy rate and positive rate were 100%. In particular, the jade heatable brick bed introduced has a good health effect, winning high recognition from the residents. In September 2018, five villagers from Xiazhazi Village were selected to receive special training and study in the hotel, which stimulated the villagers’ initiative and inner driving force for getting rich and drove their steady income increase.

1. Industry Support. Customize assistance plans, pool capital, technology, management, talents and other resource advantages, design, invest, and build the characteristic homestay “Dacheng Xiaoyuan” in Xiazhazi Village, and set about creating a tourist spot of “Beautiful Countryside”. The assistance team, after in-depth analysis of the characteristics of homestay products in the north, found that the products have a very obvious seasonality, with more passenger flow in summer and autumn, but less in winter and spring. The support team introduced the concept of the environmentally friendly and healthy jade heatable brick bed that can be electrically heated, which not only addresses heat supply in winter, but also realizes the unity of traditional culture and green environmental protection.

Regarding the design of the windows, the working

group takes into account the project’s location in a hollow surrounded by mountains and boldly breaks through the design of small windows of northern residential buildings, with an aim to ensure all windows are designed to be tall and transparent and the consumers can sit indoors and have a sweeping view of the mountain from large windows. All the windows are made of double-layer hollow glass windows with good thermal insulation. At the same time, considering that the bathroom is indoors, the northern wall is opened to ensure ventilation. These designs are different from the characteristics of northern residential buildings, but achieve a good viewing and ventilation effect.

During the construction of the “Dacheng Xiaoyuan” homestay project that covers an area of 5,200 square meters, the builder combines the advantages of the site of Ancient Great Wall, Longtan, Lihuading Tunnel and other scenic spots as well as the topography of the



Yanshan Mountains and Hongmenchuan to create the characteristic homestay composed of eight boutique courtyards that “preserve the historical memory, lush mountains and lucid water, and nostalgia”.

In order to ensure high-quality operation of homestays and solve the problem of poor management of assistance projects that have been built, the hotel is responsible for specific operation matters, and assigns a professional management team to the village to conduct operations and management in accordance with the five-star standard. All operating profits are owned by the village collective, and after the assistance period expires, it will be transferred as a whole to the specialized cooperative of rural residence in Xiazhazi Village for operation and management without compensation.

2. Employment Support. As an old saying goes, “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime”. Accurately focus on labor transfer and employment, and form a long-term mechanism of “absorbing employment--training personnel--supporting production in the village--re-absorbing employment” that features both “blood-transfusion” and “blood-making” and stimulates villagers’ initiative and inner driving force for poverty alleviation, so as to promote steady increase of their income. A total of 177 villagers that participated in the renovation and construction of the homestay received the labor fees of more than RMB 3.9 million, and realized employment and income increase at their doorstep. Five villagers in Xiazhazi Village including two low-income households received paid trainings and later became the staff of the “Dacheng Xiaoyuan” homestay. From July to December 2019, a public welfare post was provided for a low-income household who returned to poverty due to illness. In July 2019, a villager was recruited to work in Beiyuan Grand Hotel to realize transfer employment. By April 2020, a total salary of RMB 336,300 had been paid,



realizing the goal that “one employed person drives the whole family to get rich”.

3. Consumption support. Focus on promoting consumption of agricultural products such as red pears, walnuts, fungus and chestnuts in the village for poverty alleviation, and assist villagers in deep processing of agricultural products, optimization of product packaging, and construction of production and sales platforms, so as to invigorate the agricultural market of Xiazhazi Village. So far, it has helped villagers increase their income by RMB 242,600. Actively connect with the Mass Entrepreneurship and Innovation Center of the Consumer Poverty Alleviation Industry in the recipient area of Beijing, and sell high-quality agricultural and sideline products of Xiazhazi Village through the Mass Entrepreneurship and Innovation Center platform to further expand the sales channels.

Results

From the opening to late 2019, it had helped Xiazhazi Village earn more than RMB 900,000 and make a profit of RMB 400,000. In terms of support in consumption of agricultural products, it has helped villagers increase their income by more than RMB 127,700, which further promoted the village’s poverty alleviation and prosperity.

Experience and Inspirations

In order to accurately understand the situation of the assisted village, the staff visited the households in the village in person, established a “file” for low-income households, and implemented the assistance measures based on the actual conditions and the principle of “one policy for one household”, thus achieving targeted poverty alleviation. Converge the power of the Urban Construction Group, social forces, village Party committee and the masses, and focus on reasonable combination of support forces. Encourage villagers to participate in the team of homestay construction by means of “providing employment as a form of relief”. Take advantage of the entire industrial chain of the Urban Construction Group to build characteristic boutique homestays based on the scenic spots such as Lihuading Tunnel and the Ancient Great Wall around Xiazhazi Village, and lead rural development with boutique homestays.

During the implementation of assistance work, integrate ecological development, the construction of “Beautiful Countryside” and the development of village tourism with poverty alleviation development to promote rural construction in the new era.

Next Step

The Group will continue to unswervingly implement the requirements for targeted poverty alleviation as well as “one enterprise for one village” assistance deployment of Beijing, truly adhere to the standard as a national capital and fulfil the responsibility of targeted poverty alleviation in practice.



河北石家庄市平山县西柏坡镇梁家沟村： 红色旅游助力老区脱贫致富

**Liangjiagou Village, Xibaipo Town, Pingshan County,
Shijiazhuang City, Hebei Province:**
“Red Tourism” Helps Old Areas Get Rid of Poverty
and Increase Income

“ 摘要

河北省平山县西柏坡镇梁家沟村依托西柏坡景区红色旅游资源，充分发展旅游产业链条，着力打造“红色旅游+”的富民模式，走出了一条“旅游+产业+项目”的脱贫路子。目前，梁家沟村旅游业直接带动38户贫困户脱贫，间接带动200多贫困人口持续稳定增收致富，提供就业岗位500余个，村民增收150多万元，实现了山区小村庄的华丽蜕变。

”

挑战与问题

梁家沟村是河北省平山县西柏坡镇的一个行政村，地处西柏坡景区核心区，距县城45公里，现有90户，是一个依山傍水的山间小村。1959年为修建岗南水库，梁家沟村整体搬迁后靠至高岗旱岭，全村依山而居，占地仅300亩，人均耕地不足3分，生产生活条件恶劣。截至2015年，该村尚有13户、31人未实现脱贫。虽然位于西柏坡景区，但梁家沟村因布局分散、街道狭窄、土地资源利用率极低，再加上旅游市场管理不够规范，所以未能发挥自身优势，长期被贫困“困扰”。

如何发挥出梁家沟村得天独厚的资源优势，使贫困落后的山间小村走上致富路，是当前亟须解决的问题。

措施

2008年以来，梁家沟村明确了“民主决策、科学规划、因地制宜、分步实施”的发展原则，高标准设计了新村建设规划，按照“旅游立村”的总体思路，将旅游扶贫、美丽乡村、乡村振兴有效整合，走出了一条“旅游+产业+项目”的旅游扶贫路子。

主要措施有：

1. 改造新村现状，明确旅游立村。2008年，按照“民主决策、科学规划、因地制宜、分步实施”的村庄发展原则，梁家沟村利用5年时间，分2期建设新村，由村集体负责平整宅基地、硬化道路、铺设地下管网等基础设施，并对新建房统一图纸要求，农户则负责自主出资建设房屋主体和内部装修。通过拆旧村、建新村，梁家沟村实现了集中居住，为下一步发展旅游产业置换出了发展空间。

在新村建设完成的基础上，梁家沟村明确“旅游立村”思路，着力打造新型农民。一是举办形式多样的乡村旅游培训班，教授乡村旅游相关知识，提升村民业务能力和技能；二是组织村民代表外出学习交流，考察学习外地精品民宿和慢生活体验模式；三是发挥典型引路作用，选定3户先期经营民宿，请设计公司帮助进行整体设计，发展精品民宿。引领示范带动全村旅游致富。

2. 创建村社联合，实现规范管理。为进一步规范乡村旅游发展，西柏坡镇政府引导梁家沟村民成立了平山县第一家乡村旅游专业合作社，为下一步多元化发展乡村旅游提供组织保障。全村52户农民入社，占总户数的55.6%，并统一办理了相关营业手续。与此同时，梁家沟村在培育上下功夫，在



规范上做文章，借鉴北京密云司马台村“一个农村就是一个乡村酒店”的理念，对民宿实行“五统一”管理，合理规划特色旅游休闲业。

3. 利用项目优势，带领全村小康。2018年，平山县承办了石家庄市旅游产业发展大会，当时，西柏坡作为主承接地，基础设施、商业配套都亟须提升。梁家沟村抓住时机，利用建新村时节约置换出的150多亩建设用地，通过创新土地流转形式和经营模式，引进利用社会资金1.5亿元促成西柏坡游客中心、景区主停车场和西柏坡红旅小镇等项目落地梁家沟村，此外，村集体以建设用地入股，村民变身成为股东，用长期稳定的分红收入推动梁家沟村驶入乡村振兴快车道。

成效

梁家沟村通过发展乡村旅游，一步步将村集体经济由之前的不到20万元增加至270万元。经过农村集体产权制度改革，集体所持股份又分配给了每一户村民，村民实现天天有事干，月月有收入，年年能分红，年人均收入由2009年的3300元，提高到2019年的25000元。2018年，梁家沟村12户29名建档立卡贫困人口实现整体脱贫。

经验与启示

从2008年至今，梁家沟村从一个落后的小山村，变为如今的小康村，走出了一条“红色旅游+”的富民之路，成为河北省首批美丽乡村、河北省乡村旅游重点村。

1. 完善了村庄基础设施建设。发展旅游，第一印象至关重要，因此改善村庄环境尤为重要。通过整村搬迁统一建新村，打造亮丽新农村，为发展乡村旅游扶贫奠定良好基础。

2. 盘活了当地旅游资源。利用“红色旅游+合作社”模式，吸纳优秀人才入社成为社员，群策群力，抱团发展，为旅游扶贫提供人才支撑、制度保障和组织动力。

3. 探索出乡村旅游多元化发展的途径。明确自身定位，将自身优势与需求、资源、生态、文化等资源融合，延长旅游产业链条，把名声传出去，让游客走进来，让村民富起来。

下一步计划

梁家沟及周边有丰富的山地资源，其中山场面积1500多亩，海拔最高处达450米，建有2座塘坝和登山路，自然生态环境良好，村子计划发展“旅游+体育”模式，对山场进行适度旅游开发，同时开展招商合作，进一步丰富旅游业态，提升旅游档次。

“ Abstract

Liangjiagou Village under Xibaipo Township of Pingshan County, Shijiazhuang City, Hebei Province goes all out to develop the tourism industry chain and create the mode of income increase through “red tourism +”, embarking on a path of poverty elimination featuring “tourism + industry + projects”. At present, the tourism development in Liangjiagou Village has directly lifted 38 households out of poverty, indirectly helped more than 200 impoverished villagers increase their income and become rich, provided more than 500 jobs, and increased the income of villagers by more than RMB 1.5 million, realizing the magnificent transformation of a small mountainous village.

