



WORLD TOURISM ALLIANCE

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2019世界旅游联盟旅游减贫案例  
WTA BEST PRACTICE IN POVERTY ALLEVIATION THROUGH TOURISM 2019



# 世界旅游联盟 旅游减贫案例

## WTA BEST PRACTICE IN POVERTY ALLEVIATION THROUGH TOURISM



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 WORLD TOURISM ALLIANCE



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# 前言

随着全球旅游业的快速发展，以及旅游业和经济社会融合程度的加深，旅游在给旅游者带来美好生活享受的同时，以其更大的规模和前所未有的责任意识，为全球减贫事业做出越来越多的贡献。旅游业作为综合性产业，产业关联度高，和一二三产能形成广泛关联，在贫困乡村地区经济社会发展体系中正在由辅助角色转换为关键推动力量，在世界减贫事业中扮演着重要的角色。

世界旅游联盟（WTA）自 2017 年成立以来，将自身定位为旅游减贫事业的倡导者和践行者，将“旅游促进减贫”作为联盟三大使命之一。为践行联盟使命和社会责任，世界旅游联盟于 2018 年 9 月在中国杭州成功举办以“减贫与发展——世界旅游业的共同愿景”为主题的首届“世界旅游联盟·湘湖对话”活动，并联合世界银行和中国国际扶贫中心发布了《2018 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传播了经验。

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，2019 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《2019 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、中国相关政府部门等多渠道广泛征集旅游减贫案例。本着公平公正的原则，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标准进行遴选审议，最终确定 30 个优秀案例。案例形成了政府与市场双轨并行、内资和外资共同投入，从区域试点到大范围推行，从资金、政策支持到人才、智力支持等多种旅游扶贫模式，以其强大的市场优势、新兴的产业活力、强劲的造血功能、巨大的带动作用，在扶贫开发中发挥着日益显著的作用。

世界旅游联盟始终致力于发挥自身平台优势和资源优势，加强业界和政府部门之间、旅游减贫事业实践者和研究者之间的亲密合作，在实践中总结减贫方面的先进经验和案例，为正在拓宽旅游减贫局面的各级政府和市场主体提供重要的交流机会和参考价值。世界旅游联盟将继续在全球旅游减贫事业中持续深耕，为践行“旅游让世界和生活更美好”的宗旨和“旅游促进减贫”的使命，不断探索，砥砺前行。





# FOREWORD

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With the rapid development of the global tourism industry and the closer integration of the tourism industry with the economy and society, tourism not only brings tourists a better life, but also makes growing contribution to the global campaign against poverty on a larger scale and with an unprecedented sense of responsibility. Given its comprehensive coverage, tourism is closely linked with both the primary, secondary and tertiary industries. It is shifting from a supporting role to a key driving force in the economic and social development of poor rural areas, and playing a significant role in the global cause of poverty reduction.

Since its establishment in 2017, the World Tourism Alliance (WTA) has positioned itself as an advocate and champion of poverty alleviation through tourism, and taken “tourism for poverty alleviation” as one of its three missions. In order to fulfill its mission and social responsibility, the WTA successfully hosted the first Xianghu

Dialogue in September 2018 in Hangzhou, China, with the theme of *Poverty Alleviation and Development - Shared Responsibilities of World Tourism Community*, and published the *WTA Best Practice in Poverty Alleviation through Tourism 2018* together with the World Bank Group (WBG) and the International Poverty Reduction Center in China (IPRCC), offering positive cases and experience for promoting poverty alleviation through tourism.

In order to fully leverage the demonstrative effect of typical cases and share international experience of poverty reduction through tourism, in 2019, the WTA has once again worked with the WBG and IPRCC to publish the *WTA Best Practice in Poverty Alleviation through Tourism 2019*. Through the channels of relevant international organizations, WTA global members and Chinese government departments, we have solicited and selected 30 cases in keeping with the principles of fairness and justice and based on indicators such as quantifiable poverty reduction effect, innovation, replicability, positive social impact and sustainability. Fueled by both government and industry, domestic and foreign investment, diversified models of poverty alleviation through tourism have been developed in these cases, from regional pilots to large-scale implementation, from capital and policy support to talents and intellectual support. These cases have been playing an increasingly significant role in poverty alleviation with their strong market advantages, vitality of emerging industries, powerful impetus and leading effect.

Building on its platform and resource advantages, the WTA has been committed to strengthening cooperation between the tourism industry and government departments, and between the program operators and researchers in the campaign of poverty alleviation through tourism. The advanced experience and cases gathered in the practice of poverty reduction provide important communication opportunities and inspirations for governments and market players at all levels that are looking to expand the campaign of poverty alleviation through tourism. The WTA will continue to dedicate itself to promoting poverty alleviation through tourism, and continue to seek new progress in fulfilling the purpose of *Better Tourism, Better Life, Better World* and the mission of “promoting tourism for poverty reduction”.



## 贵州遵义花茂村：精准扶贫与环境治理并重，乡村振兴新范本

Precision Poverty Alleviation & Environmental Management, a New Model of Rural Revitalization at Huamao Village, Zunyi, Guizhou

### “ 摘要

花茂村从一个籍籍无名的贫困，一跃成为贵州乡村振兴的范本，脱贫攻坚成效显著。首先，立足产业兴旺，实施产业富民工程，解决当地群众就业600余人，带动贫困人口就业56人，年均增加收入15万元；其次，提升乡村环境整理的效用，从环境保护、产业发展、文化挖掘、便民服务、管理优化五个方面提升花茂村环境，实现民居改造率100%、庭院整治率100%；立足乡土文化，致力于保护和传承红色文化和当地传统文化，丰富了群众的业余文化生活。同时，通过成立乡村旅游协会、农村专业合作社等，走“公司+农户+合作社+协会”等模式，把第一产业与第三产业融合变成旅游新业态，积极探索美丽乡村建设的模式和机制，走出了一条有特色、可借鉴，统一性与个性化兼具的美丽乡村探索之路。

”

### 挑战与问题

花茂村位于贵州省遵义市播州区枫香镇之东北部，全村总面积9.8平方公里全村辖26个村民组，有1345户4950人，其中建档立卡48户159人，贫困人口发生率为3.2%，群众经济收入以种植、养殖、土陶生产、务工收入为主。花茂村于2015年荣获全国“最美红村”、“全国度假社区”称号，2017年荣获“中国乡村旅游创客示范基地”、“贵州省乡村旅游扶贫示范村”，“美丽乡村”建设的“花茂路径”因此在全省推广。2015年6月16日，习近平总书记到花茂村考察，为打赢脱贫攻坚战带来强劲动力。

花茂村曾是一个籍籍无名的贫困村，高峰时期有3000多人在外务工讨生活。存在主要问题：核心景点分散，缺乏联动性；核心区有旅游，但带动效益不足；农产业态丰盛，但产业缺乏融合。

### 措施

1、立足产业兴旺，实施产业富民工程。引进了山东寿光九丰、天津枫桦等公司到村种植蔬菜1000亩，带动周边农户种植蔬菜5000亩；发展精品水果和生态传统农业1000亩、苗林1000亩、刺梨2500亩、25度以上坡耕地经济林3000亩；





## 幸福美丽新农村 XINGFUMEILIXINNONGCUN

2017 年植被恢复种植花椒 134 亩、脆红李 1450 亩、林下养殖乌骨鸡 5000 羽、公路沿线产业结构调整 700 亩、辣椒种植 1200 亩。培育乡村旅馆 50 余家，特色农家乐 18 家，电商 10 余户，特色产品店 28 家，陶艺作坊 3 家。

2、立足生态宜居，绘就美丽乡村画卷。对花茂村发展作了统一规划，从环境保护、产业发展、文化挖掘、便民服务、管理优化五个方面全力提升宜居环境。修建旅游主干道、旅游栈道、旅游步道、特色街道各 1 条，旅游次干道 4 条；共完成旅游环



线基础工程 16 公里，垃圾池建设 60 立方米；种植花草 700 余亩，种植绿化树木计 6000 余亩，完善了水、电、路、通讯、民居改造等基础设施建设，实现无线数字电视、移动、电信、联通等网络覆盖率 100%，无线 WiFi 全覆盖；民居改造率 100%、庭院整治率 100%。

3、立足乡土文化，铸就美丽乡村灵魂。致力于保护和传承红色文化和当地传统文化，建成了苟坝会议陈列馆、纪念广场，打造了陶艺一条街，创建特色陶艺吧、根雕艺术中心、古法造纸特色商品馆、匠心园商业街，开发各种体验互动项目 10 余种。以红色文化、陶艺文化、民俗文化为主题，充分整合农村党员群众之家、农民文化家园项目，将远教室、道德讲堂、图书室、篮球场、健身场地、文化宣传专栏整合在一起，丰富了群众的业余文化生活。

### 成效

立足产业兴旺，建设美丽乡村，解决当地群众

就业 600 余人，带动贫困人口就业 56 人，年均增加收入 15 万元。

立足生态宜居，实现民居改造率 100%、庭院整治率 100%。

立足乡土文化，致力于保护和传承红色文化和当地传统文化，丰富了群众的业余文化生活，为当地居民提供了活动和交流的空间及场所。同时，保留乡村民俗，让游客融入乡村，体验乡村生活，感受淳朴民风，找得到乡愁。

### 经验与启示

1、完善基础设施是前提。通过“四在农家·美丽乡村”建设，按照“1+5+5”模式突出“五好工程”，打造花茂白泥新农村升级版，成为让游客看得见山、望得见水、寻得见乡愁的社会主义新农村，为乡村旅游发展奠定了良好的发展基础。

2、找准产业支撑是关键。把第一产业与第三产业融合变成旅游新业态，将城市的需求和资源、农村的生态和产业、文化等资源集聚起来，实现资源和产业的融合，形成农村经济多元化，吸引游客

走进来，让百姓富起来。

3、带动群众致富是宗旨。通过成立乡村旅游协会、农村专业合作社等，走“公司+农户+合作社+协会”等模式，把当地有文化、懂经营的党员或群众纳入合作社重要成员，完善合作社相关章程，合理利用资源，统筹谋划，抱团发展。通过开办乡村旅馆、农家乐，开发特色文创产品、发展现代农业等方式，带动当地群众共同富裕。

### 下一步计划

花茂村犹如一面镜子，反映了自党的十八大以来，以习近平同志为核心的党中央对农村发展的高度重视，更反映了广大落后地区的人民群众如何在乡村振兴的国家战略指引下，撸起袖子加油干的饱满斗志。下一步，继续推动农旅文一体化和一二三产业融合发展，促使新农村示范点变成小康示范点，农业园区变成农业公园，黔北民居变成产业“孵化器”。





## “ Abstract

From an unknown poor village to a model of rural revitalization in Guizhou, Huamao has made remarkable progress in the battle against poverty. First, expanding the revenue of the villagers through industrial development, which has created job opportunities for over 600 local residents, including 56 poor people, and increased the villager's income by 150,000 yuan per year; second, maximizing the positive impact of the overhaul of countryside environment, improving the environment of Huamao Village in five aspects, i.e. environmental protection, industrial development, cultural traditions, convenient public services and efficient management, and realizing 100% residential housing renovation and 100% courtyard renovation; third, protecting and passing on the revolutionary culture and local traditional culture based on the rural culture to enrich the cultural life of the local people. In the meantime, through the establishment of rural tourism associations and rural professional cooperatives and the adoption of the “company + rural household + cooperative + association” model, the village has succeeded in creating new forms of tourism business based on the integration of primary and tertiary industries, explored new model and mechanism for the building of beautiful countryside, and embarked on a path of beautiful countryside with distinctive features, replicable experience and a proper balance between unity and diversity.

”



## Challenges and Problems

Huamao Village is located in the northeast of Fengxiang Town, Bozhou District, Zunyi City, Guizhou Province. The total area of Huamao Village is 9.8 square kilometers. There are 26 villager groups under the jurisdiction of the village, with 1,345 households and 4,950 residents, including 48 registered poor households of 159 residents. The poverty rate of the village is 3.2%. The main sources of revenue for the locals include crop cultivation, animal farming, pottery artifact and migrant work. Huamao Village was awarded the titles of “the Most Beautiful Revolutionary Village” and “the National Vacation Community” in 2015, and the titles of “Demonstration Base of Rural Tourism in China” and “Demonstration Village of Rural Tourism Poverty Alleviation in Guizhou Province”. The “Huamao Approach” to the building of “Beautiful Countryside” is now being replicated across the province. On 16 June 2015, General Secretary Xi Jinping visited Huamao Village, giving a boost to the campaign against poverty in the village.

Huamao Village used to be poor and little known to the outside world. During the peak period, more than 3,000 local villagers were working outside the village in the hope of earning a living. The main problems of the village include the following: the core scenic spots are scattered across the village and therefore not well connected; tourist activities in the core area are limited in scale and cannot make a meaningful impact; the various sectors of the agricultural industry are not closely integrated.

## Measures

**1. Expanding the revenue of the villagers through industrial development.** Shandong Shouguang Jiufeng, Tianjin Fenghua and other companies invited to the village have cultivated 1,000 mu of vegetables, inspiring the rural households in the surrounding areas to cultivate 5,000 mu of vegetables; the village now has 1,000 mu of premium

fruit and eco-friendly agricultural production, 1,000 mu of seedling forest, 2,500 mu of roxburgh, and 3,000 mu of commercial forest in slope farmland above 25 degrees; in 2017, 134 mu of pepper and 1,450 mu of crisp red plum restored cultivation, 5,000 black-bone chickens were raised under forest trees, 700 mu of road-side land was adjusted for other industrial purposes, and 1,200 mu of hot pepper cultivation was launched. The village now has more than 50 countryside hotels, 18 agritainment facilities, more than 10 e-commerce businesses, 28 specialty product stores and 3 pottery workshops.

**2. Building a beautiful countryside to create an eco-friendly and livable community.** Huamao Village has a comprehensive development plan, which aims to upgrade the living environment in five aspects: environmental protection, industrial development, cultural traditions, convenient public services and efficient management. The village now has 1 tourist trunk road, 1 tourist plank road, 1 tourist footpath, 1 specialty street and 4 tourist sub-trunk roads; construction of 16 kilometers of tourist ring road and 60 cubic meters of garbage dump has completed; more than 700 mu of flowers and over 6,000 mu of greenings have been planted, and the conditions of infrastructures such as water, electricity, roads, communications and housing renovation have been improved, achieving 100% coverage of digital TV, China Mobile, China Telecom and China Unicom services, 100% WiFi connection, 100% residential housing renovation and 100% courtyard renovation.

**3. Casting the soul of beautiful countryside based on the rural culture.** To protect and pass on the revolutionary culture and local traditional culture, the village has constructed the Exhibition Hall and Memorial Square of Gouba Conference, opened a pottery street, and launched over 10 interactive programs, including the pottery bar, root carving art center, exhibition hall of ancient paper making and Jiaxyuan commercial street. Focusing on the theme of revolutionary culture, pottery culture and folk culture, the village has integrated the platforms of Party members' house and farmers' cultural home, and combined the

functions of the Jiangyuan Classroom, Virtue Lecture Hall, library, basketball court, fitness facilities and bulletins to provide a rich cultural life to the people.

## Results

The growth of local industries and the beautiful countryside campaign have created job opportunities for over 600 local residents, including 56 poor people, and increased the villager's income by 150,000 yuan per year.

The effort to develop eco-friendly and livable communities has resulted in 100% renovation rate of residential housing and residential courtyard.

The effort to protect and pass on the revolutionary culture and local traditional culture based on the rural culture has enriched the cultural life of the local people and provided them with the space and venue for social activities and exchanges. At the same time, the preservation of the folk customs gives tourists an opportunity to enjoy life in the countryside, experience the hospitality of the villagers, and get a real sense of belonging to the village.