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Challenges and Problems

Located in the core area of Xibaipo Scenic Area and 45 km away from the county, Liangjiagou Village is an administrative village in Xibaipo Town, Pingshan County, Hebei Province. The small village between mountains and water is home to 90 households. In 1959, in order to build Gang’nan Reservoir, all villagers of Liangjiagou were relocated to Gaoganghan Ridge to live near the mountain. Upon relocation, the village covers an area of only 300 mu, with cultivated land of less than 0.3 mu per capita. Poor production and living conditions make life difficult for people there. By 2015, there were 13 households and 31 villagers that had not been lifted out of poverty. Although located in Xibaipo Scenic Area, Liangjiagou Village has been living in poverty for a long time due to its decentralized layout, narrow streets, extremely low utilization rate of land resources and lack of standard management of the tourism market.

How to help this poor village get rich by giving full

play to its unique resource advantage is an urgent issue to be solved.

Measures

Since 2008, Liangjiagou Village has made clear the development principle of “democratic decision-making, scientific planning, adaption to local conditions and step-by-step implementation”, developed the plans for



new village construction in line with high standards, and effectively integrated poverty alleviation through tourism, construction of “Beautiful Countryside”, and rural revitalization based on the overall idea of “tourism village”, exploring a mode of poverty alleviation through tourism featuring “tourism + industry + project”. Main measures:

1. Help current new village present a new look through reconstruction and clarify the concept of driving village development through tourism. In 2008, Liangjiagou Village constructed the new village in two phases in five years in accordance with the village development principle of “democratic decision-making, scientific planning, adaption to local conditions and step-by-step implementation”. During the construction, the village collective was responsible for leveling house sites, hardening roads, and laying underground pipe networks and other infrastructure. The new houses were subject to unified drawing requirements. Farmers are responsible for the construction of the main body and interior decoration of own houses. By demolishing old villages and building new ones, Liangjiagou Village has realized centralized residence, creating space for development of the tourism industry next.

On the basis of completing the construction of the new village, Liangjiagou makes clear the idea of “tourism village” and strives to train new-type farmers through the following measures: First, organize village tourism training courses in diverse forms to teach rural tourism-related knowledge and improve villagers’ business abilities and skills; second, organize villager

representatives to visit other places for study and exchange, investigate and learn about the mode of boutique home stay and slow life experience; third, play the guiding role of typical cases. For example, select three households to operate the home stay facility at the initial stage and invite a design company to undertake the overall design, with an aim to develop the boutique home stay facility. Give full play to the leading and exemplary role of excellent cases to help the whole village get rich through tourism.

2. Exert the synergistic effect between the village and cooperation, and realize standard management. In order to further standardize the development of village tourism, the government of Xibaipo Town guided Liangjiagou villagers to establish the first specialized farmer cooperative of village tourism in Pingshan County, which supported the next diversified development of village tourism at the organizational level. 52 farmers in the village participated in the cooperative and went through relevant business procedures, accounting for 55.6% of the total households. Moreover, Liangjiagou Village concentrated its efforts in cultivation and standardization. After learning from Simatai Village in Miyun, Beijing about the development concept that “a village is a rural hotel”, it implemented “five unified” management of homestays, and developed reasonable plans for the development of characteristic tourism leisure industry.

3. Leverage project strengths to lead the whole village to prosper. In 2018, Pingshan County organized the Shijiazhuang Tourism Industry Development Conference. Xibaipo, as the main undertaking site at that time, was in urgent need of upgrading its infrastructure and commercial facilities. Liangjiagou Village has seized the moment and utilized more than 150 mu construction land saved during the construction of the new village in an innovative transfer and operation mode. By doing so, the social funds of

RMB 150 million were introduced, which promoted the implementation of many projects in Liangjiagou Village, including Xibaipo Tourist Center, the main parking lot of the Scenic Area, Xibaipo Red Tourism Town, etc. In addition, the village collective and villagers became shareholders with construction land and enjoyed long-term and stable dividend income, which guided Liangjiagou Village onto a fast track of rural revitalization.



Results

By developing village tourism, Liangjiagou Village has gradually realized the village collective economic growth from less than RMB 200,000 to RMB 2.7 million. After the reform of the rural collective property rights system, the shares held by the collective were distributed to each villager so that villagers can obtain monthly income and annual dividends from daily work. In 2019, their annual income per capita has increased to RMB 25,000 from RMB 3,300 in 2009. In 2018, 29 filed impoverished people from 12 households in Liangjiagou Village were lifted out of poverty.

Experience and Inspirations

From 2008 to now, Liangjiagou Village has changed from a backward small village to today's well-off village. It has embarked on a "red tourism +" road to enrich villagers and become one of the first-batch "Beautiful Countryside" and a key village of village tourism in Hebei Province.

1. Improve the village's infrastructure. For tourism development, the first impression is of great importance, so one of the matters above all is to improve the village's environment. Liangjiagou Village has created a beautiful countryside through relocation and new construction, laying a solid foundation for rural poverty alleviation through tourism.

2. Invigorate local tourism resources. The village adopted the "red tourism + cooperative" model to attract outstanding talents to participate in the cooperative and seek development with collective efforts, which provided talent support, institutional guarantee and organizational motivation for poverty alleviation through tourism.

3. Explore diversified approaches to village tourism development. Liangjiagou Village has, based on own clear positioning, integrated its advantages with the demand, resources, ecology, culture and other resources and extended the tourism industry chain. In this way, its reputation is further enhanced, more visitors are attracted and villagers' income are greatly increased.

Next Step

Liangjiagou Village and its surrounding areas are rich in mountain resources, including a mountain cluster of more than 1,500 mu. The highest altitude reaches 450 m, with two small reservoirs and climbing routes built. All these together contribute to the good natural ecological environment. The village plans to carry out moderate tourism development of the mountain cluster through the "tourism + sports" mode, and cooperate with partners to further enrich the tourism form and upgrade the tourism level.



黑龙江双鸭山市饶河县小南河村： 另辟“摄影旅游基地”蹊径，实现脱贫致富梦

**Xiaonanhe Village, Raohe County, Shuangyashan City,
Heilongjiang Province:**
Achieve Poverty Alleviation through Tourism with a Unique
Method of Building a "Photographic Tourism Base"

“ 摘要

“乌苏里江水长又长……白云飘过大顶子山……”一首《乌苏里船歌》让边境小城饶河闻名中外，而如今，大顶子山下的西林子乡小南河村再一次聚集了人们的眼光。这个沉寂了80多年的偏远贫困村，在短短几年间骤然变成一个全国关注的地方，从“花钱等救济，吃饭靠天收”到“绿水青山是金山银山，冰天雪地也是金山银山”，走出了旅游与产业互哺互促的路子，实现脱贫“摘帽”。小南河村被文旅部列入首批乡村旅游重点村、能人带户扶持项目，被黑龙江省文化和旅游厅列入全省乡村民俗旅游示范村。

”

挑战与问题

小南河村近两万亩地都是贫瘠的岗子地，满村的土坯房，收入来源也仅靠种植玉米、大豆。“种地不打粮，一个商店两麻袋货，一个产业是豆腐坊”就是村子当时的真实写照。全村226户村民，农闲时的全部生活就是打牌、喝酒，村子也成了全县有名的“泡在酒缸里”的贫困村。

2015年脱贫攻坚战役打响后，小南河村派驻了第一书记，其从摄影人的独特视角因地制宜，带领村“两委”摸索出独具小南河特色、效果凸显的乡村旅游发展模式。小南河村通过旅游带动产业，又通过产业带动持续增收。通过旅游，一个村庄悄然改变。

措施

1. 依托政策支撑，发展农特产业及民俗旅游。

规划引领定思路，经过全县13个部门组成调研组反复论证后，确立了以大顶子山景区为背景、以饶河大美湿地为依托，以小南河独特关东民俗资源为

特点，打造“大顶子山关东情—小南河农家摄影旅游基地”，发展特色乡村旅游的总体思路。党员干部齐带头，村“两委”深入村民家中做思想工作，共同帮助村民解决疑惑、算好经济账。利用自然资源发展农特产业，在转变群众思想观念上下功夫，鼓励思想先进的农民先行先试，发挥良好的示范引导和带动作用。经济效益“来说话”，以《两天三万元，我们村的“互联网+”》为题，在村里的微信群广泛宣传，通过微店2天在网上销售3万元的蜂蜜，先期运行的“农家乐”饭店也见到了效益，最多的一家年增收近十万元。

2. 推动旅游促消费，助力脱贫攻坚。实施“消



费扶贫+旅游扶贫”助力脱贫攻坚的新机制，推出东北民俗表演等游玩项目、“六大盆”农家美食，建立种养基地保证游客吃到原生态的食品，贫困户和低收入群体一个不落地纳入到了旅游产业发展中。用规范管理促长远发展，成立小南河农家旅游协会，把103户有发展旅游产业意愿的村民全部纳入协会管理，提高参与度。建立规章制度，如统一全村“农家乐”卫生标准和价格，建立准入标准，促进规范化建设。统一模式管理，提升专业化水平，把村内分散“农家乐”资源与其他旅游接待景点联合成为规模实体，严格实行“统一标准、统一价格、统一接待、统一分配、统一结算”的“五统一”管理模式。

3. 整合资源形成扶贫合力。变“单打独斗”为“抱团发展”，由村集体、村民和企业共同入股成立了小南河村农业旅游开发有限公司，逐步建立健全符合市场规律的利益共享和风险共担机制。一是创新入股机制，全民参股受益。村民可认购公司股份，

每股股金2000元，自愿认购股数，募集股金近20万元；贫困群众还可以提供劳动力、房屋、食宿、从事旅游服务等形式入股。二是树立品牌意识，实行品牌营销。注册“小南河村”“南河冷菊”4大类37件商标，推出农家辣椒酱，恢复酒坊、油坊等与旅游相关产业。三是扩大合作经营，实现互利共赢。公司与省内外多家旅行社建立长期合作关系，全村从零开始到接待游客3万余人，营业收入400余万元；依靠社会资本介入扩大公司规模，承建辣椒酱厂厂房及设备采购，主打“小南河村牌”辣椒酱，2019年完成标准化升级改造，新生产线最低年生产量100万瓶，可带动销售额600万元。

4. 文化牵动，变“风光吸引”为“民俗传承”。一是保护传统村落建筑文化。把全村老木刻楞房等历史建筑作为重点对象进行保护和恢复，重点打造9处特色关东民俗屋，3家传统老作坊等传统工艺家庭作坊，提升传统建筑文化价值。二是开发体验乡村民俗文化。将“二月二开耕节”“乞巧节”“端



午情”等系列民俗文化与东北婚俗表演、寺院祈福等项目相结合。三是融合现代文明文化。村内别具东北农村特色的“福屋”成为浙江卫视《我们十七岁》明星真人秀节目“过大年”专辑主要拍摄地，2017年春节期间在全国播出。

成效

小南河村 2019 年被列入首批全国乡村旅游重点村。通过传统文化和现代文化的融合，利用媒体进行宣传，使小南河村被列为黑龙江省乡村民俗旅游示范村。

经验与启示

1. 好的引路人是乡村旅游成败的关键。“党支部 + 公司协会 + 协作营销”的运营模式，能起到用好外力、激发内力，用好能人、带动闲人，形成干事创业合力的作用。

2. 乡村旅游要发挥地缘优势促进乡村融合发展。小南河村将生态底蕴和比较优势进行合理配置，将初具规模的乡村旅游经济延伸到农副产品加工、影视文化带动，彰显其个性和特色，将辣椒酱作为

小南河立村品牌，把大棚园区作为“寒地吉桃”、蓝靛果、赤松茸等新品种采摘园区。

3. 要打通旅游产品销售流通环节。通过农旅相结合，发展休闲农业、田园综合体等接“二产”连“三产”的办法，改变贫困村农产品的形态和性质，使其增加价值。

4. 旅游扶贫影响深远带动力强。旅游扶贫是一种“造血式”扶贫，随着旅游扶贫的不断推进，生产者取得受益，游客购得满意的农特产品，让贫困村的产业扶贫有了精准的方向，形成了密切的产销衔接。

下一步计划

一是培养人才，把想干事、能干事的人培养成专业人才，更新发展理念，更好发挥示范带头作用。二是发挥乡村旅游在乡村振兴中起到的关键作用，通过乡村旅游引领相关产业健康发展，使村民走上脱贫致富的新路子。三是持续抓好地域民俗文化遗产，把挖掘和发展地域文化作为重点，将初具规模的乡村旅游经济延伸到农副产品加工、影视文化带动，彰显其个性和特色。四是加强乡村治理，培育文明村风。从改善人居环境、提高幸福指数入手，探索建立村规民约、文明超市、文明户奖励等制度，加强村风治理，激发群众内生动力。五是打通旅游产品销售流通环节，在消费对接、商贸物流、组织引领及生产加工上力争有所创新。

“ Abstract

The song Chanty of Wusuli singing “There is a long Wusuli river...White clouds float over Dadingzi Mountain...” made Raohe, a small border town, become well-known at home and abroad. Now, Xiaonanhe Village, Xilinzi Township, under Dadingzi Mountain, once again gathered people’s attention. This remote and impoverished village, which has been anonymous for more than 80 years, has suddenly developed into a place attracting nationwide attention in just a few years. By transforming the concept from “waiting for financial relief and reaping crops depending on weather” to “lucid waters and lush mountains are invaluable assets and so are ice and snow”, the village explored a path of mutual promotion between tourism and the industry, and was successfully lifted out of poverty. Xiaonanhe Village has been listed in the first batch of key village tourism villages and the projects of “intellectual support to rural household” by the Ministry of Culture and Tourism, and listed as a provincial demonstration village of rural folk tourism by the Heilongjiang Provincial Culture and Tourism Office.

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Challenges and Problems

Xiaonanhe Village has nearly 20,000 mu barren hills. All the villagers live in adobe houses and rely solely on the planting of corn and soybeans. “Few harvest from planting, two sacks of goods in one shop, and the only industry of tofu workshop” is a true portrayal of the village at that time. 226 villagers in the village used to play cards and drink throughout the slack season, making the village a well-known impoverished village “soaked in a wine jar” in the county.

After the launch of the poverty alleviation campaign in 2015, the first secretary dispatched to Xiaonanhe Village has led the village’s party branch committee and autonomous committee to explore a village tourism development model with unique characteristics of Xiaonanhe Village and outstanding effects based on local conditions from the unique perspective as a photographer. The tourism development in Xiaonanhe Village drives the industry development, which in turn promotes continuous income increase. The tourism development has made Xiaonanhe Village present a new look quietly.

Measures

1. Rely on policy support to develop characteristic agricultural industries and folk custom tourism. Stick to the guidance of planning and define the implementation idea. Upon repeated demonstrations by the investigation team composed of 13 departments in the county, the overall thinking is established that takes the Dadingzi Mountain Scenic Area as the background, Raohe Great Beauty Wetland as the support and Xiaonanhe’s unique folk resources of northeast China as the characteristics to build “Dadingzi Mountain Scenic Area with characteristics of northeast China - Xiaonanhe Rural Photographic



Tourism Base” and develop village tourism with distinctive features. Party members and cadres took the lead together, and the village’s party branch committee and autonomous committee visited the villagers’ homes to do ideological work. Both parties jointly helped the villagers resolve their doubts and make clear the economic accounts. Use natural resources to develop characteristic agricultural industries, work hard to transform the mindsets of the masses, encourage farmers with advanced thinking to try first, and play a good demonstration, guiding and leading role. Make wide promotion with actual economic benefits in the WeChat group of the village with the title of “benefits of RMB 30,000 obtained in two days through the “Internet plus“ model in our village”. By selling RMB 30,000 of honey online through the WeChat shop for two days, the “agritainment” restaurant running as a pilot also saw benefits. The restaurant that earned the most had an annual income of nearly RMB 100,000.

2. Promote tourism-driven consumption and poverty alleviation. Implement a new mechanism of “poverty alleviation through consumption + tourism” to promote poverty alleviation, launch a variety of recreational projects such as Northeast folklore performances and “six-pot” farm food, establish a planting base to ensure that tourists can eat original ecological food, and include all the impoverished households and low-income groups in the development of the tourism industry. Promote long-

term development with standardized management, and establish the Xiaonanhe Farm Tourism Association that brings 103 villagers willing to develop the tourism industry into its management and increases participation. Establish rules and regulations such as the unified sanitary standards and prices for “farmhouses” across the village, establish access standards, and promote standardized construction. Implement unified mode management, improve the professional level, integrate the decentralized “farmhouse” resources in the village with other tourist reception sites into a scale entity, and strictly implement the “five unified” management mode featuring “unified standards, prices, reception, distribution and settlement”.

3. Integrate resources to form a joint force for poverty alleviation. Change from “fight alone” to “development with collective efforts”. The village collective, villagers and enterprises jointly established the Xiaonanhe Village Agricultural Tourism Development Co., Ltd., and gradually set up a sound benefit and risk sharing mechanism in line with market laws. First, innovate the mechanism for equity participation to benefit all villagers. Villagers can subscribe to the company’s shares at a price of RMB

2,000 per share, and voluntarily determine the number of shares subscribed. In this way, nearly RMB 200,000 was raised; impoverished people can also become a shareholder by providing labor, housing, board and lodging, and tourism services. Second, establish brand awareness and implement brand marketing. Register 37 trademarks in four categories of “Xiaonanhe Village” and “Nanhe Chrysanthemum”, launch farm chili sauce, and restore tourism-related industries such as wine workshops and oil workshops. Third, expand cooperative management to achieve mutual benefit and win-win results. The company has established long-term cooperative relations with many travel agencies inside and outside the province. The village has started from scratch to receive more than 30,000 tourists, with an operating income of more than RMB 4 million. The company also expanded its scale by relying on the intervention of social capital, undertook the construction of chili sauce factory and the procurement of equipment. With a focus on “Xiaonanhe Village” chili sauce, the company completed standardized upgrading and renovation in 2019, after which the minimum annual production capacity of the new production line is 1 million bottles, driving a sales of



RMB 6 million.

4. Exert the cultural influence, and change “scenery attraction” to “folk custom heritage”. First, protect the architectural culture of traditional villages. Protect and restore the old woodcut houses, old houses and other historical buildings of the village as key objects, and focus on building nine folk houses with characteristics of northeast China, three traditional old workshops and other traditional craft family workshops, so as to improve the cultural value of traditional buildings. Second, develop and experience rural folk culture. Combine the series of folk custom cultures such as the “Double Second Plowing Festival”, “Qiqiao Festival” and “Dragon Boat Festival” with Northeast wedding custom performances, temple blessings and other projects. Third, integrate modern civilization and culture. The “Blessed House (Fuwu)” with unique rural characteristics in northeast China became the main shooting place for “The Spring Festival” album of the celebrity reality show “We are Seventeen” on Zhejiang TV, which was broadcast nationwide during the Spring Festival period of 2017.



Results

In 2019, Xiaonanhe Village was listed into the first batch of Key Rural Tourism Villages in China. Through the integration of traditional and modern culture and the use of media for publicity, Xiaonanhe Village was listed as the model village of rural folk tourism by Heilongjiang Province.

Experience and Inspirations

1. Good leadership is the key to the success of village tourism. The operation mode of “Party branch + company association + cooperative marketing” can play the role of effectively relying on external forces, stimulating inner driving forces, making good use of professionals and driving idle people, thus forming a synergistic effect in entrepreneurship.

2. Give full play to the geographical advantages in developing village tourism, and promote the integrated development of villages. Xiaonanhe Village reasonably allocated the ecological background

and comparative advantages and extended the village tourism economy that has begun to take shape to the processing of agricultural and sideline products and the promotion of film and television culture to highlight its personality and characteristics. It also built the chili sauce brand of Xiaonanhe Village, and the greenhouse area as a picking area for “peach in cold weather”, *Ionicera caerulea*, red tricholoma matsutake and other new varieties.

3. Open up the sales and circulation links of tourism products. Develop leisure agriculture and pastoral complexes, change the form and nature of agricultural products in poverty-stricken villages and increase their value through the integration of agriculture and tourism, and the connection to the “secondary industry” and “tertiary industry”.