## Experience and Inspirations

**1. Improving infrastructure conditions is the prerequisite.** Through the construction of “Beautiful Countryside” and the implementation of the “Five Good Projects” guided by the “1+5+5” model, Huamao Village is taking on a new look and developing into a new socialist countryside where tourists can appreciate both the natural landscape and distinctive culture of the countryside. All this has laid a sound foundation for the development of rural tourism.

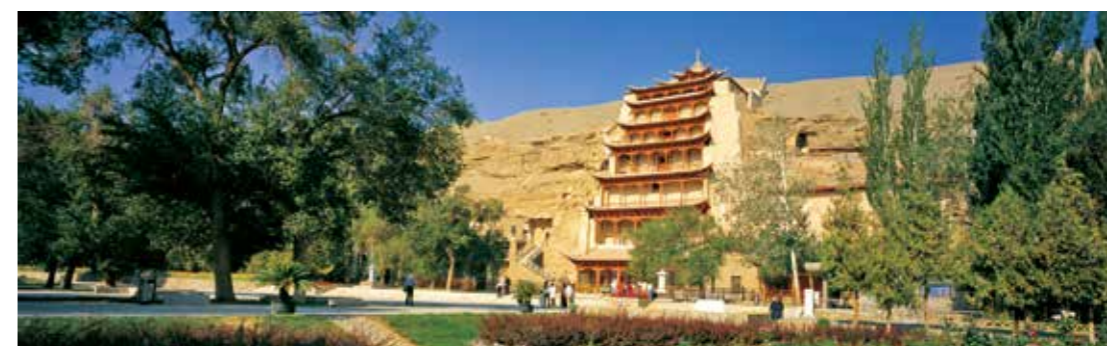
**2. Developing the right industries is the key.** Integration of the primary and tertiary industries create new forms of tourism business, and connects the demands and resources of the cities with the ecological environment and industrial and cultural resources of the countryside. Through the

integration of resources and industries, the rural economy becomes more diversified, which increases the appeal to tourists and raises the income of local residents.

**3. Making people rich is the goal.** Through the establishment of rural tourism associations and rural professional cooperatives, the village has introduced a “company + rural household + cooperative + association” model to the local community, invited Party members and local residents that are well educated or well-informed of business knowledge to join the cooperative, and improved the relevant regulations to promote collaborative development with efficient resource utilization and coordinated planning. Through the opening of rural hotels and agritainment sites, launch of specialty cultural products, development of modern agriculture and other means, the people of the village are making concerted efforts toward the goal of common prosperity.

## Next Step

Huamao Village, like a mirror, reflects the importance to rural development attached by the Party Central Committee with Comrade Xi Jinping as its core since the 18th CPC National Congress, and the wholehearted commitment of the people in the underdeveloped regions to seek greater development under the guidance of the national strategy of rural revitalization. Going forward, we will continue to promote the integration of agriculture, tourism and culture, and the integrated development of the primary, secondary and tertiary industries, so as to upgrade the demonstration sites of the new socialist countryside campaign into demonstration sites of moderately prosperous life, turn agricultural industrial parks into agriculture-themed public parks, and transform residential houses with distinctive northern Guizhou features into “incubators” of tourism industry.



## 世界银行：保护甘肃文化遗产，惠及百姓生活

### World Bank: Protecting Gansu's Cultural Heritage and Improving People's Livelihood

## “ 摘要

世界银行通过支持甘肃省加强对宝贵的文化与自然遗产的保护和管理，进一步发展可持续的旅游业。2008年，世界银行共投资5200万美元，其中包括3800万世行贷款，通过对嘉峪关长城、麦积山、雅丹国家地质公园、马蹄寺等9个景区，进行全方位、多层次地为甘肃的遗产保护和可持续旅游业发展提供帮助。实施修缮和维护嘉峪关等景区古建筑，改善了景区道路，建设了停车场、供水设施、安全防火设施等，使游客人数以年均15%至36%的幅度增加，旅游综合收入以年均10%至40%的幅度提高；加强对社区以及从事项目人员和政府官员的培训活动，提供旅游服务的人员就由2007年的3030人增加到2014年的11531人，带动了当地发展农家乐，让农民真正成为旅游发展的受益者。

”

## 挑战与问题

甘肃省是中国古代丝绸之路的重要通道，拥有中国最重要的一些文化和自然遗产，其中嘉峪关长城、敦煌莫高窟、天水麦积山石窟等列入联合国教科文组织的世界文化遗产名录。还包括戈壁沙漠、祁连山脉和许多重要的绿洲、湿地和河流，为旅游业的经济增长提供了强有力的平台，也是甘肃扶贫和经济结构调整战略的重要组成部分。

甘肃省是中国经济最不发达、最贫困的省份之一。以文化和自然遗产为基础发展起来的旅游业，在甘肃省的GDP占比超过10%，成为促进当地经济发展和减贫的一项优先重点。但由于甘肃省地形复杂，基础设施落后，地理位置偏僻，阻碍了经济的快速发展；甘肃许多遗产包含许多社区，由于贫穷使得保护力度不大；甘肃许多的重要文化遗产保护和保护的水平很低；基础设施简陋、旅游景点表现落后、服务跟不上等等因素，严重制约着甘肃文化遗产的保护和经济的发展。

## 措施

世界银行通过支持甘肃省加强对宝贵的文化与自然遗产的保护和管理，进一步发展可持续的旅游业。项目景点都在贫困区县，项目实施的一系列措施和旅游设施投资为当地社区创造更多的就业和机会，增加社区居民的收入，帮助他们摆脱贫困。具体措施有：

**1、借助世界银行的资金和专业力量，保护与开发甘肃文化自然遗产。**2008年，世界银行共投资5200万美元，其中包括3800万世行贷款，覆盖了甘肃东、中、西部的六个市，覆盖嘉峪关长城、麦积山、雅丹国家地质公园、马蹄寺等9个景区，全方位、多层次地为甘肃的遗产保护和可持续旅游业发展提供了帮助。

**2、保护优先，营造良好旅游发展环境。**从遗产修缮维护、文物呈现、基础设施、人员培训等各个方面同时开展工作，为开发旅游打造良好的景区环境。

**3、加强相关人员培训，带动居民就业。**项目为遗产地周边的社区建设乡村道路、给排水、垃圾和污水收集处理等公共服务设施；加强对社区以及从事项目人员和政府官员的培训活动，培训内容以开办当地与旅游业有关的创业活动所需要的技能为主，如手工艺、农家乐、导游等技能，带来了新的就业和创业机会。

## 成效

世界银行通过在甘肃省贫困地区发展保护文化自然遗产项目，以完善景区旅游基础设施和保护遗产为突破口，以带动当地居民就业和创业为手段，初步探索出一条贫困地区旅游脱贫之路，涌现出了一批发展迅速、模式特色鲜明、带动效果显著的文化自然遗产旅游景区。

**1、景区发展环境明显得到改善。**项目实施修缮和维护嘉峪关等景区古建筑，改善了景区道路，建设了停车场、供水设施、安全防火设施等，营造了良好的景区发展环境，使景区的游客人数以年均15%至36%的幅度增加，旅游综合收入以年均10%至40%的幅度提高，游客平均满意度也从项目初期的24%跃至结项时的81.5%。

**2、带动了当地农村居民就业。**项目直接受益者有当地农村居民，为当地居民带来了新的就业和创业机会，在项目景区提供旅游服务的人员就由2007年的3030人增加到2014年的11531人。项目对景区基础设施进行完善和提供多次社区居民培训，带动了当地发展农家乐，仅麦积山景区的后川村从2004年的两家发展到现在的70家，2011年还入围了“中国最有魅力休闲乡村”的评选。

## 经验与启示

世界银行以资金和专业力量促进甘肃文化自然遗产保护，带动区域扶贫脱贫的成功经验主要为：

**1、通过保护遗产和环境营造，创造更多旅游**



**发展机会。**世界银行的甘肃文化和自然遗产保护与开发项目优先发展文化遗产周围的基础设施建设工程，在此基础上进行文化遗产的保护工程，对各景区道路硬化、停车场、旅游厕所、供水设施、废物处理、防火安全设施以及文化展示等进行全面改造，不断改善景区环境和旅游基础设施，让甘肃文化自然遗产发展旅游的环境逐步优良，从而带动各景区旅游产业链发展。

**2、辐射带动农村居民发展。**世界银行选择的项目景点都在贫困区县，项目实施的一系列措施和旅游设施投资可以为当地社区创造更多的就业和机会，增加社区居民的收入，帮助摆脱贫困。还加强对社区及从事项目人员进行培训，引导景区周边居民参与景区旅游及配套服务建设中去，让农民真正成为旅游发展的受益者。

## 下一步计划

项目将继续加快对崆峒山、百里石窟长廊、云崖寺、官鹅沟、阳坝、松鸣岩及和政古生物化石博物馆等项目景区的遗产保护和基础设施及服务设施建设，将为遗产地周边的社区建设乡村道路、给排水、垃圾和污水收集处理等公共服务设施，组织旅游从业人员的技能培训，加强非物质文化遗产保护，真正为当地创造更多的就业机会，增加居民收入，帮助脱贫。

## “ Abstract

The World Bank supports Gansu Province further developing sustainable tourism by enhancing its protection and management of valuable cultural and natural heritage. In 2008, the World Bank invested a total of 52 million US dollars, including 38 million World Bank loans, to conduct all-round and multi-facade heritage protection in nine scenic areas including Great Wall Fortress in Jiayuguan, Maiji Mountain, Yadan National Geological Park, and Mati Temple, promoting the sustainable development of its tourism sector. Thanks to its support to repair and conserve ancient architectures such as Jiayuguan, the tourist destinations had improved roads and built parking lots, water supply facilities, safety and fire prevention facilities, and witnessed an average annual increase of 15% to 36% in the number of tourists and 10% to 40% in its annual income. Thanks to the training provided to the communities and project-related staff and officials, the number of tourism staff has increased from 3,030 in 2007 to 11,531 in 2014, which led to the development of local farmhouses and benefited farmers through tourism development.

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## Challenges and Problems

Much of the ancient Silk Road runs through Gansu, including some of China's most significant cultural and natural heritage sites listed as UNESCO World Heritage, such as Mogao Grottoes in Dunhuang, and Great Wall Fortress in Jiayuguan and Maijishan Grottoes in Tianshui. The Gobi Desert, the Qilian Mountains, and many important oases, wetlands and rivers in Gansu have underpinned the development of tourism, which is also an important part of Gansu's poverty alleviation and economic restructuring strategy.

Gansu Province is one of the least developed and poorest provinces in China. Tourism based on cultural and natural heritage sites, which makes up more than 10 percent of Gansu's gross domestic product, is considered

a priority for local economic development and poverty reduction. However, its economic development is hindered by its challenging geographic conditions, under-developed infrastructure and remoteness. Many of Gansu's heritage sites are home to many communities and are therefore not well conserved due to poverty. Poor protection, poor infrastructure, poor management and service in scenic areas have severely hindered the protection of Gansu's cultural heritage and its economic development.

## Measures

The World Bank supports Gansu Province's effort in improving the protection and management of valuable cultural and natural heritage assets and further develop a sustainable tourism sector. The selected project sites

are all located in poor counties. Project interventions and investment in tourism created more jobs and opportunities for local communities, increased their incomes and helped them escape poverty. Specific measures include:

**1. Protecting and developing the cultural and natural heritage of Gansu with the support of the World Bank's funds and professional expertise.** In 2008, the World Bank invested a total of 52 million US dollars, including 38 million World Bank loans, to conduct all-round and multi-facade heritage protection of nine scenic areas including Great Wall Fortress in Jiayuguan, Maiji Mountain, Yadan National Geological Park, and Mati Temple, promoting its tourism sector's sustainable development.

**2. Taking protection as the priority and creating a good environment for tourism development.** Efforts were made simultaneously in various aspects including heritage repair and maintenance, cultural relics displaying, infrastructure, staff training and others, to create a good scenic environment for tourism development.

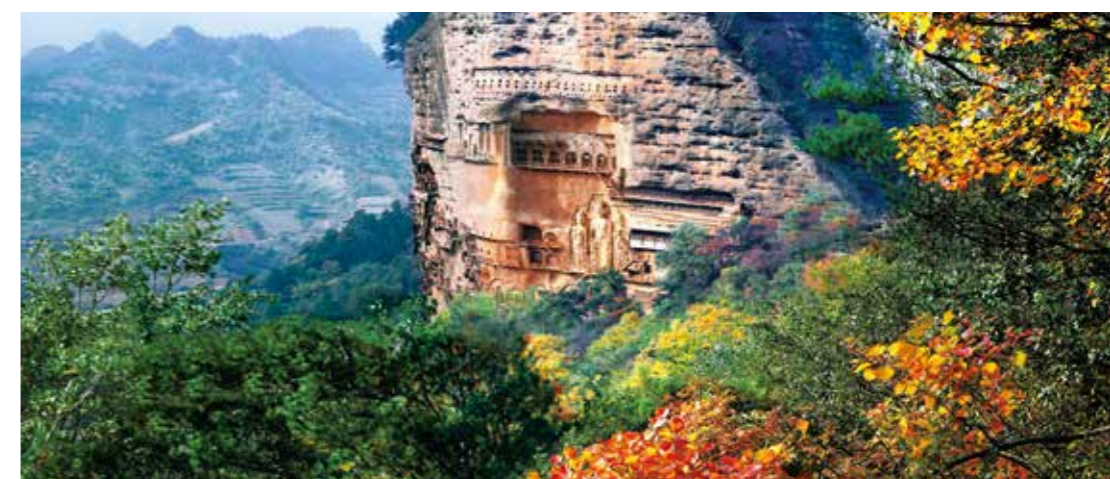
**3. Strengthening personnel training to increase the employment of residents.** The project has built public service facilities for communities near heritage sites, such as village access roads, water supply and drainage network, solid waste and wastewater collection and disposal facilities; improved training programs for the communities

and project-related staff and officials, which focused on skills training on how to start or run tourism-related small businesses, such as crafts, farmhouses, tour guides and other skills, to create new employment and business opportunities.

## Results

Through its efforts to develop and protect cultural and natural heritage in poverty areas in Gansu Province, The World Bank has preliminarily explored a path to achieve poverty alleviation in poor areas, taking the tourism infrastructure and heritage protection as a breakthrough to promote local residents' employment and entrepreneurship. Consequently, a number of cultural and natural heritage sites have emerged as scenic sites with rapid development, distinctive features, and significant pulling effects.

**1. The development environment of scenic areas has been significantly improved.** Thanks to the project's support to repair and conserve ancient architectures such as Jiayuguan, the scenic areas had improved roads and built parking lots, water supply facilities, safety and fire prevention facilities, and witnessed an average annual increase of 15% to 36% in the number of tourists and 10% to 40% in its annual income, and the average satisfaction rate of tourists surging from 24% at the beginning of the





project to 81.5% at the end of the project.

**2. Increasing the employment rate of local rural residents.** The project has directly benefited local rural residents by creating new jobs and business opportunities, which have brought new employment and entrepreneurial opportunities to residents. The number of tourism staff working in the project sites has increased from 3,030 in 2007 to 11,531 in 2014, which led to the development of local farmhouses and benefited farmers through tourism development. Thanks to the improved infrastructure and community training provided by the project, homestay businesses multiplied around the Majishan Grotto site. Houchuan Village alone boasts 70 homestays today, up from only two in 2004, and was named “China’s most attractive leisure village” in 2011.

### Experience and Inspirations

The World Bank has promoted the protection of the cultural and natural heritage of Gansu and poverty alleviation in the region with its funds and professional expertise. Its success is attributable to the following:

**1. Creating more tourism development opportunities by conserving heritage and building a good environment.** The Gansu Cultural and Natural Heritage Protection and Development Project of the World Bank prioritizes the development of the infrastructure to access heritage sites. On

such basis, cultural heritage protection projects are carried out to build and renovate paved roads, parking lots, tourist toilets, water supply facilities, wastes disposal facilities, fire safety facilities, and cultural exhibitions. By upgrading the environment and infrastructure of the scenic areas, the World Bank has gradually improved the environment for the tourism development based on the cultural and natural heritage of Gansu, thus pulling up the chain development of the tourism sector in various scenic areas.

#### 2. Pulling up the development of rural residents.

The project sites selected by the World Bank are all located in poor counties. Project interventions and investment in tourism created more jobs and opportunities for local communities, increased their incomes and helped them escape poverty. It also strengthened training for the community and project-related personnel and guided the residents living near the scenic areas to participate in the construction of scenic areas and supporting facilities, so that farmers can truly become beneficiaries of tourism development.

### Next Step

The project will support protection programs and the development of infrastructure and basic service facilities at six heritage sites. These include the Kongtong Mountain scenic area, Jinchuan Hundred Mile Grottoes Corridor, Yunya Temple scenic area, Guan’egou scenic area, Yangba scenic area, and Songmingyan scenic area and Hezheng Ancient Fossil Museum. For local communities close to the project sites, the project will provide basic services, consisting of village access roads, water supply, wastewater collection and disposal, solid waste and wastewater collection and disposal facilities, and on-the-job training for tourism staff. By supporting the protection of intangible cultural heritage, the project aims to create more jobs, increase residents’ income and help them escape poverty.



## 杭州萧山：对口帮扶贵州从江，协作旅游扶贫

Xiaoshan, Hangzhou pairing-up with Congjiang, Guizhou in Tourism Assistance for Poverty Alleviation

## “ 摘要

2013年，杭州萧山与从江县实现结对帮扶，采取“走出去、请进来”的模式不断加强两地旅游扶贫合作，旅游部门和旅游企业在宣传推介、线路产品开发等方面的合作得到进一步加强。通过打造花民宿、开设扶贫餐饮等，深化产业合作，助推旅游发展；通过开设农产品销售专区、“以购代捐”“爱心购”“展销会”等模式等，倡导消费扶贫；依托资源禀赋，打造杭州及萧山区干部职工的疗养基地，扩大旅游消费；从江县与萧山区双方加大对两地城市宣传推介力度，实现两地媒体资源和宣传平台共享。在政府主导基础上，萧山发动社会力量，引导鼓励更多企业、社会资本等参与从江旅游对接帮扶，使得从业旅游服务更加精致，旅游线路更加多样，旅游扶贫成效更加明显。

”

## 挑战与问题

从江县地处黔东南苗族侗族自治州东南边缘，素有“黔南门户、桂北要津”之称。从江境内自然山水绮丽多姿，民族文化原生古朴，被有关专家称为是贵州省乃至全国旅游景点数量最多、资源类型最全、原生性最强、保存最为完整的县份之一，也是贵州省东线优先重点发展旅游区之一。



从江县地处我国西南山区，由于产业基础薄弱，交通条件限制，实现农民增收途径少，旅游知名度不高等，使得旅游扶贫困难加剧。

## 措施

2013年，杭州萧山与从江县实现结对帮扶，采取“走出去、请进来”的模式不断加强两地旅游扶贫合作，旅游部门和旅游企业在宣传推介、线路产品开发等方面的合作得到进一步加强，帮扶工作效果凸现。主要措施有：

1、深化产业合作，助推旅游发展。一是打造两花民宿。2018年投资近千万在加榜梯田打造高端的两花民宿，主要让村民以闲置房屋入股参与运营与分红实现增收，同时通过建立餐饮、住宿业带动当地的贫困发展种植、养殖产业，以及参与酒店的管理，有效带动贫困户增收；二是开设扶贫餐馆。由亚太机电集团股份有限公司等多家萧山青年商会会员



企业与从江县西山镇联合发起的扶贫餐馆和农特产品专售项目，“萧从烺”萧青西山扶贫餐馆按“政府+公司+贫困户”模式，带动餐饮、特产和文化互融。

2、倡导消费扶贫，促进旅游增收。在各景区景点、宾馆饭店、游客集散中心开设农产品销售专区，拓宽农产品销售渠道。通过“以购代捐”“爱心购”“展销会”等模式，倡导萧山企事业单位及市民采购从江农产品，为贫困户增收。通过购物节、展销会、庙会、电商销售等，社会参与消费扶贫的积极性，着力推动从江乡村旅游提质升级。萧山供销社万丰电子商务有限公司和浙江丰美科技有限公司与从江供销社签订了销售合同。

3、依托资源禀赋，扩大旅游消费。依托从江自然生态、民俗文化、农耕文化等资源禀赋，建设设施齐备、特色突出的美丽乡村旅游精品景区，打造杭州及萧山区干部职工的疗养基地。

4、加强宣传推介，提升旅游营销。一是两地文旅局签订了帮扶协议，在旅游推荐、景区打造、线路设计、人才交流等方面加强合作；二是积极支持从江在杭州萧山开展了“走进养心圣地 探索神秘从江”贵州从江第十五届原生态侗族大歌节文化旅游宣传暨招商推荐会，邀请了近百家旅行商、企业

领导及媒体参加；三是积极引导杭州的开元国际、康辉阳光、汇丰等当地旅行社相继开通了杭州至从江的旅游线路，线路覆盖从江县的岜沙苗寨、小黄侗族大歌、瑶族药浴等景点；四是支持我县参加在杭州萧山举办的“世界旅游联盟年会”，利用年会开展旅游宣传推介和文化展示活动。五是与杭州日报集团签订了帮扶协议，积极争取中央主流媒体、国家级门户网站对两地的共同宣传推介。

## 成效

1、旅游扶贫成效更加明显。按照东西部旅游产业融合发展，积极带动了当地老百姓致富增收，在加榜景区的“两花人家”民宿产品主要让村民以



闲置房屋入股参与运营与分红实现增收；在奎里风情园的扶贫餐馆，公司负责经营并签订逐年分红的利益联结模式合作，增加农户收入和村集体经济；在岵沙、加榜等景区，每年上万人次的杭州籍游客，直接带动老百姓致富增收。

2、**旅游线路更加多样。**通过东西部协作，积极引导杭州的开元国际、康辉阳光、汇丰等当地旅行社相续开通了杭州至从江的旅游线路，线路覆盖从江县的岵沙苗寨、小黄侗族大歌、瑶族药浴等景点，极大拓展了从江县旅游线路覆盖。

3、**旅游服务更加精致。**通过东西部协作，从江引进高端的民宿建设管理公司在从江县按照发达地区的民宿标准建设民宿，直接推动从江县民宿向精致个性方向发展；通过两地旅游人才交流培训，扩大从江旅游人的视野和高度，管理更加科学，服务更加精致。

## 经验与启示

在政府主导基础上，萧山区发动社会力量，引导鼓励更多企业、社会资本等参与从江旅游对接帮扶，逐步形成一个有效的“江”（从江）“山”（萧山）帮扶模式。

1、引导鼓励企业、社会资对从江旅游资源进行整合与开发，开发精品景区、民宿以及旅游线路，实现旅游产业支持。

2、通过购物节、展销会、庙会、电商销售等，帮助贫困区域加强营销宣传，包装策划地方特色产品，拓宽农产品销售渠道。

3、**强化宣传营销。**从江县与萧山区双方加大对两地城市宣传推介力度，实现两地媒体资源和宣传平台共享。帮助从江县整合资源，强化宣传营销，让国内外游客认识到自然风光秀美、原始生态保存完好的区域。通过“造血式”扶贫增强贫困地区的自我发展能力，真正使贫困人口走上致富之路。

## 下一步计划

杭州萧山对接帮扶从江县旅游过程中，应坚持互惠共赢，进一步加大产业合作力度，进一步找准旅游产业合作的对接点，积极帮助从江提升自我发展能力，助推从江走出一条适合自身发展的新路子。下一步，从江将在旅游深度开发与合作方面进一步加强与萧山的交流，深化旅游产业合作，增进旅游人才交流，为从江决战脱贫攻坚、决胜全面小康注入更强大动力。



## Abstract

In 2013, Congjiang County paired up with Xiaoshan, Hangzhou. The adoption of the model of “going out and inviting in” has helped strengthen cooperation between the two places in poverty alleviation through tourism. The cooperation between tourism departments and tourism enterprises in public communication, tourism promotion and development of tourist route products has been further enhanced. Through the development of twin-flower homestay program and establishment of poverty alleviation restaurants, industrial cooperation has been deepened, giving a boost to tourism development. Through the opening of special sections for selling agricultural products and the introduction of “purchase instead of donation”, “purchase for charity”, “sales exhibition” and other models, consumption has played a bigger role in poverty alleviation. Building on its resources endowment, Congjiang County has provided a sanatorium for government and business retirees in Hangzhou and Xiaoshan District, and created conditions for expanding tourism consumption. Through intensive publicity and promotion, Congjiang County and Xiaoshan District have realized the sharing of media resources and communication platforms. On the basis of government leadership, Xiaoshan District has mobilized the participation of the public, and encouraged enterprises and private investors to pair up with Congjiang in providing tourism assistance, resulting in more refined tourism services, more diversified tourist routes and more visible results in poverty alleviation.

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## Challenges and Problems

Located in the southeastern edge of Qiandongnan Miao and Dong Autonomous Prefecture, Congjiang County is known as the “gateway of southern Guizhou and regional hub to the north of Guangxi”. With a picturesque landscape and original ethnic culture, Congjiang is one of the counties with the largest number of tourist attractions, the most complete types of resources, the most distinctive

primitive culture and the most well-preserved heritage in Guizhou Province and even the whole country. It is also one of the priority tourist areas in the eastern route of Guizhou Province.

Congjiang County is located in the mountainous regions of Southwest China. Due to its weak industrial foundation, poor traffic conditions, limited tools to raise farmers’ income and low tourism visibility, poverty alleviation through tourism becomes even more difficult.



## Measures

In 2013, Congjiang County paired up with Xiaoshan, Hangzhou. The adoption of the model of “going out and inviting in” has helped strengthen cooperation between the two places in poverty alleviation through tourism. The cooperation between tourism departments and tourism enterprises in public communication, tourism promotion and development of tourist route products has been further enhanced, and the work of mutual assistance has produced visible results. The measures implemented mainly include the following:

**1. Deepening industrial cooperation to promote tourism development.** First, developing the twin-flower homestay program. In 2018, the local government invested nearly 10 million yuan in the development of high-end twin-flower homestays in the Jiabang Terrace, which allows the local villagers to take part in the business with their idle houses as stock investment and earn a higher income from the dividends of their investment. At the same time, through the establishment of catering and accommodation industries, poor households in the local communities have been given

the opportunity to develop the planting and breeding industries and participate in hotel management, which also helps increase their income. Second, opening poverty alleviation restaurants. Zhejiang Asia-Pacific Mechanical & Electronic Co., Ltd. (APG) and other member enterprises of the Xiaoshan Youth Chamber of Commerce have jointly launched poverty alleviation restaurants and marketing programs on agricultural speciality products together with Xishan Town, Congjiang County. “Xiao Cong Hui”, one of the restaurants opened under the program, has introduced the “government + business + poor household” model to promote the integration of catering, specialty product and cultural industries.

**2. Promoting poverty alleviation by encouraging consumption.** Agricultural product sections have been set up in scenic spots, hotels and tourist centers to expand the marketing channels of agricultural products. Through “purchase instead of donation”, “purchase for charity”, “sales exhibition” and other models, enterprises, public institutions and local residents of Xiaoshan are encouraged to purchase agricultural products from Congjiang to help the poor households

increase their income. Through shopping festivals, sales exhibitions, temple fairs and e-commerce, the public has been mobilized to contribute to poverty alleviation with consumption, and promote the upgrading of rural tourism in Congjiang. Wanfeng E-commerce Co., Ltd. and Zhejiang Fengmei Science and Technology Co., Ltd., which are both affiliated to the Xiaoshan Federation of Supply and Marketing Cooperatives, signed sales contracts with the Congjiang Supply and Marketing Cooperative.

**3. Expanding tourism consumption based on resource endowment.** Building on Congjiang’s natural and ecological environment, folk culture, farming culture and other resources endowment, classic countryside scenic spots with complete facilities and distinctive features have been built, providing sanatoriums for government and business retirees in Hangzhou and Xiaoshan District.

**4. Enhancing the effectiveness of tourism marketing with better promotion.** First, the cultural and tourism bureaus of the two places signed a pair-up assistance agreement to strengthen cooperation in tourism recommendation, scenic spot construction, tourist route designing, professional exchange and other fields. Second, supporting Congjiang in organizing the 15th Ethnic Dong Song Festival & Tourism Promotion Conference in Xiaoshan, Hangzhou, with the participation of almost 100 travel agencies, business leaders and media organizations. Third, encouraging local travel agencies in Hangzhou, including Kaiyuan International, Kanghui Sunshine and Huifeng to introduce the Hangzhou-Congjiang route into their products, covering famous scenic spots in Congjiang County such as Basha Miao Village, Xiaohuang Grand Song of the Dong Ethnic Group and Yao Medicine Bath; fourth, supporting Congjiang in its participation in the annual meeting of the World Tourism Alliance held in Xiaoshan, Hangzhou, and using the opportunity of the annual meeting to promote its tourism and cultural

resources. Fifth, a pair-up assistance agreement was signed with the Hangzhou Daily Group to seek the support of mainstream central media and national portal websites in the promotion of both places.

## Results

**1. Poverty alleviation through tourism has produced more visible results.** Through the integrated development of the tourism industry in the eastern and western regions, the project has resulted in higher incomes for the local people. In the Jiabang scenic area, the “twin-flower” homestay product allows the local villagers to take part in the business with their idle houses as stock investment and earn a higher income from the dividends of their investment. In the poverty alleviation restaurants of Yunli Cultural Park, the model of cooperation with companies responsible for business operation and dividends shared on a yearly basis has boosted farmers’ income and collective economy of the village; in scenic spots such as Basha and Jiabang, tens of thousands of tourists come from Hangzhou each year, making a direct impact on the increase of local income.

**2. Tourist routes are more diversified.** Through cooperation between the eastern and western regions, local travel agencies in Hangzhou, including Kaiyuan International, Kanghui Sunshine and Huifeng have been encouraged to introduce the Hangzhou-Congjiang





route into their products, covering famous scenic spots in Congjiang County such as Basha Miao Village, Xiaohuang Grand Song of the Dong Ethnic Group and Yao Medicine Bath, and greatly expanding the coverage of tourist routes in the county.

**3. Tourist services are more sophisticated.** Through cooperation between the eastern and western regions, high-end residential construction management companies have been introduced to Congjiang to develop homestay programs with the same standards applied in the developed regions, which sets the direction of sophisticated, individualized homestay development for the county; through the exchange and training of tourism professionals between the two places, the tourism workers in Congjiang have expanded their vision and strategic foresight, and made their management more scientific and services better refined.

## Experience and Inspirations

On the basis of government leadership, Xiaoshan District has mobilized the participation of the public, encouraged enterprises and private investors to pair up with Congjiang in providing tourism assistance, and put in place an effective “Jiang” (Congjiang) “Shan” (Xiaoshan) model of pair-up assistance over time.

1. Guiding and encouraging enterprises and private investors to promote integrated exploration of Congjiang’s tourism resources, develop high-quality scenic spots, homestay products and tourist routes, and support the growth of the tourism industry.

2. Organizing shopping festivals, exhibitions, temple fairs and e-commerce sales to help the poor regions strengthen marketing and promotion, better presenting local speciality products, and expanding the marketing channels of agricultural products.