4. The model of poverty alleviation through tourism has a far-reaching effect and forms a strong driving force. The model of poverty alleviation through tourism follows the “blood-making” approach. With continuous advancement of poverty alleviation through tourism, the producers have gained benefits and tourists have purchased satisfactory agricultural products, which has given the poverty-stricken villages a precise direction for industrial poverty alleviation and formed a close connection between production and sales.

Next Step

First, cultivate talents, train those who want to and are capable of making a difference into professional talents, update the development concept, and give better play to the demonstration and leading role. Second, give full play to the pivotal role of village tourism in rural revitalization, and lead healthy development of related industries through village tourism, so that villagers can get rid of poverty and become rich in an innovative way. Third, continue to do a good job in the



inheritance of regional folk culture, focus on exploring and developing regional culture, and extend the village tourism economy that has begun to take shape to the processing of agricultural and sideline products and the driving of film and television culture, so as to highlight its personality and characteristics. Fourth, strengthen rural governance, and create a civilized village style. Take the improvement in the living environment and happiness index as a starting point to explore the establishment of village regulations and non-governmental agreements, civilized supermarkets, rewards to civilized household and other systems, strengthen village governance, and stimulate the inner driving force of the masses. Fifth, open up the sales and circulation links of tourism products, and innovate the consumption docking, business logistics, organizational leadership, and production and processing.



河南济源市： 农旅融合创新帮扶，精准施策兴村富民

Jiyuan City, Henan Province:
Alleviating Poverty by Combining Agriculture and Tourism and
Increasing the Income of Farmers with Targeted Measures

“ 摘要

济源市地处河南省西北部丘陵山区，是传说中愚公移山的地方，旅游资源丰富，历史文化底蕴深厚，是华夏文明的发祥地、河南省历史文化名城。近年来，济源市扎实推进旅游扶贫，打造旅游兴村富民工程，在山区培育了4个旅游产业扶贫带，覆盖30余个贫困村；建立25个农旅融合产业扶贫基地、18个旅游服务驿站；50余个行政村依托旅游观光农业组建了各类新型农民经营合作社和旅游开发公司等经营主体，解决了一些贫困户没项目、缺技术、不懂管理、不会营销的问题，截至2018年年底，全市59个建档立卡贫困村全部出列，2019年全市建档立卡贫困户2073户7084人全部脱贫。其中，35个村借力农旅产业实现了脱贫目标，2300余人走上了稳定的脱贫致富路。

”

问题与挑战

济源市南邻黄河，有举世瞩目的黄河小浪底水库工程，北有我国古代九大名山之一、十大洞天之首的道教文化圣地王屋山，《愚公移山》寓言故事就发生于此。千百年来，王屋山不仅是道家人物采药炼丹，修身养性以求得道成仙之地，它还以其集雄、奇、险、秀、幽于一体的自然景观，吸引了众多的帝王将相、文人墨客来此寻幽探胜，留下许多摩崖石刻和脍炙人口的名篇佳作。诗仙李白有“愿随夫子天坛上，闲与仙人扫落花”，白居易也盛赞“济源山水好”。然而，由于产业基础薄弱，行业人才缺乏，村民观念守旧，祖祖辈辈的愚公儿女们守着“金山银山”却“没饭吃”。

措施

1. 智力扶贫。2016年以来，济源共举办乡村旅游扶贫培训班、全域旅游扶贫培训班、全球文旅

创作者培训班等26期，指导贫困村创建国家A级乡村旅游景区、指导贫困户开办“农家乐”，为全市59个建档立卡贫困村、15个旅游扶贫重点村及省旅游特色村负责人开设“速成班”。

2. 产业扶贫。产业扶贫是脱贫攻坚的主战场。济源借助农村一二三产融合发展，通过培育家庭农场、观光休闲农业合作社等新型农民经营主体，逐步将乡村旅游产业变成农民和贫困人口就近就业的重要渠道。

实例一：邵原镇双房村是济源市实施农旅融合





的先行者，在全市山区率先推行“旅游开发公司+村集体经济组织+农户”“景村一体”的发展模式。村集体和农户分别以土地流转、林地流转和房产租赁、院落租赁的方式与公司合作。

实例二：大峪镇偏看村探索“共建共享+农庄带动”发展模式，着力完善基础设施，发展乡村旅游。把水利小坝改造成风景坝，修缮遗留的水磨坊，把村委会、小学校旧址等公共设施与旅游公共服务共建共享。每年组织举办“仟群牧业全羊宴”“八碗四喜宴”等民俗宴，“去偏看吃羊肉”成了该村一大特色。

实例三：坡头镇栗树沟村倾力打造“村企一家”的村落景区。2018年建成了河南省规模最大的孔雀园，2019年举办第一届孔雀文化艺术节。为满足每年20余万人的购物消费需求，开发旅游土特产品近百种，设立扶贫电商大卖场，通过网络将商品销到国外，如用孔雀毛做成的发卡就很受韩国人喜爱。

实例四：济源山区的万亩优质烟草产业扶贫基地，涉及山区4个镇、18个贫困村、206户贫困户、690名贫困人口。各村采取“基地+烟草农民专业合作社+农户+旅游”的订单式生产经营机制，把分散的一家一户组合起来形成产销利益共同体。如每年举办烟草暨油葵乡村旅游文化节等，2018年带动所有植烟贫困户实现了脱贫。

实例五：王屋镇万亩现代高效农业产业扶贫基地，依托“蔬菜制种+高山蔬菜+旅游”特色产业，采取“公司+基地+农户”的产业化订单式运作经

营模式，每年举办王屋山国际菜花观光节，带动1.5万余户农民脱贫致富。

3. 政策扶贫。济源市《乡村旅游扶贫三年行动计划（2018-2020年）》《乡村旅游发展提质升级行动方案（2018-2020年）》《加快旅游业发展奖励扶持政策》的实施，有力推动了乡村旅游基础设施建设工程、村企结对帮扶工程、乡村旅游人才培训工程、乡村旅游创客基地培育、乡村旅游示范点创建工程、乡村旅游宣传营销和项目招商工程等。

4. 行业“龙头”帮扶。广泛开展“旅游企业+贫困村”手拉手结对帮扶活动。王屋山景区、星级酒店等10家旅游骨干企业与15个旅游扶贫重点村开展结对帮扶，各景区、宾馆设置“贫困村特色农产品”展销专柜，酒店还定期组织厨师下乡为开办“农家乐”的帮扶对象传授厨艺。以王屋老街为依托，开发夜游、灯光秀、演艺等一系列活动，盘活夜间经济。目前仅王屋景区周边沿线就有农家宾馆、酒庄达60余家，直接带动1000余人就业。

5. 营销帮扶。利用微博、微信、抖音、头条号等新媒体推介济源旅游整体形象，叫响“愚公故里、传奇济源”品牌。抖音#去看更大的济源#、#抖音遇见济源#的话题量分别达到782万次、1.3亿次；在郑州地铁窗口加大《那些年小镇》风景、中国猴山“猕猴桃睡大觉”场景的宣传。举办“赏花节、采摘节、美食节、展销会”等体验式节庆活动，举办“暑期快乐老家嗨起来”、（济源）黄河小浪底文化旅游节、“中华愚公魂·文旅好声音”2019王

屋山首届消夏狂欢音乐节等，吸引更多游客。

成效

全市培育出星级乡村旅游经营单位107家，双房村和王庄村、南山儿童公园成功创建3A级景区，荣获全国休闲农业与乡村旅游示范点2个，全国生态文化村2个，河南省特色生态旅游示范镇4个，河南省特色旅游村21个，河南省旅游扶贫示范户30家等。各旅行社纷纷将旅游特色村纳入精品旅游线路，引客进村，许多农民手中的农副产品成了游客的抢手货，为农民带来了直接的现金收入。通过一系列、全方位、多层次的人员培训，全市近2万农民参与了旅游创业就业，贫困村的贫困户就近就地就业率大大提升，为旅游兴村富民起到了积极推动作用。

双房村从过去贫困闭塞的小山村，一举变成3A级乡村旅游景区，村民不仅有固定就业岗位收入，还持股分红，全村11户贫困户中有9户在本村旅游产业发展中实现了脱贫，双房村也成为全市旅游扶贫的“样板”村。大峪镇偏看村“共建共享+农庄+村民”模式，帮助该村17户贫困群众找到了致富路子。栗树沟村“旅游+公司+电商”扶贫模式，使周边郝山、店留、白道河等村的贫困群众有了就业机会，60多个贫困人口参与到了景区保洁、餐饮等服务队伍当中，有6户16人年均增收达3000~12000元。济源山区的万亩优质烟草产



业扶贫基地，2018年带动所有植烟贫困户实现了脱贫。王屋镇万亩现代高效农业产业扶贫基地，带动1.5万余户农民脱贫致富。

经验与启示

1. 全域旅游，振兴乡村经济。济源市坚持全域旅游思维，积极引导贫困村结合实际，深入挖掘本土传统文化资源，大力发展乡村旅游。全市培育星级乡村旅游经营单位107家，建成A级村落景区6个，使昔日贫穷的山村变成了旅游“打卡地”，丰富了乡村文化生活，增加了就业和农民的收入。

2. 农旅融合，开拓增收渠道。济源积极推进与蔬菜制种、烟草、林果、养殖、特色种植、电商特色农业的深度融合，创新采用“旅游+农业”、“公司+基地+农户+旅游”“合作社+基地+电商+农户+旅游”“龙头企业+旅游”等扶贫模式，做到宜种则种、宜养则养、宜工则工，“一村一品”，以特色产业带动贫困群众增收致富。

3. 智志双扶，激活内生动力。坚持扶贫与扶志、扶智相结合，通过政策宣讲、社会动员、媒体宣传、文化烘托、技能培训等，激发贫困户的内生动力，营造了致富光荣、安贫可耻的浓厚氛围。涌现出30多个河南省旅游扶贫示范户，成为大家身边的榜样。

下一步计划

巩固提升全域旅游示范区创建成果，依托地方特色全面推进乡村文化旅游发展。通过开发贫困地区特有的乡村田园、民俗、生态等资源，打造具有地域特点的特色景观和旅游集聚地；通过发展乡村旅游业，拓宽农民增收渠道，让农民依托旅游实现就业、经营，从而带动农村经济发展、基础设施完善和精神面貌转变，助力脱贫攻坚取得实实在在的成效，不断提升农民的幸福指数。

“ Abstract

Located at the hilly and mountainous region in the northwest of Henan Province, Jiyuan is a place where Yu Gong moved mountains in the legend. With rich tourism resources and historical and cultural heritage, it is the birthplace of Chinese civilization and a famous historical and cultural city of Henan Province. In recent years, Jiyuan has been working earnestly to promote tourism-based poverty alleviation and implement tourism development projects in villages. It has developed four tourism-based poverty alleviation belts in the mountainous areas covering more than 30 poverty-stricken villages, and established 25 poverty alleviation bases integrating agriculture and tourism and 18 tourism service stations. More than 50 villages have set up various agritourism-based new rural business cooperatives and tourism development companies, which solves the problem that some impoverished households lack appropriate projects, technology, management and marketing capabilities. By the end of 2018, all of the 59 filed impoverished villages in the city had shaken off poverty. In 2019, 2,073 registered impoverished households with 7,084 people shook off poverty. Moreover, 35 villages achieved the poverty alleviation target by leveraging the agritourism industry, and more than 2,300 people obtained stable sources of income.