3. Strengthening public communication and marketing. Through intensive publicity and promotion,

Congjiang County and Xiaoshan District have realized the sharing of media resources and communication platforms. Helping Congjiang County make integrated use of resources, strengthen marketing and public communication, and present its beautiful natural scenery and well-preserved primitive ecology to both Chinese and foreign tourists. The “blood-making” approach to poverty alleviation enhances the self-sustaining capacity of poverty-stricken regions and gives the poor people a real chance to achieve prosperity.

## Next Step

In the pair-up of Xiaoshan and Congjiang County, the principle of mutual benefit and win-win cooperation must be observed. It is important to boost the intensity of industrial cooperation, identify the areas of cooperation in the tourism industry, help Congjiang enhance its self-sustaining capacity, and support Congjiang in exploring a new path suited to its own development. Going forward, Congjiang will further promote exchanges with Xiaoshan in pursuing intensive tourism development and cooperation, deepen cooperation in the tourism industry, increase the exchange of tourism professionals, and give Congjiang stronger leverage in securing a decisive victory in the battle against poverty and completing the building of a society of moderate prosperity in an all-round way.



## 保加利亚“与风之爱”城堡： 保护与旅游开发共生之路

In Love with the Wind Castle, Bulgaria:  
Heritage Protection and Tourism  
Development Going Hand in Hand

## “ 摘要

“与风之爱”城堡是 Georgi Kostadinov Tumpalov (1956) 年少时就有的梦想，由他设计并建造完成。“与风之爱”城堡提供多种免费项目、社会项目的同时，营造传奇、童话般的创意氛围，延续和传承城堡精神，带来了积极的社会影响力。此外，“与风之爱”城堡的建设彻底改变了整个地区的工作环境，消除了失业和贫困，带动 1000 多人就业，邻近村庄的失业率降为 0%，有效提升了地区整体基础设施水平。2016 年“与风之爱”城堡被 Edan Network 评选为欧洲五大最美城堡之一，2018 年保加利亚旅游部授予“与风之爱”城堡“年度最佳旅游景点”称号。

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## 挑战与问题

“与风之爱”城堡位于保加利亚小山村拉瓦迪诺沃 (Ravadinovo)，由 Georgi Kostadinov Tumpalov (1956) 设计并建造完成，至今建成已有 23 余年。“与风之爱”城堡原为一片贫瘠的土地，村里居民不使用任何机械、炸药或加工工具和设备，一块接着一块地开采斯特兰贾山脉附近的石料用于城堡主体部分的修建。然而“与风之爱”城堡由于历史原因，导致基础设施薄弱，资源保护与开发存在矛盾，环境与生物多样性受到威胁，使得为创造的一种童话般的、令人着迷、梦幻般的城堡与现实之间存在一定的差距。

## 措施

保加利亚“与风之爱”城堡，共有数千人参与了城堡的修建和维护，每个人都做出了自己的一份贡献。具体保护措施有：

1、**城堡旅游不断带动周边区域发展。**在不到 20 年的时间里，“与风之爱”城堡改变了整个地区的基础设施状况，不断带动周边地区公路、供电、

供水和污水处理系统等基础设施建设，同时还带动了周边景区（酒店、度假村、娱乐中心和宾馆）等的发展，实现客流量不断增长，成为“延长当地旅游旺季时间”的主要因素之一。

2、**宣扬城堡精神，推进公益旅游，城堡社会影响力不断扩大。**尽管城堡属于旅游景点，维护费用主要来自游客消费，但尚有许多项目都是完全免费的。一是向社会弱势群体和残疾人免费开放，同时提供儿童免费参观和参加教学讲座、针对艺术和传统工艺领域的青年人才免费提供设备齐全的培训场地和材料等免费项目。二是围绕城堡精神推出了多个具有社会影响力的项目。如开展的《斯拉夫-保加利亚史》手抄本的编写活动，包括外国大使、文学家、科学家、公众人物和游客在内的来自世界各地的一万多人，将这部保加利亚最具代表性之一的文学作品，用自己手中的笔记录下来，无论是对年轻人、大学生、中小學生，还是对热爱保加利亚历史以及对保加利亚人民的日常和精神生活感兴趣的外国人，都产生了巨大的社会效应和教育意义。三是城堡的小礼拜堂每天重演保加利亚革命家瓦西尔·列夫斯基 (Vasil Levski) 为国家自由而战的誓言，如今，每月平均有 6000 多人在此庄严宣誓——“热

爱保加利亚，为保加利亚而工作”。城堡展示的保加利亚文化元素、物品、文物和艺术品，以及新建的美术馆和关于保加利亚的作家和自由战士母亲的固定展览，多方位展示城堡文化。四是通过城堡修建的传奇故事、童话般的建筑风格、山海之间的地理位置，制造了一种独特的创意氛围。同时，“与风之爱”体现的精神，激发着艺术、科学、教育、体育和演艺界的无数人士。无论年龄、教育程度、经济状况和社会地位如何，他们都在努力实现自己的梦想，将美好的想法化为现实，“与风之爱”城堡带来了正能量的社会影响力。

### 3、实施环境生态修复和生物多样性保护措施。

“与风之爱”城堡的修建完全符合和遵守适用的规范性法规，遵循环境保护和生物多样性理念。通过对拉瓦迪诺沃村原有垃圾填埋场的清理改造，并建设成为风景如画的公园和湖泊，引来了 30 多种不同类型的水鸟和候鸟在此栖息，2018 年，环境和动物保护组织“TUI 动物福利”开展了一次国际评估，对这一人工生物栖息地中野生动物享受的优越生活条件给出了极为积极的评价。

## 成效

保加利亚“与风之爱”城堡彻底改变了整个地区的工作环境，消除了失业和贫困，而且提升了地区整体基础设施水平。城堡景区的花园内已环绕着一万多种花草、绿地和湖泊，成为具有独特韵味和广受欢迎的休闲漫步场所，在 2018 年被保加利亚旅游部授予“与风之爱”城堡“年度最佳旅游景点”称号。

自 1996 年项目动工至今，拉瓦迪诺沃村及周边地区居民中已有 1000 多人在城堡工作。如今，邻近村庄的失业率已经降至 0%，景区及配套旅游产业创造了许多额外的空缺就业岗位。此外，来自俄罗斯、马其顿、塞尔维亚、土耳其、罗马尼亚和乌克兰的约 50 名劳工也在景区获得了工作机会。

## 经验与启示

### 1、重视文化经营，延续并注重城堡精神传承。

“与风之爱”城堡把城堡精神上上升到保加利亚精神和传统的守护者，城堡新建的美术馆、围绕城堡精神开展的各类文化活动等为游客提供了良好的融入式体验，展示了活灵活现的城堡文化，让游客能体验到城堡精神的魅力。此外，围绕城堡精神开展的系列具有社会影响力的活动有效宣扬和传承了城堡精神，成为城堡旅游的核心竞争力。

### 2、居民既是城堡的建设者，又是利益受益者。

城堡的建设既给原住民带来收益，共享建设发展成果的机会，又为城堡环境保护和文化保护增加动力，形成了良性循环的发展之路。

## 下一步计划

“与风之爱”城堡开发的模式经验具有典型意义，对国外城堡开发和国内古镇保护开发及成功运作具有示范性和借鉴性。





## “ Abstract

In Love with the Wind Castle is a childhood dream of builder and designer Georgi Tumpalov. While providing a host of free and public initiatives, the castle has also created a legendary and fairy atmosphere for the preservation of the castle spirit, generating a positive impact in the society. In addition, the construction of the castle has fully changed the working environment and liquidated unemployment and poverty in the region, created jobs for over 1,000 local people, reduced the unemployment rate in the neighboring villages to zero percent, and upgraded the local infrastructures. In Love with the Wind Castle was awarded the Five Most Beautiful European Castles by Edan Network in 2016, and received the “No.1 Tourist Attraction of the Year” award from the Bulgarian Ministry of Tourism in 2018.

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## Challenges and Problems

In Love with the Wind Castle has been being built in the small Bulgarian mountain village of Ravadinovo by builder

and designer Georgi Tumpalov for more than 23 years now. The construction took place on a barren field, where only stones from the nearby Strandzha Mountains were quarried and used for the main section of the castle - one

by one, without the use of any machinery, without applying explosives or processing tools and equipment. However, due to historical reasons, In Love with the Wind Castle has been struggling with weak infrastructure conditions, conflict between resource protection and development, and threats to the environment and biodiversity, which makes it difficult to realize the idea of building a fairy, enchanting and dream-like castle.

## Measures

Several thousand people have taken part in the construction and maintenance of the castle and each of them has left a piece of himself. The measures taken for the protection of the castle include the following:

**1. The tourism development around the castle has led to the development of the surrounding areas.** For less than 20 years now, In Love with the Wind Castle has changed the overall infrastructure of the region and contributed to the construction of new roads, power lines, water supply and sewerage systems. The castle has also led to the development of the nearby tourist sites (hotels, resort, recreation complexes and guest houses) and increased the tourist flow to the region, making it a key factor for the “extension of the duration of the tourist season”.

**2. The effort to promote the castle spirit and develop public welfare tourism has expanded the social impact of the castle.** Although the castle works as an attraction tourist site and its maintenance is covered by the fees paid by the tourists, many of the initiatives carried out there are absolutely free. First, free entrance for socially vulnerable people and disabled people, free entrance and teaching lectures for children, and free provision of fully equipped areas and materials for training young talents in the fields of art and traditional crafts. Second, the castle is the initiator of several successful initiatives of big social impact. Take the written copy of the Istoriya Slavyanobolgarskaya (Slavonic-Bulgarian History) for

example, more than 10,000 people, ambassadors, men of arts and science, popular persons and tourists from all over the world have contributed with their personal handwriting to make a copy of one of the most specific Bulgarian pieces of literature, producing an exceptional social and educational effect not only to young people, students, pupils, but also to all those who love Bulgarian history or to foreigners who are interested in the daily and spiritual life of the Bulgarian people. Third, every day, the chapel of the castle hosts the historical reenactment of the Oath of Vasil Levski, Bulgarian revolutionary and fighter for national freedom, and now, more than 6,000 people on average every month take an oath to “love and work for Bulgaria”. The exhibits of the castle, i.e. elements, items, antiquities and works of art typical for the Bulgarian culture, the newest art gallery and the permanent exhibition devoted to the mothers of Bulgarian writers and freedom fighters have presented a panoramic view of the castle culture. Fourth, the story of building the castle, its fairy style, its location in the skirts of the mountain but near the sea coast, create a unique creative atmosphere. In the meantime, the spirit that shapes In Love with the Wind Castle inspires many people from the arts, science, education, sports and show business to realize their dreams and ideas, irrespective of their age, education, financial position and social status. In this sense, the castle has instilled a positive energy to the society.





**3. Concrete steps have been taken to repair the ecological environment and protect biodiversity.** The construction of In Love with the Wind Castle is fully synchronized and complies with the applicable normative regulations and the concept of environmental protection and biological diversity. After thorough cleaning, the place that used to be the landfill of the Ravadinovo village has been turned into a picturesque park and lakes and ponds, attracting 30 species of water and migrating birds to freely live there as their natural habitat. The international audit held in 2018 by the environmental protection and animal care organization of TUI Animals Welfare assessed extremely positive the excellent conditions for the wild animals in the artificially created bio habitat.

## Results

In Love with the Wind Castle has managed to fully change not only the working environment and liquidate unemployment and poverty in the region but remodeled the overall infrastructure in the area and created the unique flower gardens with more than 10,000 plant species, park. In 2018, the castle received the “No.1 Tourist Attraction of

the Year” award from the Bulgarian Ministry of Tourism.

Since the very start of the construction works in 1996 till now, over 1,000 people, local residents of the village of Ravadinovo and the surrounding area, have worked at the castle. Nowadays, unemployment rate in the neighboring villages has been zero percent. The work at the complex and the auxiliary tourist and travel businesses have created numerous additionally opened vacant job positions. In addition, some 50 people from Russia, Macedonia, Serbia, Turkey, Romania and Ukraine have also served as labor force for the complex.

## Experience and Inspirations

**1. Paying attention to cultural management and preserving the castle spirit.** In Love with the Wind Castle sees itself as the keeper of Bulgarian spirit and tradition. The newly built art gallery and various cultural activities on the theme of the castle spirit provide visitors with an immersive experience and presents a lively image of the castle culture, giving the visitors an unique exposure to the castle spirit. In addition, a series of socially influential activities held around the castle spirit have served as an effective vehicle for promoting and preserving the spirit of the castle and enhanced the castle’s key tourism competitiveness.

**2. The local residents have been both the builders and beneficiaries of the castle.** The construction of the castle brings benefits and development opportunities to the locals, and increases the public participation in the protection of the castle’s environment and culture, thus creating a virtuous circle of development.

## Next Step

The successful experience of In Love with the Wind Castle is both inspirational and informative for the development of castles around the world and for the protection, development and business operation of historical towns in China.



## 江西婺源篁岭： 共享经济领航与复兴 “篁岭晒秋”

Revitalizing the Scenery of “Autumn Harvest”  
through Sharing Economy at Huangling  
Village, Wuyuan, Jiangxi

## “ 摘要

婺源篁岭是近年江西乡村旅游最耀眼的新星，民进基层会员吴向阳主导的篁岭乡村旅游扶贫富民实践破解了乡村旅游产权纠葛引发的深层难题，构建了发展共享的合意空间，实现了乡村旅游从做产品到做产业、做事业的转变。“篁岭”模式复活了行将消逝的古村，复原了传统农耕文明，复兴了乡民的经济自信、产业自信和文化自信，解决了农民就地城镇化、土地经营权集约流转等难题，使篁岭村人均年收入从旅游开发前的 3500 元，提升为 4 万元；户年均收入从 1.5 万元提升为 13 万元。创造了“篁岭晒秋”的最美中国符号，为我们提供了中国乡村旅游发展升级的领航样本。

”

## 挑战与问题

篁岭民俗文化村地处江西省婺源县东端，位于婺源县主峰海拔 1260 米的石耳山中，始建于大明宣德年间，有 580 多年建村史，属典型的山居古村。全村古树环抱、梯田簇拥、风景如画，犹如挂在山坡上的盆景。有关篁岭的摄影作品，十多次获得国际国内大奖。然而，古村地质灾害频发，从 1978 年开始地方政府便不断鼓励村民下迁。旅游开发之前，篁岭已陷入缺水缺电、经济凋敝、居民搬离、房屋失修、梯田荒废的窘境，面临着在“半空心化”



中逐渐消亡的命运，因此生存与发展的关系成为村落发展的重点。

## 措施

2009 年，吴向阳注册婺源县乡村文化发展有限公司，决心投资建设婺源篁岭民俗文化村项目，通过近十年的发展，吴向阳开创了独有的“篁岭模式”，并于 2018 年与中青旅与公司签署战略合作协议，力争打造成全国乡村旅游和乡村振兴的标杆。主要措施有：

1、通过房屋产权整体置换统合旅游开发经营权。婺源县乡村文化发展有限公司经过与县、镇两级政府协商，投资 1200 万元，建设安置房 68 户，老年、单身公寓 24 套，并配套基础设施，对篁岭村的 320 名村民进行整体搬迁。2013 年，通过“招拍挂”，公司获得了古村 3.3 万平米建设用地的使用权。在解除地质隐患，改善村民居住条件和农业生产条件的基础上，实现了产权清晰、边界清楚，整体盘活了古村旅游开发经营权。

2、通过老建筑异地搬迁复兴古村鼎盛期的风貌。婺源明清徽派老建筑遍布全县各地，2014 年，



婺源县乡村文化发展有限公司与许村镇政府达成协议，由公司全额出资，将“怡心堂”整体搬迁至篁岭修缮保护，所有权仍归许村镇政府，公司则拥有经营使用权。开创了老建筑保护利用的“寄养”模式。迄今，篁岭的 120 多栋老建筑，有 20 多栋是异地搬迁来的，使篁岭成为婺源精品老建筑密度最大的村落之一。

3、通过原住民返迁兼业和就业实现“就地城镇化”。投资的 3 个多亿绝大多数用于搬迁、修复、营造、做旧、保养等繁杂的“修旧如旧”工程，近 2 年，平均每天有 4 万多元工资款注入篁岭和栗木坑、晓容、前段等周边村庄。全手工打磨的篁岭古村，唤醒了沉睡的“婺源三雕”（砖雕、木雕、石雕）工艺，许多工程参与者习得了手艺，劳动的含金量不断提升。一些手艺精湛者还组建了专门的古建修复队，将兼业变成了专业。

公司流转了村落四周曾经大半抛荒的梯田，雇佣当地农民，按公司制定的种植方案，用传统种植方式打造“千亩梯田四季花海”。收获的菜油、辣椒、皇菊、稻谷、果蔬等农产品则定向销售给旅游接待单位，将耕作变成了就业。

篁岭则复原了近 300 米的“天街”，街旁密布茶坊、酒肆、书场、砚庄、篾铺，吸引村民返迁“天街”经营相关业态。还集结了一批甲路油纸伞、婺源龙灯、龙尾歙砚等非物质文化遗产传承者，在街里巷间制作传授工艺绝活。经过“整体搬迁、精准返迁、产业融入”这三部曲，每一个利益相关方的利益都得到增进，特别是原住民家庭妇女获得了“家门口”就业的机会，实现了非农化，绘出了“就地城镇化”的新样本。

4、通过打造“篁岭晒秋”品牌构筑乡土中国符号。篁岭村民凿窗支匾晾晒农作物，形成了极富特色的“晒秋”民俗。景区复原和发展“篁岭晒秋”



民俗，建设系列“晒秋产品”，打造成“中国最美文化符号”的文化现象，使“篁岭晒秋图”如同“清明上河图”、“富春山居图”一样，成为中国文化的核心想象。

## 成效

篁岭民俗文化村于 2013 年开始试营业，2017 年游客量首次突破百万大关，先后被评为“最美中国符号”、“中外最美外景地”，先后荣获国家 AAAA 级旅游景区（国家旅游局）、中国最美休闲乡村（农业部）、全国特色景观旅游名镇名村示范点（住建部）、中国乡村旅游模范村（国家旅游局）等一系列荣誉。

“篁岭模式”减贫效果十分显著。首先，村民有了工资性和经营性的收入，2016 年，篁岭景区支付给村民的工资有 500 余万元，村民旅游创业收入 600 余万元。篁岭村人均年收入从旅游开发前的 3500 元提升为 4 万元；户年均收入从 1.5 万元提升为 13 万元。篁岭景区周边村庄有 50 余家从事农家乐经营，户均年增收 5 万元。其次，村落精英回流，还有大量的外村甚至外县人员涌入篁岭村寻找就业、创业机会。第三，留守老年人实现了再就业，劳动价值延长化。第四，大量农村妇女在景区就业，经济、家庭和社会地位得到切实提高。第五，村民有了资源使用费、房产增值、租金上涨等资产性收入。

## 经验与启示

篁岭开发通过“参与式扶贫”，保障了多数村民的参与权，不仅提高了村民的脱贫能力、开拓了村民的就业视野、带来了实质上的旅游红利，还为乡村旅游的振兴之路带来了启发。主要经验与启示有以下几点：

1、以特为先，以奇取胜。构建具有生命力的乡村旅游模式，充分挖掘当地生态及文化上的特色，走差异化的发展道路，充分带动地方经济，实现长



久的减贫效益。

2、以旅带农，以农促旅。篁岭旅游促进了周边旅游服务的提升，当地农家民俗生活体验、特色农家客栈和农特产品的发掘也增强了篁岭旅游的多样性。

3、参与式扶贫，扶贫扶智。篁岭景区首创“参与式扶贫”，让当地村民参与到旅游发展中，并成为旅游发展的受益者，而非反对者，实现良性循环。

## 下一步计划

婺源篁岭景区在旅游精准扶贫过程中，定位打造婺源最具民俗特色的文化影视村落，把篁岭古村落打造成特色晒秋民宿、把数万亩梯田变成现代高效农业观光园。复兴古村民俗文化、升级乡村文化旅游，打造特色文化小镇，为婺源乡村旅游转型升级探索道路。并创立“参与式扶贫”模式，让当地村民参与到旅游发展中，成为旅游发展的受益者，实现良性循环，具有全球性借鉴意义。

## Abstract

Wuyuan's Huangling village is the brightest rising star in Jiangxi in terms of rural tourism in recent years. The tourism-empowered poverty alleviation project led by Wu Xiangyang, an ordinary member of China Association for the Promotion of Democracy, has solved the underlying problem of tourism resources ownership by building a sharing-economy model of Consensus Space, and shifted the focus of rural tourism from making products to nurturing industries and businesses. The "Huangling" model has revived the fading ancient village, revitalized the traditional agriculture civilization, restored villagers' confidence in their local economy, industry and culture, and offered inspirations to the promotion of in-situ urbanization and the transformation of land-use right. As a result, the annual per capita income of villagers was raised to 40,000 yuan from 3,500 yuan while the average annual household income increased to 130,000 yuan from 15,000 yuan after tourism development. The "Autumn Harvest" scenery in Huangling has become a symbol of the beautiful China, contributing a case in point of developing and upgrading rural tourism in China.

”

## Challenges and Problems

The Huangling Folk Culture Village is located at the eastern end of Wuyuan County, Jiangxi Province, at an altitude of 1,260 meters among Mont Shi'er, the main peak in Wuyuan County. The village was established during the Xuande period of the Ming Dynasty and has a history of more than 580 years. As a typical mountain village, Huangling is surrounded by ancient trees and dotted with terraces, so picturesque that the village is like a bonsai hanging on a hillside. Pictures taken of Huangling have won more than ten domestic and international awards. However, due to frequent geological disasters, villagers have been encouraged by the local government to relocate downhill since 1978. Before tourism development, the ancient village was caught in the dilemma of water and electricity shortage,

a withering economy, immigration, collapsing houses, and abandoned terraces. Facing the danger of gradual demise in the semi-hollow state, it is essential to focus on the relationship between survival and growth when it comes to rural development.

## Measures

In 2009, Wu Xiangyang registered Wuyuan County Rural Culture Development Co., Ltd. to invest in the project of Wuyuan Huangling Folk Culture Village. With nearly ten years of development, a unique "Huangling model" was established by Wu Xiangyang. In 2018, his company signed a strategic cooperation agreement with China Youth Travel Service, with the aim to make Huangling a benchmark for rural tourism and revitalization.



Main measures include the following:

**1. Integrating tourism development and management rights through the overall replacement of housing property rights.** After consultation with the county and township governments, Wuyuan County Rural Culture Development Co., Ltd. invested 12 million yuan in building 68 resettlement houses, 24 apartments for old people and singles, and supporting infrastructure to provide for the overall relocation of 320 villagers in Huangling. Through the process of “bidding, auctioning and listing”, the company gained the right to use the 33,000 square meters of construction land in the ancient village in 2013. While eliminating the geological dangers, improving local living standards and farming conditions for villagers, this method has established clear-cut ownerships and boundaries, and revitalized the tourism resources in Huangling.

**2. Reinventing the style of the ancient village through relocation of old buildings from other places.** Hui-style architectures of the Ming and Qing Dynasties are spread over the Wuyuan County. In 2014, agreements were reached between the Wuyuan County Rural Culture Development Company and Xucun township

government for the relocation, renovation and protection of “Yi Xin Tang” fully funded by the company. With the ownership still belonging to the township government and the operation right owned by the company, a new model of “foster care” was created for the protection and management of old buildings. Up to now, over 20 ancient buildings are relocated to Huangling. More than 120 exquisite old buildings in Huangling have made it one of the most densely filled villages in Wuyuan.

**3. Realizing “in-situ urbanization” by encouraging the return of local people and promoting local employment.** Most of the over 300 million investment is used for complex renovation procedures such as relocation, repair, construction, antiquing, and maintenance. In the past two years, an average of more than 40,000 yuan was paid every day as wages in Huangling and neighboring villages of Limukeng, Xiaorong and Qianduan. In the renovation process, the long lost craftsmanship of brick carving, wood carving and stone carving were brought alive by the handwork of participants who in turn acquired new skills that made their work more valuable. Some skilled craftsmen even set up a special team for repairing

ancient buildings, turning what was a part-time job into a professional practice.

The land-use right of the nearly abandoned terraces was transferred to the company. It formulated planting plans and hired local farmers to use tradition methods to turn the terraces into a sea of flowers in four seasons. The harvested produce, such as pepper, chrysanthemum, rice, fruits and vegetables, is sold to targeted tourist reception sites. In this way, jobs are created through developing farming.

Tianjie (or Paradise Walk), a nearly 300 meters of commercial street was restored, with various shops selling tea, liquor, books, ink stones and bamboo strip products. Villagers were attracted to return home and run businesses at the Tianjie while inheritors of intangible cultural heritages such as Jialu Oil Paper Umbrella, Wuyuan Dragon Lights and Longwei Ink Stone are gathered at the street to demonstrate and promote these traditions. By overall relocation, targeted return and industrial integration, all stakeholders have benefitted, especially local housewives who now have the opportunity to work near their homes doing non-farming activities. This provides a new sample for “in-situ urbanization”.

**4. Creating a symbol of China Countryside through the branding of “Autumn Harvest” in Huangling.**

During autumn harvest season, it is part of the local custom to open windows and put agricultural produce in the flat round split-bamboo baskets to dry them out. This tradition was restored and promoted in Huangling with a series of activities, aiming to cultivate it into one of “China’s most beautiful cultural symbols” and make the image of autumn harvest in Huangling a key symbol of the Chinese culture, just like the pictures of “Riverside Scene at Qingming Festival” and “Dwelling in the Fuchun Mountains”.

## Results

Huangling Folk Culture Village started pilot operation in 2013, and received more than 1 million visitors for the first time in 2017. It has won a number of honorary titles such as the “most beautiful Chinese symbol”, the “most beautiful shooting location” and has been designated as a national AAAA-level tourist scenic spot by the Ministry of Culture and Tourism, China’s most beautiful village by Ministry of Agriculture, a national demonstration site





for rural tourism with unique landscape by Ministry of Housing and Rural-urban Development and China's rural tourism demonstration village by China National Tourism Administration.

The "Huangling model" has a significant effect on poverty alleviation. First of all, villagers earn wages as well as income from business operations. In 2016, Huangling Scenic Spot Administration paid more than 5 million yuan in wages to villagers who also earned over 6 million from tourism-related businesses. The per capita annual income of Huangling villagers was raised to 40,000 yuan from 3,500 yuan and the average annual income of households increased to 130,000 yuan from 15,000 yuan after tourism development. More than 50 households in the neighboring villages run home inns, which add 50,000 yuan to their annual income. Secondly, capable villagers are attracted back home. Many people from other villages and counties come for employment and business opportunities. Thirdly, the left-behind elderly are re-employed, further increasing their labor value. Fourthly, many rural women are employed in the scenic spots, improving their wealth as well as family and social status. Fifthly, villagers now have more asset income due to resource usage fees, property value appreciation, and higher rent.

## Experience and Inspirations

By engaging most of the villagers, Huangling's poverty

alleviation efforts not only improve villagers' ability to get out of poverty, expand their horizons for employment and bring them tangible benefits, but also provide inspirations for developing rural tourism. Main experience and inspirations are as follows:

**1. Unique resources for success.** To ensure the enduring effects of poverty reduction, we need to foster a vibrant rural tourism model, fully tap into the local eco-environment endowment and culture, and take a differentiated path for economic growth.

**2. Tourism and peripherals reinforcing each other.** Huangling's tourism development encourages peripheral services to upgrade, while business operations such as local folk culture experience, home inn and local agriculture products add to the diversity of Huangling's tourist attractions in turn.

**3. Participatory poverty alleviation.** Huangling Scenic Spot pioneered the participatory poverty alleviation measures that allow villagers to get involved in tourism development and become beneficiaries of it. A virtuous circle is thus formed.

### Next Step

In the process of targeted poverty alleviation through tourism, Wuyuan's Huangling Scenic Spot has been positioned as a beautiful cultural village and filming site, with highlights on the unique autumn harvest custom and homestay houses and the turning of thousands hectares of terrace into modern agriculture sightseeing sites. Huangling has explored rural tourism upgrading by revitalizing folk culture and cultivating distinctive local cultural features. The participatory poverty alleviation model motivates villagers, makes them beneficiaries of tourism development and forms a virtuous circle. Its model is of global significance.



## 爱彼迎：探索共享经济和旅游结合的减贫新模式

Airbnb Explores a New Model of Precision Poverty Alleviation Combining Shared Accommodation with Tourism at Jinjiang Village, Longsheng, Guilin



## “ 摘要

由于受社会经济发展条件的制约，导致金江村江边组经济发展水平薄弱，旅游业发展滞后。2017年，爱彼迎联合桂林旅游发展委员会选取该组试点，实施旅游扶贫。利用当地传统干栏式建筑进行改造，打造具有当地文化特色的现代民宿，成立当地全体村民参与的合作社，对当地居民进行培训，全村居民共享经营成果，达到共同富裕的目的。通过该项目，探索共享经济和旅游结合的扶贫模式，在全国进行宣传推广，并将中国的乡村振兴战略成果推广到全世界。

”

## 挑战与问题

乡村民宿盘活农村闲置资源，是推动乡村振兴和村民致富的重要手段。然而，诸多旅游风景名胜区内或周边，依然存在部分难以从旅游业获益的贫困社区。同时，在旅游精准扶贫的过程中，如何使当地的留守儿童、空巢老人和少数民族等弱势群体

更好地融入主流社会，并且传承、活化和传播其本土民族文化，都是需要关注的问题。

金江村江边组具备良好的旅游发展条件，周边旅游资源密集，邻近世界级优质旅游资源龙胜梯田，自身生态环境优良、传统建筑风貌保存完好，交通条件便利。但是，金江村江边组自身特色旅游资源挖掘不足、旅游吸引力较弱，仍以传统农业为



主，贫困发生率高达30%以上，人口流失严重。Airbnb爱彼迎联合桂林旅游发展委员会选取该组试点，以爱彼迎全球网络平台为基础，将少数民族村寨分散的土地资源和人力资源与全球旅游市场信息进行有序对接，同时联动“吃+住+行+游+购+娱”旅游六要素，构建“旅游业+农业+商业”的全链条产品体系，实现旅游扶贫。

## 措施

Airbnb爱彼迎龙胜乡村旅游扶贫项目通过“精准识别扶贫对象—规划建设特色民宿—构建保障机制—推广营销目的地”四大阶段，构建“贫困户民宿+地球村旅游客户”的全球化精准扶贫模式。具体措施如下：

1、筛选扶贫社区。项目选取了具备良好旅游发展条件、难以从旅游业受益的龙胜县金江村江边组作为被扶贫地区。

2、确定精准扶贫人群。通过政府推荐、社会调查、深入座谈等方式，选取有意愿、有能力参与项目的10户贫困村展作为扶贫对象，引导这类人群直接参与民宿经营项目，发挥其引领示范带动作用。

3、全程主导和参与设计改造特色民宿。依托当地的自然生态和人文风情设计特色民宿，同时考虑外来游客的需求，配备完善的洗漱、沐浴、厨卫、影音等现代设施。

4、构建全链条体验式产品体系。联动“吃+

住+行+游+购+娱”旅游六要素，构建“旅游业+农业+商业”的全链条产品体系。一方面，保留西南地区原生态壮族村寨自然生态、建筑景观、民族文化和生活气息，营造特殊的壮族村寨生产生活体验。另一方面，深度挖掘当地资源，全链条开发旅游产品，全方位打造深度体验性旅游产品。