”



Problems and Challenges

With the Yellow River running on the south, Jiyuan is the place where the world famous Xiaolangdi Dam is located. On its north lies Wangwu Mountain, one of the nine famous mountains in ancient China, a holy site of Taoism with the first of the ten holy caves, and the place where the fable of Yu Gong Moving the Mountain took place. For thousands of years, Wangwu Mountain is not only the place where Taoists collect herbs, develop elixir and perform self-cultivation to become immortal, but also a place attracting many emperors, nobles, scholars and poets with its magnificent, amazing and quiet natural sceneries, who left many famous words carved on the cliffs. Li Bai, a poet master, once said, “I wish to follow you up to God altar, following Immortals to clean the fallen flowers in free time”. Bai Juyi also said, “Jiyuan has splendid mountains and waters.” However, due to the weak industrial base, lack of talents and the outdated ideas, the descendants of Yu Gong “cannot feed themselves” living near the “mountains of gold and silver” for generations.

Measures

1. Intelligence support. Since 2016, Jiyuan has held 26 sessions of trainings on rural poverty alleviation through tourism, all-for-one tourism poverty alleviation, global cultural tourism works creation, etc. to guide poor villages to create national A-level ruralscenic spots and guide poor families to establish agritainment business. It has also offered “fast training classes” for the heads of 59 filed impoverished villages, 15 key tourism-based poverty alleviation villages and provincial tourism villages across the city.

2. Industry support. Developing competitive industries is the main means to tackle poverty. By integrating the development of primary, secondary and



tertiary sectors of economy in rural areas and fostering new rural business entities such as family farms and village tourism cooperatives, Jiyuan has gradually made rural tourism into an important channel for creating nearby employment opportunities for farmers and impoverished people.

Example 1: Shuangfang Village of Shaoyuan Town is a pioneer in the integration of agriculture and tourism in Jiyuan. It is the first to implement the development modes of “tourism development company + rural collective economic organization + farmers” and “integration of landscape and village” in the mountainous region of the city. The village and farmers cooperate with the operating company through land & forest transfer and house & courtyard lease respectively.

Example 2: Piankan Village of Dayu Town builds the development mode of “joint construction and sharing + farm” stressing the improvement of infrastructure and development of village tourism. The water dam is transformed into a sightseeing dam, and the old water mill is repaired. Public facilities such as village management committees and former primary school and public tourism service facilities are built upon joint efforts and shared publicly. The folk banquets such as “Qian Qun Whole Sheep Banquet” and “Bawan Sixi” organized every year have made “Piankan Mutton” a major feature of the village.

Example 3: Lishugou Village of Potou Town strives to create a rural scenic spot “integrating village and enterprise”. It built the largest peacock garden in Henan Province in 2018, and held the first Peacock Culture and Art Festival in 2019. In order to meet the shopping demands of over 200,000 visitors every year, it has developed nearly 100 kinds of native products, and established the poverty alleviation online markets to sell goods abroad through the network. For example, the hairpins made of peacock feather are very popular among South Koreans.

Example 4: The 10,000-Mu quality tobacco-based poverty alleviation base in the mountainous area of Jiyuan involves four towns, 18 impoverished villages, 206 impoverished households and 690 impoverished people in mountainous area. Each village involved employs the order-based production and operation mechanism of “base + tobacco cooperatives + farmers + tourism” to include separate households into a community with shared interest in production, supply and marketing. Events like the tobacco and oil sunflower village tourism culture festival are organized



every year. Due to such efforts, all tobacco-growing impoverished households shook off poverty in 2018.

Example 5: Wangwu Town’s 10,000-Mu modern efficient agriculture-based poverty alleviation base relies on the characteristic industry of “vegetable seed production + mountain vegetables + tourism” and adopts the industrialized order-based operation mode of “company + base + farmers”. It holds the Wangwu Mountain International Cauliflower Tourism Festival every year, and has helped more than 15,000 rural households to shake off poverty.

3. Policy support. Jiyuan has implemented the Three-Year Action Plan for Rural Poverty Alleviation through Tourism (2018-2020), the Action Plan for Promoting Rural Tourism Development (2018-2020) and the Policy Supporting Faster Development of Tourism, which effectively advances the progress of a series of projects, including the rural tourism infrastructure construction project, village-enterprise supporting project by pairing up, village tourism talent training project, development of village tourism maker base, village tourism demonstration site building

project, village tourism publicity & marketing and project investment attraction project.

4. Support from leading enterprises. Jiyuan has extensively promoted the “tourism enterprises + impoverished villages” supporting program by pairing up. Ten leading tourism enterprises including the Wangwu Mountain Resort and star hotels are mobilized to provide support to fifteen key poverty alleviation villages. An exhibition and sale counter for “characteristic agricultural products of impoverished villages” is set in each such resort or hotel. The hotels also dispatch chefs to the villages to teach cooking techniques to impoverished households running the agritainment business. Centering around the ancient Wangwu Street, a series of events such as night tours, light shows and arts performances are held to revitalize the night economy. At present, there are more than 60 farmhouse hotels and bars around Wangwu resort alone, which directly provide jobs for over 1,000 people.

5. Marketing support. The new media such as Weibo, WeChat, Douyin and Toutiao accounts is employed to promote the image of Jiyuan as a tourism designation and publicize the brand “Yu Gong’s Hometown, Legendary Jiyuan”. The videos of “Going to see a bigger Jiyuan” and “Meeting Jiyuan in Douyin” have been viewed 7.82 million and 130 million times respectively in Douyin. The sights in Na Xie Nian (Those Years) Town and the Sleeping Monkey King image in the Monkey Mountain have been publicized more widely in the Zhengzhou railway system. Besides, a series of immersive festivals including flower festival, picking festival, food festival and trade fair, and other types events such as the “Happy Summer in Hometown”, (Jiyuan) Xiaolangdi Cultural Tourism Festival of the Yellow River, “Spirit of Yu Gong - Good Voices in Cultural Tourism” and the 2019 first summer carnival music festival of Wangwu Mountain are held to attract more tourists.



Results

The 107 star village tourism business units have been established across the city. Shuangfang Village, Wangzhuang Village and Nanshan Children Park have successfully built AAA scenic spots. Now Jiyuan has two national demonstration sites for leisure agriculture and village tourism, two national ecological cultural villages, four characteristic eco-tourism demonstration towns of Henan Province, 21 characteristic tourism villages of Henan Province, and 30 tourism-based poverty alleviation demonstration households of Henan Province. All travel agencies have included characteristic villages into their boutique travel routes to attract customers into villages. The agricultural and sideline products at the hands of farmers have become popular articles for tourists, bringing direct income to farmers. Through a series of comprehensive and multi-level personnel training, nearly 20,000 farmers in the

city get engaged in the tourism industry by setting up their own businesses or working as employees. The local employment rate of impoverished households in impoverished villages has been greatly increased, which plays a positive role in promoting tourism-based poverty alleviation.

Shuangfang Village has been changed into an AAA rural scenic spot from a small poor and remote mountain village. The villagers may not only obtain fixed income from their jobs, but also enjoy dividend distribution. Nine of the 11 poor impoverished households in the village have shaken off poverty due to the development of tourism industry in the village, which also made Shuangfang Village a “model” village for tourism-based poverty alleviation of the city. Piankan Village of Dayu Town has helped 17 households to increase income through the “joint building and shared benefits + farm + villagers” mode. The poverty alleviation mode of “tourism + enterprise + E-commerce” in Lishugou Village provides employment opportunities for the impoverished people

in surrounding villages such as Haoshan, Dianliu and Baidaohe. More than 60 impoverished people have been recruited into the cleaning and catering service teams in the scenic spot, and 6 households with 16 people have increased their average annual income by about RMB 3,000-12,000. The 10,000-Mu quality tobacco-based poverty alleviation base in the mountainous area of Jiyuan helped all tobacco planting households shake off poverty in 2018. Wangwu Town’s 10,000-Mu modern efficient agriculture-based poverty alleviation base has helped more than 15,000 rural households to shake off poverty.

Experience and Inspirations

1. Revitalizing the rural economy through all-for-one tourism. Sticking to all-for-one tourism, Jiyuan works actively to guide impoverished villages to explore local traditional cultural resources and vigorously develop village tourism based on their actual conditions. The city has fostered 107 star village



tourism business units and built 6 A-level rural scenic spots, which has turned the poor mountain villages into the “places-must-go” for tourists, enriched rural cultural life and increased employment opportunities and farmers’ income.

2. Integrating agriculture and tourism to open up channels for income increase. Jiyuan has been working actively to promote the deep integration of vegetable seed production, tobacco, fruit, breeding, characteristic planting and e-commerce, and innovatively adopts the poverty alleviation modes of “tourism + agriculture”, “company + base+ farmers + tourism”, “cooperative + base +e-commerce + farmers + tourism” and “leading enterprises + tourism” to select planting, breeding or manufacturing for poverty alleviation according to the actual conditions and develop “one characteristic product for one village” in order to drive the income increase of impoverished farmers with characteristic industries.

3. Providing intelligence and ambition to arouse the people’s will to change. Jiyuan insists on providing impoverished people with the intelligence and ambition during poverty alleviation. Through policy publicity, social mobilization, media report, cultural promotion and skills training, it manages to arouse inner driving force of the impoverished household to change and creates a strong atmosphere where to be rich is glorious and to be impoverished is shameful. More than 30 households have become the demonstration households of tourism-based poverty alleviation of Henan Province and the role models to follow.