5、开展房东课程培训和民宿经营示范。联合地方高校和专业民宿管家开展示范培训和精准培训，向扶贫对象进行共享住宿接待服务培训（包括餐饮、客房、中餐烹饪等）、基础的英语能力培训以及数字设备的使用培训，提高扶贫对象的实践管理水平。

6、建立贫困户脱贫的收益机制。金江村江边组全体村民签订了《江边寨民宿经营协议书》，50%的利润用于Airbnb爱彼迎桂林项目的运营管理和规模扩大，50%的利润平均分配给全体村民。通过Airbnb爱彼迎桂林项目的带动示范，江边寨一部分村民直接参与民宿经营，一部分村民参与住宿、餐饮等旅游接待服务，一部分村民通过向游客出售百香果、罗汉果等特色农产品间接参与旅游业，其余村民通过参加农村旅游合作社或土地流转获得租金。

7、加入共享住宿平台。Airbnb爱彼迎通过其全球网络平台，加强世界各地游客与金江村江边组的沟通，扩大江边组旅游知名度。





## 成效

通过对金江村江边寨全体 38 户村民的问卷调查可知，95% 以上的村民认为 Airbnb 爱彼迎项目给当地社区带来了良好的社会经济效应。通过该项目的示范引导，民宿、餐饮、农事体验、旅游购物等乡村旅游业开始兴起，“旅游业+农业+商业”的产业联动发展促进江边寨生产内容丰富。首期试点的六间民宿在投入运营的第一月获得收入近两万元，直接带动 4 人就业，6 户农户参与餐饮接待，全村村民人均月收入增幅达 50%。

## 经验与启示

Airbnb 爱彼迎桂林龙胜项目的成功经验在于以下几点：

1、联合专家精准选取具有旅游发展前景的扶贫地区和对象，避免不适宜的旅游减贫方式造成的旅游再贫困。

2、构建利益联结机制，采取“农户+乡村合作社”的运营模式，实现全民分红，多劳多得的利益分配，带动村内旅游发展参与度。

3、从小规模试点做起，小成功带动大项目，

消除村民对于外部项目进村的不信任。

4、民宿建设过程中注重使用本地施工队，传授传统技艺，传递修旧如旧的理念，可持续性地减少过度旅游开发造成的本地文化破坏。

5、开发配套旅游活动，把客人留在社区，提高社区内的消费。

6、举行长期的、针对性的技能培训。提高乡村民宿从业者的接待能力，开拓女性就业机会。

## 下一步计划

Airbnb 爱彼迎与桂林旅游发展委员会合作，探索共享经济和旅游结合的扶贫模式，在全国进行宣传推广，并将中国的乡村振兴战略成果推广到全世界。该项目为世界众多地处旅游风景名胜、但难以从旅游业获益的贫困社区在转变生产方式、重建生计模式、传承本土文化和促进可持续发展等方面提供了有益借鉴，为世界减贫方案提供了共享经济减贫新模式。下一步，将继续加快旅游扶贫产业和配套设施建设；大力推行“企业+培训机构+贫困户”等精准培训模式；加大创新力度，打造核心吸引力，打造“中国式扶贫”的新动能。

## “ Abstract

Due to the constraints of social and economic conditions, Jiangbianzu in Jinjiang Village has been struggling with a weak economy and underdeveloped tourism for years. In 2017, Airbnb and Guilin Tourism Development Committee launched a pilot project on tourism-empowered poverty alleviation in this village, turning traditional stilt-style buildings into modern homestay houses with distinctive local cultural features. Under the project, a rural cooperative with the participation of all local villagers has been set up, training courses provided to local residents and the benefits of the homestay business shared by all villagers, which contributes to the goal of common prosperity. Through this project, a new model of poverty alleviation that combines sharing economy with tourism has been established, which will be promoted across the country, and the success of China's rural revitalization strategy will also be shared with the world.

”

## Challenges and Problems

Rural homestay programs, which can put the idle resources in the countryside to better use, represent an important means to promoting rural revitalization and increasing the income of villagers. However, in many scenic spots or surrounding areas, there are still some poor communities which face difficulties in sharing the benefits of tourism. At the same time, in conducting precise poverty alleviation, it is important to pay attention to issues like helping the left-behind children, empty nesters, ethnic minorities and other vulnerable groups better integrate into the mainstream society, and inheriting, activating and disseminating the local ethnic culture.

Jiangbianzu of Jinjiang Village enjoys good conditions for tourism development and rich tourism resources in its surrounding areas. Sitting next to the Longsheng Terrace,

a world-class tourist site, the village features an excellent eco-environment, well-preserved traditional architecture and convenient transportation. On the other hand, due to lack of exploitation of local tourism resources and weak appeal to tourists, Jiangbianzu is still highly dependent on traditional agriculture, resulting in a 30%+ poverty incident rate and serious outflow of local population. Airbnb and



Guilin Tourism Development Committee have selected this village for a pilot project. Through the platform provided by Airbnb's global network, the scattered land and human resources of the ethnic minority villages are connected with the information of the global tourism market. The six elements of tourism, i.e. "food, accommodation, travel, sightseeing, shopping and entertainment", are linked together to construct a full-industrial-chain product system covering "tourism, agriculture and commerce" and harness the power of tourism in promoting poverty alleviation.

## Measures

Under the Airbnb Longsheng rural tourism poverty alleviation project, a global model of targeted poverty alleviation featuring "homestay in poor households + tourist customers of global village" has been established through four stages, i.e. "identifying the targets of poverty alleviation assistance, planning and building homestay houses with visible features, putting in place the safeguard mechanism, and promoting marketing destinations". The measures taken include the following:

**1. Selecting the communities for poverty alleviation assistance.** Jiangbianzu of Jinjiang Village in Longsheng County, which has good tourism potential yet unable to



benefit from tourism development, has been chosen for the project.

**2. Identifying the population group to receive assistance.** Through government recommendation, public survey, workshop and other means, 10 poor households that are both interested in and capable of participating in the project have been chosen. They have been encouraged to take part in the running of homestay programs and play a leadership and demonstrative role in the local communities.

**3. Leading and participating in the design and renovation of homestay houses.** The homestay houses are designed based on the natural and cultural features of the village, and equipped with modern facilities such as washing basin, shower, kitchen, toilet, video and audio equipment to satisfy the needs of tourists.

**4. Building a network of experience-based products covering the whole industrial chain.** The six elements of tourism, i.e. "food, accommodation, travel, sightseeing, shopping and entertainment", are linked together to construct a full-industrial-chain product system covering "tourism, agriculture and commerce". The original natural environment, architectural landscape, ethnic culture and lifestyle of the Zhuang communities typical to southwest China have been preserved to create a unique experience of the daily life of the local village. At the same time, the local resources have been further explored to develop tourism products covering the whole industrial chain, and create tourism products that offer intensive tourist experience.



**5. Providing course training to homeowners and conducting demonstration on homestay management.**

Demonstration and targeted training programs have been offered to the recipients of poverty alleviation assistance in cooperation with local colleges and universities and professional homestay managers, which include training on the hospitality services of shared accommodation (i.e. catering, guest rooms, cooking, etc.), basic English skills and knowledge of digital devices, all for the purpose of improving the practical management performance of poverty alleviation targets.

**6. Introducing a revenue-sharing mechanism to help poor households get out of poverty.** All the villagers in Jiangbianzu have signed the Agreement on Homestay Operation of Jiangbian Village, which prescribes that 50% of the profits will be used for the management and expansion of the Airbnb Guilin project, and the rest 50% will be shared equally among the villagers. Inspired by the Airbnb Guilin project, some villagers in Jiangbian Village have participated directly in homestay management, some have participated in accommodation, catering and other tourist reception services, some are indirectly involved in tourism by selling specialty agricultural products such as

passion fruit and momordica grosvenori to tourists, while others receive rents through participation in rural tourism cooperatives or land transfer.

**7. Joining the platform of shared accommodation.** Through its global network, Airbnb has introduced Jiangbianzu to tourists from all over the world and increased the tourism visibility of the village.

## Results

As the results of the questionnaires sent to all the 38 households in Jiangbianzu, Jinjiang Village suggest, over 95% of the villagers believe that the Airbnb project has delivered both social and economic benefits to the local community. Through the demonstration and inspiration of this project, homestay, catering, farming experience, tourism shopping and other forms of rural tourism business have started to develop, and the coordinated development of "tourism, agriculture and commerce" has enriched the production activities of Jiangbian Village. In the first month of business operation, the six homestay houses launched in the first phase of the pilot project received nearly 20,000 yuan of income, which directly led to the employment





of four local residents, and six households were involved in catering services. The average monthly income of the villagers increased by 50%.

### Experience and Inspirations

The success of the Airbnb Guilin Longsheng project provides the following experience:

1. Seeking expert opinions to choose the areas and groups with real tourism potential and avoid causing relapse into poverty due to improper means of tourism development.
2. Fostering a mechanism of integrated interests, adopting the model of “rural household + rural cooperative”, creating a pattern of interest distribution with benefits shared by all and proportionate to contribution, and mobilizing the participation of local villagers in tourism development.
3. Starting from successful pilot projects on a smaller scale before moving to bigger projects in order to remove the villagers’ suspicion of projects introduced from the outside.

4. Using local construction teams in the construction of homestay houses, passing on traditional techniques and the idea of keeping the old as the old in renovation, and mitigating the destructive impact of excessive tourism development on local culture.

5. Developing matching tourism activities to keep the tourists in the village and encourage more consumption in the community.

6. Conducting long-term, targeted skills training to enhance the hospitality skills of the employees of rural homestay programs and open up more job opportunities for women.

### Next Step

Airbnb is working with Guilin Tourism Development Committee to explore the poverty alleviation model that combines sharing economy with tourism, promote the experience at the national level, and share with the world the success of China’s rural revitalization strategy. The project provides inspirations to impoverished communities around the world that are located inside famous scenic spots yet unable to benefit from tourism development, especially in areas like transforming production patterns, rebuilding livelihood patterns, inheriting local culture and promoting sustainable development. It also provides to the world a new model of poverty reduction based on sharing economy. Going forward, further efforts will be made to accelerate the construction of tourism poverty alleviation industries and supporting facilities, promote “enterprise + training institutions + poor households” and other models of targeted training; step up the efforts of innovation, cultivate key points of attraction, and create new drivers for the campaign of poverty alleviation with Chinese features.



## PATA 基金会：越南沙坝实践，构建最富启发意义的负责任旅游

### PATA Foundation Offers New Inspiration on Responsible Tourism at Sa Pa, Vietnam

## “ 摘要

从传统自给自足的农业转型为旅游业，面临着一系列挑战。2000年由加拿大国际开发署和PATA基金会先后对沙坝地区三个社区提供资金援助，实施社区可持续旅游培训计划。项目寻求各种途径调动沙坝地区社区参与旅游发展，制定了针对其成员和游客的行为准则、新的社区产品、地图和正式的社区旅游规划；举办了超过200个工作坊，参与村民超过450人，通过教授旅游基本技能并逐渐拓宽至企业管理和规划；邀请20个旅游机构的代表来到村庄体验文化徒步产品，与河内的旅行社开会介绍村庄旅游产品；项目制定了以结果为导向的长期赞助计划，通过生产高质量的游客体验产品和用教育投资社区的未来，村庄居民年收入从500美元增加到现在的2400美元，取得较好的效果。

”

## 挑战与问题

沙坝镇位于越南北部老街省，由多元文化、少数民族市场和美妙风景构成，100多年前曾被法国殖民者开发为他们的山区避暑地。沙坝一直是越南备受推崇的旅游目的地，包括老街村、Taphin村和Tavan村三个社区，旅游在整个社区扮演着非常重要的角色。2000年初沙坝三个社区成为社区可持续旅游培训计划的对象，由加拿大国际开发署和PATA基金会先后为该计划提供资金援助，加拿大温哥华的卡毕兰诺学院和越南河内开放大学合作完成项目执行工作。



沙坝区是从传统自给自足的农业转型为旅游业，发展乡村旅游面临着一系列挑战。首要任务是管理快速增长的游客人数以及本地居民对待收入新方式的态度；第二是在村落中如何分配旅游收益；第三个挑战是重新评估和改变管理乡村的权力关系；第四个挑战是村民与合适的旅行社形成公司对公司的业务关系；最后是社区发展需要并且得到基础设施建设、培训和商业投资等形式的支持，一旦援助停止，社区发展如何自食其力。

## 措施

- 1、制订完善的政策和规划。项目寻求各种途径调动沙坝地区社区参与到旅游规划活动中来，从社区整体角度出发才能更好地管理旅游发展。通过会议讨论，社区制定了针对其成员和游客的行为准则、新的社区产品、地图和正式的社区旅游规划。
- 2、提供多样化的产品开发与供应。当地政府与本地旅游利益相关者（酒店、地方警察、NGOS、导游等）一起参与打造可持续发展的旅游项目，加快对产品开发、合作协议、合理定价、文



化保护和村庄改善等方面建设。卡毕兰诺大学与河内开放大学的师生联合当地利益相关者设计并举办了超过200个工作坊，参与村民超过450人，通过教授旅游基本技能并逐渐拓宽至企业管理和规划。鼓励村民共同改善卫生条件、创造新的社区旅游产品、起草商业企划、制定社区规章制度和与社区青年共同开展清洁日。

3、加强市场营销及推广。大部分沙坝村的旅游产品通过网络预定，或直接在河内或沙坝预定。项目邀请到20个旅游机构的代表来到村庄体验文化徒步产品，与河内的旅行社开会并介绍村庄以及可以提供的旅游产品。

## 成效

项目协助收益公平分配、促进青少年的社区关怀和教育、加强本地居民和政府之间的合作、保护非凡独特的山地少数民族部落文化以及通过旅游业让家庭收入更加多元化。

共有60多位当地导游接受了培训并被几个本地旅行社雇用。超过40个当地居民经营民宿，为游客提供食宿和文化交流体验。

村内的英语和越南语水平被普遍提高，使东道社区、越南旅行社和游客更好地交流。社区居民年收入从500美元增加到现在的2400美元。

沙坝社区旅游项目得到了社会广泛认可，2014年项目荣获PATA大奖的教育和培训金奖。2015年，

项目入围狂野亚洲（Wild Asia）“最富启发意义的负责任旅游”决赛，CBT越南被狂野亚洲评为10年中最激动人心的10大项目之一。2015年获得联合国环境署InSpire可持续旅游的荣誉奖。2016年，CBT越南再次获得SKAL可持续旅游奖。

项目故事被制作成电影，正式上映11次并获得几个电影单项奖，包括全球各大电影节的特奖。视频在特殊活动中被放映给上千观众，网络浏览量超过50000次。

## 经验与启示

为了打造可持续旅游的范例，PATA基金会为Taphin和老街项目制定了以结果为导向的长期赞助计划，通过生产高质量的游客体验产品和用教育投资社区的未来，尽可能地帮助社区保留他们的文化传承并赋予他们自决未来的能力和权力。同时，加强游客体验、打造企业对企业的合作关系、广泛分配福利，以及建立一个在项目结束后能继续蓬勃发展的可持续旅游经济。

## 下一步计划

PATA基金会通过加强利益相关者的联系、社区旅游规划、环保管理和技能培训，打造沙坝地区社区旅游可持续发展，带动当地吃住行游购娱的各行各业发展，做到真正的“授之以渔”，被证明极为有效，将成为乡村旅游发展的实践典范。



## “ Abstract

The transformation from traditional self-sufficient agriculture to tourism faces a series of challenges. In 2000, the Canadian International Development Agency (CIDA) and the PATA Foundation provided financial assistance to three communities in the Sa Pa region for the implementation of community-based training program on sustainable tourism. The project seeks to mobilize community participation in tourism development in the Sa Pa region. A code of conduct has been developed for community members and tourists, new community products and maps have been launched and formal community tourism plans formulated. More than 200 workshops have been held with the participation of over 450 villagers, and the contents of teaching have been expanded from basic tourism skills into knowledge of business management and planning. The representatives of 20 tourism agencies have been invited to the villages to experience the cultural hiking products and meetings have been organized with travel agencies in Hanoi to introduce the tourism products of local villages; under the project, a result-oriented long-term sponsorship plan has been established. By producing high-quality tourist experience products and investing in the community's future with education, the annual income of village residents has increased from US\$500 to US\$2,400, producing positive results.