Next Step

Jiyuan will consolidate and upgrade its achievements in building the all-for-one tourism demonstration sites, and comprehensively promote the development of village cultural tourism based on local characteristics. The unique rural scenery, folk customs, ecological



resources, etc. in impoverished areas will be utilized to build characteristic landscapes and tourist destination with regional characteristics. The village tourism will be promoted to broaden the channels for increasing farmers’ income, and help farmers to open own business or get employment opportunities in the industry so as to drive rural economic development, infrastructure improvement and the change in farmer’s spirits, win concrete achievements in poverty alleviation and keep increasing the farmer’s sense of happiness.



吉林延边朝鲜族自治州光东村： 主打少数民族特色的“民俗观光游”， 助力脱贫奔康

Guangdong Village, Yanbian Korean Autonomous Prefecture, Jilin Province:

“Folk Customs Sightseeing” with Ethnic Minority
Characteristics Boosts Poverty Alleviation

“ 摘要

吉林省延边朝鲜族自治州是中国最大的朝鲜族聚集地，位于自治州和龙市东城镇中北部、中朝边境的光东村是延边典型的朝鲜族民俗村，是国家级休闲农业与乡村旅游的示范点。光东村面积724.71公顷，现有6个自然屯，7个自然小组，共有301户人家，781人口，其中朝鲜族人口769人，占全村人口的98%。现有耕地面积411公顷，其中水田171公顷，主要以种植有机绿色大米为主。光东村充分利用自身的优势，探索发展“民俗观光游”“研学游”等产业，为脱贫致富寻找到了好方法，为村子注入了新动力。

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挑战与问题

1. 市场发育不完善。主要表现在旅游资源开发不够，虽然光东村自然风光优美，文化底蕴深厚，但优势没有有效发挥，旅游模式还是以传统的观光游为主，旅游精品线路也多以日间游为主，经济带动效果不明显，没有形成特色品牌优势。

2. 瓶颈问题突出。主要表现在三个方面：一是资金瓶颈。乡村旅游的特点之一是初期投资大、回报慢。对项目投入的资金难以预判，易导致资金周转困难。二是技术瓶颈。光东村以旅游观光为主，

但是想要获得更高的经济效益、社会效益、生态效益的话就必须借助科技的手段，用现代科学技术成果与现代先进的管理手段相结合。三是信息瓶颈。作为乡村旅游企业，缺少国内市场、省内市场的调查，造成信息不对称。

措施

2011年成立了延边光东朝鲜族民俗旅游服务有限公司，开发了朝鲜族民俗体验游、研学游、亲子游、团队定制游等旅游产品，发展农业观光，年接待游客量超过30万人次。同时，积极和东北三省200多家旅行社合作、签约，把光东村做到旅游团队的行程中，让来到长白山和延边的国内外游客在光东村全方位地了解朝鲜族民俗风情和文化。如今，随着旅游资源的不断开发，这里的旅游模式已从传统的民俗观光游发展为朝鲜族文化的深度体验游。特色民宿、共享一条街、观光小火车、共享农业基地、边疆爱国主义教育基地、东北游学疗养基地等硬件的建设，提升了接待服务能力，给游客提供了舒适的居住环境、健康的特色餐饮，甚至难忘的疗养体



验。具体措施可归纳为以下几点：

1. 打造朝鲜特色民宿，有效利用空置资源。运营了 60 家朝鲜族特色民宿（一次性可接待 300 余人），配备 2 栋朝鲜族民俗特色餐厅（可容纳 400 人同时用餐）。由于光东村内空房较多，为了有效利用房屋资源，公司租用村里民房，将民房融入朝鲜族民俗文化，实现“一屋一品”，打造了“朝鲜族人家民宿”的独特品牌。这一项在 2019 年就给村集体创收了 90 万元，光东村集体收入得以提高，村民也从中受益。这种“公司+农户”的合作方式，由村民负责管理经营民宿，真正实现了让利于村民。

2. 鼓励村民参与就业，拓展村民增收致富渠道。带动贫困户脱贫主要采取与村民发展共享农业和增收的方式，这样直接省去中间商赚差价的环节，所获得的效益合理分配给村集体、村民，带领村民共同致富：①组建朝鲜族民俗艺术舞蹈队，为来到光东村观光的游客进行民俗演出，每年演出超过 100 场，增加村民舞蹈队收入 3 万多元，村集体收入了 1 万元。②注册农副产品商标，并打出光东村自己品牌的大米、木耳、蘑菇、蜂蜜等土特产品，让村民们自己种的农产品不愁卖，由公司统一收购、统一销售，帮助增加农民收入。利用东西部合作把光东村的大米销售到浙江，保证村民最大的收益。在吉林省“雪博会”“东北亚展览会”宣传光东村的农副产品，扩大知名度，并通过电商的模式让全国人民吃到健康、绿色的有机大米、木耳等。

3. 开展研学旅游，推动朝鲜族传统文化的宣传。光东村革命老区有着十分光荣的革命历史，全村百余户人家有 20 位革命烈士，村里保留着朝鲜族民俗风情，拥有浓厚的传统文化底蕴和独特的地域优势，并据此开发了红色文化教育、朝鲜族民俗文化教育及体验、新农村建设教育等适合中小学生研学实践的系列课程。让村民来讲解朝鲜族历史文化、朝鲜族白衣之礼，以及农业生产等，把光东村村史沿革、革命历史、风土人情、民族团结、发展变化，通过教育和体验的方式宣传给青少年。

4. 加大旅游资源开发力度。创办朝鲜族主题音乐节、露营节等夜游活动，利用声光电打造极彩田园夜景及梦幻光影秀、开办乡村夜间文旅消费集聚区、打造夜间特色体验活动及传统技艺展演等，培育多元化夜间消费模式，产生规模经济效益。

成效

光东村现在已成为著名的朝鲜族民俗村，是民俗旅游、观光体验、风味餐饮等功能融于一体的 2A 级现代农村田园旅游新区，先后被评为“延边州魅力乡村”“中国少数民族特色村寨”“五好明星村”“省级生态示范村”“吉林省特色民宿”“全国文明村镇”“吉林省 5A 级乡村旅游景区”“全国重点旅游乡村”。

经验与启示

面临激烈的旅游市场竞争与压力，乡村旅游产业化须立足本土，体现本土化、地域性特色，明晰自身的优劣，打造乡村旅游特色化，建设完善有序的光东村文化和旅游产品及衍生品的销售市场，全面推动乡村旅游信息化建设过程，放眼国内旅游的大环境，在探索中寻求发展，在创新中求壮大。

下一步计划

光东村的发展愿景是“努力打造中国朝鲜族文化旅游第一村”。坚持企业“通过旅游带动一千户村民共致富”的价值观，计划打造“医养结合”康养度假区，用“企业+村集体+农户”的互进互赢模式，进一步加大产业合作力度，让更多的村民能够参与进来，让更多外出的年轻人愿意回来发展，不断引进人才加强旅游人才交流，全面提升村民服务意识，为乡村振兴和决胜全面小康注入更强劲动力。

“ Abstract

As the largest Korean populated place in China, Yanbian Korean Autonomous Prefecture of Jilin Province is located in north central Dongcheng Town, Helong City of the autonomous prefecture. Guangdong Village on the border between China and North Korea is a typical Korean folk customs village in Yanbian and a state-level demonstration site of leisure agriculture and village tourism. With an area of 724.71 hectares, Guangdong Village has six natural communities and seven national groups, with 301 households in total or 781 people, among whom 769 are Korean, accounting for 98% of the total population of the village. The existing agricultural acreage is 411 hectares, including 171 hectares of paddy fields which are mainly used to plant organic green rice. By making full use of its advantages, Guangdong Village explores and develops industries such as “folk custom sightseeing” and “research and study tour”, so as to find a good way to get rid of poverty and get rich, and inject new impetus into the village.

”





Challenges and Problems

1. The market is underdeveloped. This is mainly reflected in insufficient development of tourism resources. Although Guangdong Village has beautiful natural scenery and profound cultural deposits, its advantages have not been effectively brought into play. Moreover, its tourism mode is still dominated by traditional sightseeing tour, and most of its best tourist routes are dominated by daytime tours, without obvious economic driving effect or distinctive brand advantage.

2. Bottleneck problems are prominent. There are mainly three aspects: First, insufficient assets. One of the characteristics of village tourism is large initial investment and slow return on investment. It is difficult to predict the funds invested in the project, which may easily lead to the difficulty in turnover of

capital. Second, technological difficulties. Guangdong Village mainly focuses on tourism. However, in order to obtain higher economic, social and ecological benefits, it is necessary to combine modern scientific and technological achievements with modern advanced management methods by means of science and technology. Third, information bottleneck. As an enterprise for village tourism, it lacks the investigation of domestic market and provincial market, resulting in information asymmetry.

Measures

In 2011, Yanbian Guangdong Korean Folk Customs Tourism Service Co., Ltd. was established to offer tourism products, including Korean folk customs experience tour, research and study tour, parent-child tour and customized team tour, and develop agricultural tourism, receiving more than 300,000 tourists each year. At the same time, the company has actively cooperated and signed contracts with more than 200 travel agencies in three provinces in Northeast China to include the visit to Guangdong Village into the agenda of tour group, so that domestic and foreign tourists who come to Changbai Mountains and Yanbian can have a comprehensive understanding of folk customs and culture of the Korean ethnicity in Guangdong Village. Nowadays, with the continuous development of tourism resources, the tourism pattern here has developed from traditional folk custom tourism sightseeing tour to deep experience tour of Korean ethnic culture. The construction of shared homes with characteristics, a street with shared things for people, sightseeing train, shared agricultural base, patriotism education base in border area, the base of study tour and rehabilitation in northeast China and other hardware facilities have improved the reception and service capacity, providing tourists with comfortable living environment, healthy specialty catering and even unforgettable rehabilitation

experience. Concrete measures can be summarized as follows:

1. Build shared homes with characteristics of China's Korean ethnicity and use idle resources. The company operates 60 shared homes (capable of accommodating over 300 tourists) with features of China's Korean ethnicity and two restaurants (which can seat 400 people) with characteristic folk customs of Koreans. Since there are many vacant houses in Guangdong Village, the company rents houses in the village to make effective use of housing resources. It integrates the houses into the folk custom culture of Korean ethnicity to make each house have its own style and build a unique brand of "shared homes with features of Korean ethnicity". This brings revenue of RMB 900,000 for Guangdong Village in 2019, increasing collective revenue of the village and benefiting villagers. The cooperative mode of "company plus peasant household" allows villagers to manage and operate shared houses, benefiting the villagers in a real sense.

2. Encourage villagers to participate in employment and expand the channels for increase of their income and wealth. The main way to drive poverty-stricken households out of poverty is to develop and share agriculture and increase income with villagers. In this way, there will be a better profit margin by cutting out the middleman directly, and the benefits obtained can be reasonably distributed to village collectives and villagers, leading villagers to common prosperity: ① A dance team of folk art of Korean ethnicity has been created to perform for tourists of Guangdong Village. More than 100 performances are performed every year, increasing the income of the dance team by more than RMB 30,000 and that of village collective by RMB 10,000. ② Trademarks of agricultural and sideline products have been registered, and Guangdong Village has its own brand of rice, edible tree fungus, mushroom, honey and

other native products. In this way, villagers' agricultural products will find a ready market, because they will be purchased and sold by companies, which help farmers increase income. The rice from Guangdong Village will be sold to Zhejiang Province through the cooperation between the east and the west, so as to ensure the maximum income of the villagers. Aside from that, Guangdong Village's agricultural and sideline products are publicized at Jilin's Snow Exposition and Northeast Asia Expo to expand popularity. Healthy, green organic rice and edible tree fungus are also sold online.

3. Conduct study tours to drive the promotion of traditional culture of Korean ethnicity. With a very glorious revolutionary history, Old Revolutionary Base Area of Guangdong Village has 20 revolutionary martyrs in more than one hundred households. Keeping folk custom of Korean ethnicity, the village boasts profound traditional cultural deposits and unique geographical advantages, based on which a series of courses, such as education of the revolutionary culture, folk culture education and experience of Korean ethnicity, and new rural construction education, have been developed for primary and middle school students. Villagers will serve as guides and tell visitors about the history and culture of Korean ethnicity, the custom of wearing white plain clothes and agricultural production, so that the history, revolutionary history, local



conditions and customs, national unity, development and changes of Guangdong Village can be publicized to teenagers through education and experience.

4. Increase efforts to develop tourism resources.

The village offers night travel activities, such as Korea ethnicity-themed music festival and camping festival. Sound, light and electricity are used together to create extremely colorful rural night scenes and fantasy light shows. Additionally, there is a gathering area for cultural and tourism consumption, experience activities with characteristics and performance of traditional skills at night. Diversified night consumption patterns are developed to generate scale economies effect.

Results

Guangdong Village has now become a famous folk custom village of Korean ethnicity. It is a new area of AA modern rural pastoral tourism that integrates the functions of folk custom tourism, sightseeing experience and unique catering. It has been successively rated as “Charming Village in Yanbian”, “Village with Characteristics of China’s Ethnic Minority”, “Star Village with Five Good Characteristics”, “Provincial-level Ecological Demonstration Village”, “Shared Homes with Characteristics in Jilin Province”, “Civilized Village in China” and “5A-level Village Tourism Scenic in Jilin Province” and “Key Tourism Village in China”.

Experience and Inspirations

Amid fierce competition and great pressure in tourist market, industrialization of village tourism should be based on local and reflect local and regional features, with advantages and disadvantages defined, so as to create village tourism with characteristics and build a sound and orderly sales market for cultural and tourism products and derivatives in Guangdong Village.



comprehensively promote information construction of village tourism, take a broad view of domestic tourist environment and seek development in exploration and growth in innovation.

Next Step

The development vision of Guangdong Village is to “strive to build the No.1 village for cultural tourism featuring China’s Korean ethnicity”. It pursues the values that “enterprise helps one thousand of households become rich through tourism”. In addition, it plans to build a health maintenance resort with a “combination of medical treatment and endowment” and further strengthens industrial cooperation with mutual promotion and win-win mode featuring “enterprise plus village collective plus peasant household”, allowing more villagers to participate and more young people to come back to find jobs. The village will continue to introduce talent, strengthen tourism talent exchange and comprehensively enhance the villagers’ sense of service, so as to give a stronger impetus into rural revitalization and building of a moderately prosperous society in an all-round way.



安徽六安市金寨县渔潭村： 利用“五个着力”，绘制乡村旅游扶贫蓝图

**Yutan Village, Jinzhai County, Liu'an City, Anhui Province:
Draw the Rural Poverty Alleviation Blueprint through Tourism
with “Five Underlying Points”**

“ 摘要

金寨县天堂寨镇渔潭村是大别山革命老区颇具代表性的重点贫困村之一，在决战决胜脱贫攻坚中成效显著，贫困户脱贫实现“清底见零”。村子通过“五个着力”打造乡村旅游扶贫样板：着力绘好一张蓝图，规范“三家、两谷、一中心”乡村旅游重点项目；着力打造一个阵地，融合大别山风景线文旅元素；着力打造一个村庄，建设宜居宜游的旅游集聚区；着力扮靓一个品牌，丰富旅游产品宣传媒介；着力锻造一个班子，培养旅游产业发展优秀人才。同时，依托发展“企业+农户+旅游”全域旅游方式，走出了一条特色鲜明、成效显著、多规融合的脱贫致富新路。

”

挑战与问题

渔潭村地处国家天马自然保护区，是国家5A级景区天堂寨东大门。全村总面积20.5平方公里，辖16个村民组，共有485户1713人，其中建档立卡145户463人，贫困人口发生率高达26.97%。2016年以来，渔潭村先后被列入省级美丽乡村示范村、省级乡村旅游扶贫重点村，这为脱贫攻坚注入了强劲动力。

渔潭村存在的主要问题：地处偏远，距县城约



120公里，是典型的偏远山中村；全村农民人均纯收入明显低于全省平均水平，基础设施建设和基本公共服务水平滞后，村集体经济薄弱，是名副其实的“一低一高一无”村；全村旅游景点分散，缺乏整体规划，旅游产业带动效益不足；地方特色农产品丰盛，但产业缺乏融合。

措施

1. 着力绘好一张蓝图，长效促进脱贫增收。渔潭村位于燕子河大峡谷景区和天堂寨景区之间，大别山风景道穿村而过，村内景观优美、民风淳朴。渔潭村编制了《2016-2020年乡村旅游扶贫规划》，启动“三家、两谷、一中心”乡村旅游重点项目建设，即建设特色文化一条街“渔夫人家”、打造精品民宿一体化的“和谐农家”、展现民俗一家亲的“梦里老家”，着眼“一村一品”的养生核桃谷、以峡谷漂流为主线的动感童话谷，配套功能完备的综合服务中心，做到一张蓝图绘到底、一体建设干到底。

2. 着力打造一个阵地，融合党群游客中心。渔潭村依托党群服务中心，有效整合旅游扶贫资金300余万元，先后建成党群服务中心和服务游客接待中心，实现游客接待休憩、新时代党员志愿服务等10余项功能；紧抓大别山风景道节点打造机遇，建成红岭公路渔潭旅游驿站，配套驿站服务设施；投入资金150余万元，打造休闲步道等人居环境改善重要节点。

3. 着力打造一个村庄，保障群众安居乐业。建设中融入“徽派建筑”马头墙等文化元素，凸显地方旅游特色文化。全村实施易地搬迁63户219人，建成搬迁新村占地达200余亩，把分散旧屋聚居打造成为宜居宜游的旅游集聚区，让游客吃地道的渔潭农家特色美食，住“似提蓝背篓、如一叶扁舟、貌若斗笠、形同竹筒”的精品民宿，游渔夫潭峡谷夜景漂流，行动感童话谷健身步道，看古民居汪氏宗祠民俗文化大戏台和柳家冲核桃科普体验馆，娱农夫文化体验和康乐中心，购西元山核桃等特色农产品。

4. 着力扮靓一个品牌，彰显脱贫成果效应。2018年以来，村党支部发挥省内外优质媒介优势，

先后引荐23家媒体为渔潭村推介宣传。安徽省电视台、皖西日报社等多家媒体对乡村旅游资源和脱贫攻坚成效进行专题报道，其中：《皖西日报》以“山村蝶变 幸福花开”为题，报道渔潭村脱贫攻坚工作见闻；《皖西发展研究》第241期，以“蝶变换新颜、破茧展芳华”为题，记录了渔潭村的乡村振兴之路。

5. 着力锻造一支队伍，夯实旅游发展堡垒。坚持把加强脱贫攻坚队伍建设和旅游人才培养作为关键之举，市文旅局先后选派2名领导干部担任驻村扶贫第一书记，地方党委政府派驻党建指导员1名，村两委聘请专职扶贫专员1名，形成“市、乡、村”三级齐抓共管的局面。组织全村300余人参加旅游扶贫产品开发实训，为推动党的建设与旅游扶贫互动发展提供人才支撑。

成效

1. 资源进一步盘活，村民收入持续增长。通过旅游扶贫开发，把群众增收作为推动脱贫攻坚、引领致富奔小康的重要途径，以旅游盘活村级发展资源。截至2019年年底，全村人均纯收入突破万



元，村集体经济年收入超过 30 万元，贫困发生率由 29.93% 降至 0，全面实现了“户脱贫，村出列”目标。

2. 产业进一步壮大，支撑基础逐步夯实。在产业发展中突出农旅互动，在天堂寨 5A 级风景区带动下，来村游客量逐年稳步增长，村主导产业光伏产业、农业观光园、山核桃基地等农业产业初具规模。

3. 乡村进一步美丽，村容村貌焕然一新。依托大别山风景道建设和乡村旅游发展，渔潭村的绿水青山得到了有效的涵养和保护，全村 485 户群众全部住上了安全房、喝上了放心水、联上了宽带网、用上了安全电、走上了致富路。

4. 乡风进一步文明，发展局面更加和谐。渔潭村通过充分发挥党群服务中心、新时代文明实践站、正威振风超市教育引领作用，广泛开展“讲文明、树新风、除陋习”各类主题活动，全村群众文明和谐蔚然成风。



化支部的核心引领地位，积极发挥村党支部先锋模范作用，以“脱贫之星”“致富带头人”等模范典型为示范，有效提升党组织在群众中的威信，为决战决胜脱贫攻坚、实施乡村振兴保驾护航。

下一步计划

“脱贫摘帽不是终点，而是新生活、新奋斗的起点。”渔潭村的发展模式昭示了坚决打赢脱贫攻坚战的信心和决心。下一步，要继续推进全面脱贫与乡村振兴有效衔接，探索建立长短结合、标本兼治的乡村旅游发展体制机制，全面激发村民群众自我发展的内生动力，促使渔潭村实现脱贫出列到民富村强、一业引领到多业融合、乡村治理文明和谐的生动局面。

经验与启示

1. 必须坚持科学规划多规相融。把旅游开发与脱贫攻坚任务同步规划、同步落实，统筹一体化推进，避免了重复规划和重复建设，降低了发展成本，提升了发展效率，取得了明显实效。