”

## Challenges and Problems

Sa Pa Town is located in Lao Cai Province in northern Vietnam. It features a diverse culture, local markets of ethnic minorities and a beautiful scenery. Over a century ago, French colonists turned it into a mountainous resort for summertime. Sa Pa has always been a popular tourist destination in Vietnam, including the three communities of Lao Cai Village, Taphin Village and Tavan Village. Tourism plays a critical role in the whole community. In early 2000, the three communities in Sa Pa was included into the community-based training program on sustainable tourism co-funded by the Canadian International Development

Agency (CIDA) and the PATA Foundation. The Capilano University in Vancouver, Canada, and the Open University of Hanoi, Vietnam worked together on the project's implementation.

The Sa Pa region is in a transition from traditional self-sufficient agriculture to tourism, and the development of rural tourism faces a series of challenges. The No.1 task is to manage the rapidly growing number of tourists and the attitude of local residents towards new ways of income; the second challenge is how to distribute tourism revenue in the village; the third challenge is to reevaluate and change the relations of power in village management; and the fourth challenge is to form the right business-to-business relations

between villagers and appropriate travel agencies. Finally, community development needs support in the form of infrastructures, training and business investment. Once such assistance stops, sustaining the development process will become an issue for the community.

## Measures

**1. Making sound policies and plans.** The project seeks various ways to mobilize community participation in the tourism planning of Sa Pa, as tourism development is better managed when the community is approached as a whole. Through discussion at meetings, the community has launched a code of conduct for its members and tourists, as well as new community products, maps and formal community tourism plans.

**2. Developing and offering diverse tourism products.** Local governments and local tourism stakeholders (hotels, local police, NGOs, tour guides, etc.) work together to develop sustainable tourism projects and speed up the process of product development, cooperation agreements, reasonable pricing, cultural protection and village improvement. The faculties and students of Capilano University and Hanoi Open University have joined local stakeholders in designing and organizing more than 200 workshops, with the participation of over 450 villagers. The contents of teaching have been gradually expanded from basic tourism skills into knowledge of business management and planning. Villagers are encouraged to make a joint effort to improve health conditions, create new community-based tourism products, draft business plans, work out community rules and regulations, and take part in cleaning day activities with the young people in the community.

**3. Strengthen marketing and promotion.** Most of the tourism products in Sa Pa can be ordered online or booked directly in Hanoi or Sa Pa. The representatives of 20 tourism agencies have been invited to the villages to experience the cultural hiking products, and meetings have been organized

with travel agencies in Hanoi to introduce the tourism products that can be offered by the villages.

## Results

The project assists in the fair distribution of income, promotes community care and education for adolescents, strengthens cooperation between local residents and the government, protects the unique tribal culture of ethnic minorities in the mountainous region, and expands the source of income for local households through tourism.

More than 60 local tour guides have been trained and employed by local travel agencies. Over 40 local residents are engaged in the home stay business, providing visitors with food, accommodation and cultural experience.

The English and Vietnamese proficiency of the villagers has generally improved, which enables local communities and travel agencies in Vietnam to better communicate with tourists. The annual income of community residents has increased from \$500 to \$2,400.

The community-based tourism project of Sa Pa is widely recognized by the public, and won the PATA Gold Award for Education & Training in 2014. In 2015, the project made to the final of Wild Asia Responsible Tourism Awards, and CBT Vietnam was named one of the 10 most exciting projects of the decade by Wild Asia. In 2015, the project





was recognized in the Tourism InSPIRE Awards sponsored by the United Nations Environment Programme (UNEP) with an Honorable Mention of the Best Community Based Tourism Initiative category. In 2016, CBT Vietnam once again received the Sustainable Tourism Award from Skal International.

The film inspired by the project has been officially screened for 11 times, and won a number of film awards, including special awards at major film festivals around the world. Video clips of the project have been presented to thousands of viewers in special events and attracted over 50,000 visits on the internet.

### Experience and Inspirations

To build a model of sustainable tourism, the PATA Foundation has developed a results-oriented long-term sponsorship plan for the Taphin and Lao Cai projects, which aims to help communities retain their cultural heritage and give them the power and resourcefulness to shape their own future by producing high-quality tourist experience products and investing in the community's future with education. Other experience includes creating a better tourist

experience, building business-to-business partnerships, distributing welfare benefits across the community, and developing a sustainable tourism economy that continues to grow after the completion of the project.

### Next Step

Through stakeholder engagement, community-based tourism planning, environmental protection and management and skills training, the PATA Foundation has succeeded in promoting the sustainable development of community tourism in Sa Pa, and driving the development of various local industries, from food, accommodation and travel to shopping and entertainment. Such a practice, which truly delivers on the goal of “teaching people how to fish instead of just giving them fish”, has proved extremely effective and provided a model for rural tourism development.



## 山东沂南：全域旅游助力革命老区 扶贫亮丽开篇

### All-for-one Tourism Writes a Bright Opening for the Poverty Alleviation of the Old Revolutionary Base Area at Yinan, Shandong

## “ 摘要

在脱贫攻坚中，沂南县发挥红色资源、自然资源优势，将旅游扶贫作为产业扶贫的四大主攻方向之一，确立了“政府引导、产业带动、金融助推、共建共享”的旅游扶贫总体思路。探索出了马泉休闲园“一地生四金”、沂蒙红色影视基地“一区带四员”、竹泉村“景区带村”、朱家林“共建共享”等旅游扶贫开发新模式，在全域旅游时代趟出了一条旅游带动型发展路子。目前，全县旅游业带动脱贫4600余人，占脱贫人口的13%，8个国家级和省级旅游扶贫村已有6个村实现整体脱贫。

”

## 挑战与问题

沂南县地处山东省沂蒙山区腹地，是智圣诸葛亮故里、沂蒙红嫂家乡，是沂蒙革命根据地的中心、沂蒙精神的重要发源地和沂蒙红嫂精神的诞生地。先后列入“国家级生态示范区”、“全国休闲农业与乡村旅游示范县”、“全国旅游标准化示范县”和首批国家级旅游业改革创新先行区。全县总面积1706平方公里，有省定贫困村125个，建档立卡贫困户5.4万户、9.4万人，西部山丘区6个乡镇被列为临沂市“一点两区”脱贫攻坚的主战场。

沂南县是传统农业县，特别是西部山丘区，以粮食生产和林果种植为主，农业产业结构较为单一，交通闭塞，信息不畅。长期积贫积弱、靠天吃饭的生存状态致使有劳动能力的年轻人大都选择外出打工，农村空心化、老龄化严重，村集体大多无收入来源，发展内生动力严重不足。如何找到一种普惠性强、具有综合拉动能力的“造血”型产业项目，带动老区人民真正走出贫困，成为摆在历届县委、县政府面前的重大使命。

## 措施

沂南县按照“一核五带八大综合体”全域旅游

总体布局，将全域旅游发展与脱贫攻坚、美丽乡村建设等有效衔接，整合各部门的政策和金融融合发力，形成全域化、系统化旅游扶贫工作格局。主要措施有：

1、连片开发，整体带动。连片规划开发铜井镇竹泉-马泉片区、马牧池乡常山庄片区、岸堤镇朱家林片区等5处旅游资源集中区，涵盖了全县60%以上贫困人口。其中投资7.8亿元的红嫂家乡旅游区，以沂蒙红色影视基地为核心区，带动周边5个村庄、涉及2个贫困村；岸堤镇建设的朱家林田园综合体（创意小镇），辐射带动周边10个村、涉及2个贫困村；马泉休闲园、红石寨旅游区、智圣汤泉旅游度假村及沂蒙七彩乡村等旅游区，发展康养、休闲、采摘等业态的同时，注重挖掘周边乡村资源，带动周边21个村、涉及7个贫困村。

2、景区带村，借力发展。景区周边村民将土地折股量化、搬进新居出租老屋，实现了“老村变景区、村民变老板、土地变资本、新村变乐园”，带动286户贫困户712人实现稳定脱贫。

3、村企合作，共建共享。先后吸引山东龙腾竹泉旅游公司、山东吉利旅游开发公司等社会资本参与贫困村旅游开发，为增强贫困村和贫困户的自我发展能力，构建“村集体、公司、合作社、基地、农户”共同参与旅游产业的多元化利益联结机制，

培育专业大户、家庭农场，带动贫困群众参与旅游产业化经营。全县有6个重点旅游扶贫村通过以旅游为主导的产业扶贫每年增加集体收益10万元以上。

4、培育业态，培训创业。开通“就业创业一点通”，建立贫困人口“技能工”大数据库，免费对贫困户开展技能培训，累计培训2890人。对景区内从事经营的建档立卡贫困户优先提供小额信贷支持，免费提供商铺摊位，有1400人实现就业、创业，脱贫增收。

## 成效

山东省沂南县旅游扶贫模式由“输血式”扶贫向“造血式”扶贫转变，让贫困户实现了增收致富的同时，充分调动了群众积极性，激发贫困户自主脱贫的内生动力，并创造出四个可推广、易复制的乡村旅游扶贫模式。

山东省沂南县旅游扶贫模式带动全县脱贫4600余人，占脱贫人口的13%，8个国家级和省级旅游扶贫村已有6个村实现整体脱贫。

探索出马泉休闲园“一地生四金”、沂蒙红色影视基地“一区带四员”、竹泉村“景区带村”、朱家林“共建共享”等四个旅游扶贫开发新模式，其中沂蒙红色影视基地“一区带四员”模式，辐射带动景区周边5个村共1400人实现了脱贫致富；马泉休闲园“一地生四金”模式，实现周边9个村整体脱贫，另外2个村80%的贫困户实现增收脱贫；朱家林创意小镇“共建共享”模式，带动规划区内514户贫困户968名贫困人口今年全部实现脱贫。

## 经验与启示

让更多贫困户参与到旅游产业链条中，共享发展成果，实现精准脱贫，是沂南县旅游扶贫工作的一大着力点。在这一过程中，沂南县深度发挥旅游业幸福产业属性，秉持因户施策、互利互惠的原则，

充分调动贫困村和贫困户的积极性，实现旅游发展与贫困村、贫困户同频共振、共建共享。

一是共谋，将旅游开发与贫困村脱贫同谋划，对旅游资源丰富、贫困人口密集的区域进行旅游开发，作为脱贫攻坚的主阵地，实现了带入了。

二是共建，贫困村、贫困户利用上级扶贫产业资金和富民农户贷款参股旅游项目建设，按旅游发展需求参与项目管理和运营，与旅游景区一起建设，一起创业，发挥了能动性。

三是共生，贫困村、贫困户围绕乡村旅游结成利益共同体，以“主人翁”姿态自觉维护乡村形象，调动了积极性。

四是共育，以市场为利益纽带，景区与贫困村、贫困户共同培育市场、开拓市场、维护市场，增强了主动性。

五是共享，贫困村、贫困户把政策资金、土地、房屋折股量化，参股分红，共同享受发展成果，提高了参与性。

通过“五共”实现了政府、景区、贫困村、合作社、贫困户的多方共赢和整体发展，真正让贫困群众在参与旅游业发展中获得成就感、尊严感。

## 下一步计划

山东沂南县形成的四个典型旅游扶贫模式具有良好的可持续性和可推广性，尤其是全县域布局旅游产业与脱贫攻坚相结合，实现精准扶贫具有良好的推广意义，对革命老区欠发达地区的乡村旅游扶贫发展提供了经验借鉴。





## “ Abstract

In the fight against poverty, Yinan County has taken the advantage of “red” and natural resources and identified tourism poverty alleviation as one of the four pillars of poverty alleviation through industrial development, and established the general strategy that combines “government guidance, industry’s leading role, financial support, joint building and shared benefits”. It has explored new models of tourism poverty alleviation, including the model of “one project generating four income sources” in the Maquan Leisure Park, the model of “one project creating four job types” in the Yimeng Red Film and Television Base, the model of “tourism areas boosting village development” in Zhuquan Village and the model of “joint building and shared benefits” in Zhujialin Village. In the era of all-for-one tourism, it has paved a new path for tourism-driven development. So far, more than 4,600 people have been lifted out of poverty thanks to the development of tourism industry, accounting for 13% of the population lifted out of poverty. Out of its 8 national and provincial tourism poverty alleviation villages, 6 villages have achieved overall poverty alleviation.

”



## Challenges and Problems

Yinan County is located in the hinterland of Yimeng mountain area in Shandong Province. It is the hometown of Zhuge Liang and Yimeng “Red Sisters-in-law”. As the center of the Yimeng Revolutionary Base, it is also the birthplace of the “Yimeng spirit” and the spirit of “Yimeng Red Sisters-in-law”. It is identified as a “National Ecological Demonstration Zone”, “National Leisure Agriculture and Rural Tourism Demonstration County”, “National Tourism Standardization Demonstration County” and one of the first batch of national tourism reform and innovation pioneer zones. It has a total area of 1,706 square kilometers, 125 provincial poverty-stricken villages, and 94,000 poor villagers from 54,000 registered poor households. The six towns in the county’s western mountainous area are identified as the main front for poverty alleviation under the “one point and two areas” plan in Linyi City.

The county is a traditional agricultural county in lack of industrial variety, transportation and information infrastructure. Its western mountainous area is particularly

dependent on grain production, forestry, and fruit cultivation. Due to persistent poverty and economic weakness, its development is vulnerable to natural conditions. Most of the young people with working ability have therefore left to work in other regions. It faces serious rural hollowing and aging challenges. Most of the villages have no income source, and its endogenous motivation for development is seriously insufficient. It is a vital mission for the county’s party committee and government to identify industrial projects with strong inclusiveness and all-round pulling effect, to promote capacity building and lift people in the old revolutionary base out of poverty.

## Measures

Based on the overall layout of “one center, five belts and eight major complexes”, we have effectively aligned the development of all-for-one tourism with poverty alleviation and construction of beautiful villages, and leveraged the policies and funds of various departments to form a county-wide and systematic model of tourism poverty alleviation. The measures taken include the following:

**1. Developing multiple areas together to achieve overall pulling effect.** Five areas with abundant tourism resources, including the Zhuquan-Maquan area of Tongjing Town, Changshanzhuang area of Mamuchi Town, and Zhujialin area of Andi Town, were planned and developed together, covering more than 60 percent of the county’s poor population. The tourist area of “Red Sisters-in-law” hometown with an investment of 780 million yuan is developed in connection with the Yimeng Red Film and Television Base and promotes the development of the five surrounding villages, including two poor villages. The Zhujialin garden complex (creative town) developed in Andi Town promotes the development of ten surrounding villages, including two poor villages. Other projects, including Maquan Leisure Park, Hongshizhai Tourism Area, Zhisheng Tangquan Tourist Resort and Yimeng Colorful Village, have focused on mobilizing resources of surrounding villages

in addition to developing health, leisure, picking and other businesses, and promoted the development of 21 villages, including seven poverty-stricken villages.

**2. Leveraging the tourism areas to support the development of villages.** Villagers residing near tourism areas may convert their land into equity and move into new homes with their old houses leased. By “converting old villages to tourism areas, villagers to business owners, land to capital, new villages to happy homes”, we have achieved permanent poverty alleviation for 712 villagers from 286 poor households.