2. 必须坚持资源整合合力攻坚。有效整合易地扶贫搬迁、乡村旅游扶贫、美丽乡村建设等多方资金和旅游人才资源，动员村民群众力量参与建设，为办大事、办成事打下坚实基础。

3. 必须坚持功能造血持续发展。“输血式”扶贫不是长久之计，“造血式”扶贫才是发展之路。在全村规划上摒弃以破坏生态为代价的短视行为，坚决实施旅游开发百年大计；在贫困群众扶持帮扶上，积极引导动员搬迁打造村庄、鼓励发展乡村产业、积极引导实现旅游就业，确保群众可持续增收。

4. 必须坚持支部引领保驾护航。渔潭村切实强

Abstract

Yutan Village, Tiantangzhai Town, Jinzhai County, one of the representative major target villages of poverty alleviation in the Dabie Mountain Old Revolutionary Base Area, has achieved a perfect victory in the poverty reduction campaign and helped all impoverished households to step out of poverty. Draw a Rural Poverty Alleviation Blueprint through Tourism with “Five Underlying Points”: It has focused on drawing one blueprint and developed the major village tourism project of “Three Homes, Two Valleys and One Center”; it has focused on forging one front and integrating cultural tourism elements of the Dabie Mountain landscape line; it has focused on building on village and constructing a tourism gathering area that is suitable for both residence and tourism; it has focused on refining one brand and enriching the media communicating tourism products; and it has focused on building one team and cultivating excellent talents propelling the tourism industry development. At the same time, it has blazed a new trail to step out of poverty and get rich by developing an all-for-one tourism pattern integrating “enterprise + household + tourism”. The pattern has proved distinctive features, evident achievements and integration of multiple standards.

”



Challenges and Problems

Located in the National Tianma Nature Reserve, Yutan Village is the east entrance to Tiantangzhai, a national 5A-level scenic spot. Covering a total area of 20.5 square kilometers, the village supervises 16 resident groups and 485 households with a total of 1,713 residents, including 463 residents from 145 registered impoverished households, and the incidence rate of impoverished population is up to 26.97%. Since 2016, the village has been identified as a provincial model village of “Beautiful Countryside” and a provincial major target of rural poverty alleviation through tourism, which has injected a mighty drive to win the poverty alleviation campaign.

Major problems faced by Yutan Village: About 120 kilometers away from the county, it is a typical village in the remote mountain; the net per capita income of local peasants is evidently lower than the average level across the province; the infrastructures and basic public services were obsolete, the collective economy was weak, and the village was a true village with “One Low, One High and One Absence”; the tourism destinations in the village were scattered, lacking overall planning, which eroded the driving role of the tourism industry; and the local distinctive agricultural products were rich but the industry was not well integrated.

Measures

1. Focus on drawing one blueprint to promote long-term poverty alleviation and income growth. Yutan Village is located between the Yanzihe Grand Valley and Tiantangzhai, two scenic spots, the Dabie Landscape Highway winds its way across the village, and the village boasts a picturesque view and simple folk custom. Yutan Village has prepared the 2016-2020 Rural Poverty Alleviation through Tourism Planning, and implemented a major rural tourism project



featuring “Three Homes, Two Valleys and One Center”, namely: Construct a “Fishermen’s Home” - a street highlighting personalized culture, a “Harmonious Rural Home” - a street aimed to build an integrated premium rural inn cluster, and a “Hometown in the Dream” - a street presenting folk customs, a Health Walnut Valley reflecting the “One Village, One Product” concept, the Sporty Fairy Tale Valley highlighting canyon rafting as the hit product and an integrated service center with sound supporting functions. The project stresses the generic guideline of the blueprint and the integrative concept.

2. Focus on building one position, and fuse the Party-Mass-Tourist Center. Yutan Village has effectively integrated a fund for poverty alleviation through tourism of more than RMB 3 million and successively built the Party-Mass Service Center and the Tourist Service and Reception Center based on the Party-Mass Service Center. The centers realize more than 10 functions, including tourist reception and rest as well as the Party Member’s Volunteer Service in the new era. It has availed itself of the Dabie Landscape Highway to build the Yutan Tourist Guesthouse along the Hongling Highway, and constructed relevant service facilities. It has invested more than RMB 1.50 million in improving important nodes of the residential environment, including recreational footway.

3. Focus on building one village to assure happy residence and employment of the local community. Yutan Village has integrated the horse head wall and

other cultural elements of “Anhui-style Architecture” into its architectural blueprint and highlighted local personalized tourist culture. The village has resettled 219 people from 63 households to another place, built a new resettlement village covering a land area of more than 200mu (1mu = 666 square meters) and integrated old scattered houses into a tourist gathering area that is suitable for both residence and tourism. In the village, tourists can taste original featured rural foods of the village, reside in the premium rural inns “that look like a basket on the back, a small boat in the ocean, a bamboo hat and a bamboo tube”, travel the Fishermen’s Canyon, enjoy the night view and rafting, wander on the fitness footway along the Sporty Fair Tale Valley, watch the folk custom and cultural grand theater in the ancient rural residence Wang’s Ancestral Temple and the walnut popular science and experience hall in Liujiachong, entertain themselves at the Peasant Cultural experience and Rehabilitation Center, and buy the Xiyuan Mountain Walnut and other featured agricultural products.

4. Focus on building one brand, which has highlighted the poverty alleviation result and

effect. Since 2018, the Party Sub-branch of the village has exerted the advantages of high-quality media institutions from inside and outside the province and successively introduced 23 media institutions to promote the village. Anhui TV Station, Wanxi Daily Newspaper Office and other media institutions have published respective feature reports on the village in respect of tourism resources and results of the poverty alleviation campaign. In particular, West Anhui Daily has published a report entitled “A Gradual Evolution of a Mountainous Village, a Surge of Happiness Flowers”, which has shared the story about Yutan Village as to the poverty alleviation campaign. West Anhui Development Research Issue 241 has covered the way of rural revitalization in the mountainous village in a feature entitled “Take a New Look through Gradual Change, Exhibit Fascination out of Cocoon”.

5. Focus on forging a force to consolidate the fortress of tourism development. The village has focused on strengthening the poverty alleviation team and tourism specialist development as two mainstays. The Cultural and Tourism Bureau of the city has successively dispatched two leading cadres to serve





as the First Party Secretary shouldering the mission of poverty alleviation to the village, the local Party Committee and government have sent one Party construction advisor, and the Party Committee and the Farmers' Committee of the village have invited one full-time poverty alleviation specialist. This has formed a three-level architecture consisting of the "city, township and village". The village has organized an actual operation training on development of poverty alleviation products for more than 300 peasants for the purpose of providing a human resource support for the interactive development of both Party construction and tourism-based poverty alleviation.

Results

1. The village has further mobilized resources and villagers' income has kept rising. After implementing the poverty alleviation through tourism, the village has defined the public income growth as an important way to advance the poverty alleviation campaign and guide the local community to get rich and march towards a well-off society. Meanwhile, the village has mobilized its local development resources through tourism. By the end of 2019, the village had recorded a per capita income of RMB 10,000 and an annual income of more than RMB 300,000 from the collective economy, and reduced the poverty incidence rate from 29.93% to 0, and fulfilled the objective of "households step out of poverty and the village is no longer an impoverished

village" in an all-round manner.

2. The industry has grown even bigger and stronger and gradually cemented the supporting foundation. The village has highlighted the agriculture-tourism interaction in the course of industrial development. Driven by the Tiantangzhai 5A scenic spot, the village has attracted a growing tourist base and preliminarily developed the agriculture-related industries, including photovoltaic industry, agricultural sightseeing park and mountainous walnut base.

3. The village has become more beautiful and taken on an all-new look. Supported by the construction of the Dabie Landscape Highway and village tourism development, Yutan Village has effectively nourished and conserved its green hills and clear waters. All 485 households in the village have moved to safe houses, accessed safe water supply, broadband network and safe power supply, and been on the way of getting rich.

4. The rural style has become even more civilized and the development landscape has got even more harmonious. Yutan Village has given full play to the educating and guiding roles of its Party-Mass Service Center, the Station of Civilization Practice in the New Era and Zhengwei Zhenfeng (Back on Track) Supermarket, and launched various theme campaigns aimed to "stress civilization, build new style and eradicate outdated custom". All peasants in the village have further improved their civilized manner and advanced social harmony.

Experience and Inspirations

1. We must adhere to scientific planning and multiple planning integration. The village has synchronously drawn the tourism development blueprint and poverty alleviation blueprint, integrated them in concrete implementation, and thus avoided duplicated construction and duplicated planning.

This has reduced the development cost, improved the development efficiency and made an obvious actual difference.

2. We must adhere to resource integration and poverty alleviation with joint force. The village has effectively integrated the funds from multiple sources, including nonlocal resettlement for poverty alleviation, rural poverty alleviation through tourism and beautiful countryside construction, and tourist human resources, and mobilized the local community to participate in the blueprint, which has laid a solid foundation for a great cause and its realization.

3. We must adhere to the blood-making function and sustainable development concepts. The poverty alleviation pattern like "blood transfusion" can't work long, and only the "blood-making" poverty alleviation is the way out. When drawing the planning blueprint, the village has avoided the short-sighted concept of ecological cost and resolutely implemented the centurial roadmap for tourism development. To help the impoverished group, the village has actively mobilized their resettlement, built a new village and encouraged the development of rural industries. Moreover, it has actively navigated the local community to get employed in the tourism industry and ensured their income has kept rising.

4. We must adhere to the Party Sub-branch's role as the escort. Yutan Village has effectively reinforced

the core guiding position of the Party Sub-branch and actively played its pioneer and example role. It has the examples of "Poverty Alleviation Star" and "Get-rich Pioneer", effectively made the Party organization more credible and authoritative in the public, and escorted the expedition to win the poverty alleviation campaign and implement the rural revitalization strategy.

Next Step

"Poverty eradication is not the ending point, but the starting point of a new life and new struggle". The development pattern of Yutan Village has demonstrated the confidence and resolution to firmly win the poverty alleviation campaign. Next step, the village should effectively combine comprehensive poverty eradication and rural revitalization as usual, explore the village tourism development pattern and system that combines the long term and the short term and cure both the root and the symptom, and stimulate the inner driving force of the local community to seek self-development. Moreover, the village should forge ahead from poverty eradication to public enrichment and collective prosperity, evolve from the guide by one industry to the integration of multiple industries, and stage a vital landscape of rural governance civilization and harmony.





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