**3. Joint building and shared benefits between villages and companies.** We have introduced Shandong Longteng Zhuquan Tourism Company and Shandong Jili Tourism Development Company to develop tourism in poverty-stricken villages. In order to enhance their endogenous development capacity, we have created a mechanism connecting diverse interests of “village collectives, companies, cooperatives, bases and farmers” in the tourism industry, to promote the development of major businesses and family farms. Due to the effort to encourage poor households’ participation in tourism businesses, six key tourism poverty alleviation villages in the county has increased their collective income by more than 100,000 yuan per year through the tourism and other industries.

**4. Cultivating businesses by providing training and encouraging entrepreneurship.** We have set up a “one-stop service point for employment and start-ups”, established a large database of “skilled workers” from poor households, and conducted free skills training for poor households, benefiting 2,890 people. Priority is given to provide microfinance support and free shops and stands to registered poor villagers owning businesses in tourism area. 1,400 people has consequently been hired or started businesses and achieved poverty alleviation and income increase.

## Results

The poverty alleviation model of Yinan County in

Shandong has changed from “grants” to “capacity building”, enabling poor households to increase their incomes, fully mobilizing the enthusiasm of the villagers, and stimulating the endogenous motivation of poverty-stricken households to get rid of poverty. It provides four template models of rural tourism poverty alleviation that can be promoted and easily replicated.

So far, more than 4,600 people has been lifted out of poverty due to this model, accounting for 13% of the population lifted out of poverty. Out of the county’s eight national and provincial tourism poverty alleviation villages, 6 villages have achieved overall poverty alleviation.

We have explored new models of tourism poverty alleviation, including the model of “one project generating four income sources” in the Maquan Leisure Park, the model of “one project creating four job types” in the Yimeng Red Film and Television Base, the model of “tourism areas boosting village development” in Zhuquan Village and the model of “joint building and shared benefits” in Zhujialin Village. The model of “one project creating four job types” in the Yimeng Red Film and Television Base lifted 1400 people from five surrounding villages out of poverty. The model of “one project generating four sources of income” in the Maquan Leisure Park has helped nine surrounding villages achieve overall poverty alleviation, and another two villages lift 80% poor households out of poverty. The model of “joint building and shared benefits” in Zhujialin Creative Village has lifted 968 poor villagers from 514 poor households in the planned area out of poverty this year.

## Experience and Inspirations

It is a major focus of the county’s tourism poverty alleviation effort to engage more poor households in the tourism industry chain, share development outcomes, and achieve precision poverty alleviation. In this process, the county has fully leveraged the happiness attribute of the tourism industry, implemented plans on case by case basis, achieved mutual benefits, fully motivated poor villages and



poor households, and achieved hand-in-hand progress, joint efforts and shared benefits between the development of tourism industry and poor villages and households.

The first is joint consultation. By planning tourism development in connection with poverty alleviation, we have chosen areas with abundant tourism resources and dense poor population to develop the tourism industry and also as the main front for poverty alleviation campaign. Inclusiveness was also achieved consequently.

The second is joint efforts. By utilizing industrial funds for poverty alleviation and farmers credit lines, poor villages and households can engage in the development of tourism projects by making contributions, participate in project management and services as required by tourism development, make joint efforts with tourism areas to build facilities and start businesses.

The third is joint development. By developing rural tourism, poor villages and poor households can form a community of common interests. They conscientiously maintain the image of their villages as “owners”.

The fourth is joint cultivation. As bonded by market, the tourism areas and the poor villages and poor households take the initiative to jointly cultivate, develop and maintain the market.

The fifth is shared benefits. By converting policy funds, land and houses into equity, poor villages and poor households are entitled to dividends and can share development benefits. Their sense of participation is improved.

Through the above five points, the government, tourism areas, poor villages, cooperatives, and poor households have all become winners in common development. The poor people have truly gained a sense of accomplishment and dignity from their participation in the development of tourism.

## Next Step

The four typical tourism poverty alleviation models formed in Yinan County of Shandong Province are sustainable and easy for promotion. Especially the combination of the county-wide development of tourism industry and poverty alleviation offers a very good template for precision poverty alleviation. Such experience is also valuable for poverty alleviation through tourism in the underdeveloped villages of the old revolutionary base areas.



## 域上和美：探索文旅扶贫的可持续发展模式

Usunhome Explores a New Model of Poverty Alleviation by Cultural Tourism at Cijuelin Village, Lhasa, Tibet

### “ 摘要

慈觉林村作为拉萨市典型的贫困村，主要以传统的种植、放牧为生，导致慈觉林村经济发展水平薄弱，旅游发展滞后。2012年，域上和美正式“落户”拉萨慈觉林村，斥资7.5亿策划并运营《文成公主》藏文化大型史诗剧，以“旅游演艺”为核心构建慈觉林村西藏文化旅游全产业链体系，通过“产业带村”、“扶志与扶智”探索与实践拉萨慈觉林村文旅扶贫的可持续发展模式。

”

### 挑战与问题

慈觉林村毗邻拉萨城，隔拉萨河眺望布达拉宫，被誉为“看得见布达拉宫的窗口”，地理位置十分独特。1300年前，大唐文成公主进藏和亲，曾在慈觉林村安营扎寨，文成公主与松赞干布完婚后，其随行的大唐工匠也定居于此。因此，慈觉林村也是藏汉文化融合与碰撞、民族团结的重要见证地。

西藏拉萨市慈觉林村是拉萨市典型的贫困村，主要以传统的农耕放牧为生，农业经济收入低，综合经济产值不高；藏民普遍教育程度不高，主动脱贫意识不强，没有意识把自己的文化打造成为商品吸引游客；夜间旅游市场供给不足，旅游演艺产品供给乏力等因素也成为面临的难题。



### 措施

2012年，域上和美正式“落户”拉萨慈觉林村，斥资7.5亿策划并运营《文成公主》藏文化大型史诗剧，以文化演艺为核心，通过配套文旅产业开发，实现慈觉林村第三产业“从0到1”的拓荒式发展，重塑贫困村产业结构，实现“扶贫、扶智与扶志”的融合发展。主要采取的措施有：

1、国企+民企，混合所有制优化资源配置。《文成公主》项目由域上和美与拉萨市国资企业布达拉旅文集团联合打造，探索混合所有制模式下的文旅





扶贫长效机制。一方面，借助拉萨国资企业在政策方面的资源优势，快速推动《文成公主》项目落地；另一方面，发挥民营企业域上和美在文化旅游内容生产和市场运营的优势，实现双方资源互补与优化，达成《文成公主》维持每年 20% 左右的票房增长指标。

**2、藏汉分工，探索文旅扶贫合作共赢模式。**《文成公主》项目自落地以来，始终以“优先解决慈觉林村民就业，兼顾周边农牧民参与演出运营”为出发点，在项目建设期间通过招募建筑工人、后勤服务人员、雇佣村民运输车辆、租用村民住宅等渠道帮助全村创收 5000 万元。参加演出工作的 95% 以上皆是藏族农牧民，设置 1000 余个运营工作岗位，有 800 余个岗位皆是针对藏族农牧民设计。慈觉林村近 70% 的村民都在《文成公主》实现了第三产业就业，帮助村民每月增收 3000-4000 元；因为演出需要，《文成公主》还租用村民的牦牛和羊当“演员”，每租用一头牦牛能为村民平均每月增收 100 余元。

**3、文旅+双创，引导村民转变生产生活方式。**域上和美通过《文成公主》配套产业的开发，在慈觉林完成“吃、住、行、游、购、娱”文化旅游全

产业体系打造，在区域周边形成了要素齐备的旅游配套，让村民们自发地从事旅游服务经营活动。同时，域上和美也适时地调整文旅扶贫策略，在《文成公主》的配套产业设计中融入“双创”理念，搭建创业创新服务平台，通过创业培训、创业项目辅导、创业优惠政策等方式，鼓励和帮助慈觉林村民及大中专返乡学生进行文旅创业项目实践，实现村民从“自主就业”到“自主创业”脱贫观念的转变。

## 成效

截至 2018 年演出季，域上和美已同村民们共同完成《文成公主》演出一千余场，接待游客 210 万余人次，累计收入达到 7.7 亿元，累计解决就业 4000 余人次，支付工资逾 2 亿元。《文成公主》在运营之初通过就业吸收的 300 余名建档立卡贫困户已全部实现脱贫，慈觉林村民人均收入从 2012 年的 5500 元，直至 2018 年已突破 20000 元。与此同时，《文成公主》还累计为 900 余名大中专返乡学生提供了就业岗位。

《文成公主》文旅扶贫行动还有效扩大了慈觉林村的精准扶贫“容量”，慈觉村从 6 年前的典型

贫困村变成了易地搬迁扶贫安置点，2018 年成功接收了 213 户 828 名墨竹工卡易地搬迁困难群众，并帮助这批困难群众在村内实现就业，其中《文成公主》就为易地搬迁困难群众提供就业岗位 200 余个。

## 经验与启示

域上和美策划运营《文成公主》项目，不仅注重文化旅游全产业链体系的打造，更重视文旅产业的注入为拉萨市慈觉林村所带来的实质帮助，真正实现新兴产业带动经济活力，助力脱贫攻坚。主要经验与启示有：

**1、“授渔式”扶贫，让村民的口袋富起来。**自 2013 年《文成公主》开演以来，域上和美通过鼓励村民参与演出运营，依靠自己的双手挣钱脱贫，实现“造血”。目前，在《文成公主》当演员，已经成为慈觉林村村民很重要的一份收入来源。

**2、扶志与扶智，让村民的脑袋富起来。**域上和美将《文成公主》这一台“藏戏”在为村民提供就业岗位的同时，更关注他们在思想观念上的转变与提升。域上和美通过对村民进行职业技能和职业

素养的培训，增强他们的就业能力和适应社会的能力，实现扶智开发；通过搭建创业创新服务平台，鼓励与引导部分有想法、有主见的村民创业，逐步激发他们的自我价值，最终实现扶志，真正做到扶贫扶志与扶智相结合。

**3、文旅产业集聚发展，新型村庄的蜕变。**《文成公主》藏文化大型史诗剧的成功运营，推动一系列文化旅游产业项目相继落地慈觉林村，慈觉林村从一个以农牧业为主的传统村庄转型为以文旅产业带动多元经济融合发展的新型村庄。

## 下一步计划

《文成公主》让慈觉林村活了，也带火了拉萨夜间文化旅游产业。《文成公主》藏文化大型史诗剧成为了拉萨城市文化旅游的新名片，游布达拉宫、转八廓街、观《文成公主》也已成为进藏旅游的标配。藏族农牧民通过参与演出，在实现就业脱贫的同时传承了剧中无数的非遗技艺；游客通过观看演出，了解到西藏历史人文、非遗民俗；一场演出，亦有效推动了西藏非物质文化遗产的保护与传承、创新与发展。长效持续的经营，是企业坚持参与扶贫工作的经济动力，未来该扶贫方式，既要实现经济效益，还要兼顾社会效益与经济效益，同时在同类型贫困地区进行推广和复制，形成持续影响力。



## “ Abstract

Due to limited economic revenues from traditional agriculture and husbandry industries, the Cijuelin village, a typical poverty-stricken village in Lhasa, once suffered from sluggish economic growth and lagging tourism development. In 2012, Usunhome spent 750 million yuan in designing and operating the large-scale Tibetan epic drama “Princess Wencheng” in the Cijuelin village. By building a whole industrial system of Tibetan cultural tourism with “tourism performance” as its core, Usunhome aims to explore and practice a new model of sustainable poverty alleviation by cultural tourism, in the form of “village development driven by a particular industry” and “helping people build confidence in their own ability to lift themselves out of poverty and see that they can access the education they need to do so” .

”

## Challenges and Problems

Adjacent to the Lhasa City and overlooking the Potala Palace across the Lhasa River, the Cijuelin village is renowned as “a window through which the Potala Palace could be seen”. One thousand and three hundred years ago, in her journey to Tibet for marriage, Princess Wencheng of Tang Dynasty chose the Cijuelin village as a place for temporary base camps. After the wedding ceremony for her and Tibetan King Songtsan Gampo, the craftsman who accompanied her into Tibet settled down in the village. As a result, the village has witnessed the collision and integration of Tibetan and Han cultures as well as ethnic harmony.

The local population in the Cijuelin village, as a typical poverty-stricken one in the Lhasa City, lives on traditional agriculture and husbandry industries with low income and output value. Lack of education, the local Tibetan population does not have the awareness to actively reduce poverty and develop products based on their own culture to attract tourists. Incapability in providing night tourism and tourism performance products is another challenge.

## Measures

In 2012, Usunhome spent 750 million yuan in designing and operating the large-scale Tibetan epic drama “Princess Wencheng” in the Cijuelin village. The development of industries related to cultural tourism centered on cultural performance, has successfully boosted the tertiary industry in the village “from 0 to 1”. The reshaping of the industrial structure in the village has not only lifted it out of poverty, but also helped local people increase confidence in their own ability to get rid of poverty and see that they can access the education they need to do so. The main measures are as follows.

**1. Optimizing resource allocation by mixed ownership between state-owned enterprises and private ones.** Jointly developed by Usunhome and the Potala Tourism Culture Group, a local state-owned enterprise in Lhasa, the project of “Princess Wencheng” is an effort to explore a mechanism of sustainable poverty alleviation by cultural tourism with a model of mixed ownership. On the one hand, with the advantages such as preferential



policies enjoyed by the SOE, the project has been translated into reality quickly. On the other hand, full play is given to the advantages of Usunhome as a private company in enrichment of tourism contents and market operation. Thanks to such mutual complementation and optimization of advantageous resources, the Box Office of the project has enjoyed an annual growth of 20%.

**2. Exploring a win-win model of poverty-alleviation by cultural tourism, through collaboration between Han and Tibetan populations.** Since the beginning of the “Princess Wencheng” Project, priority has been given to providing jobs to the villagers of the Cijuelin village, and at the same time the farmers and the herdsmen in surrounding areas are also allowed to participate in the performance. By recruiting construction workers and logistical service staff, and renting the vehicles and houses of the villagers, the construction process alone contributed 50 million yuan of revenue to the whole village. Tibetan farmers and herdsmen account for over 95% of all the participants in the performance. Out of the 1,000 about operation posts for the project, around 800 are created for Tibetan farmers and herdsmen. Nearly 70% of the villagers have been employed by the tertiary industry in this project, with an extra per capita monthly income of 3,000 – 4,000 yuan. The performance has also rented yak and sheep of local villagers to “cast” the performance, and the rental of each yak adds an extra income of 100 yuan to the villagers.

**3. Encouraging the villagers to change their way of life and production.** Making full use of the project, the Usunhome has successfully built an entire industrial system of cultural tourism covering catering, accommodation, transportation, sightseeing, shopping and entertainment, leading to complete supporting facilities in peripheral areas. This encourages local villagers to actively participate in providing tourism services. At the same time, Usunhome has readjusted its strategy to integrate the concept of “start-up + innovation” into the design of the supporting industries of the project. By establishing start-up & innovation service platforms, as well as providing training for building start-ups, and preferential policies for start-ups, Usunhome encourages and helps local villagers and graduates from colleges and secondary schools back to the village to build start-ups of cultural tourism. In this way, a change has taken place in the awareness of poverty reduction among the villagers from being employed to be entrepreneurs.

## Results

Till the performing season of 2018, Usunhome and the local villagers had finished nearly 1,000 performances of the epic drama “Princess Wencheng”. Attracting around 2.1 million people time, this performance contributed 770 million yuan of income, and offered about 4,000 jobs with over 200 million yuan of salary. About 300 poverty-stricken

villagers registered and recruited at the beginning of the project were all been lifted from poverty. The per capita annual income of the villagers grew from 5,500 in 2012 to over 20,000 in 2018. At the same time, this project also provided job opportunities to about 900 graduates from colleges and secondary schools who returned back to that area.

By effectively expanding the “volumn” of precision poverty alleviation, the project has turned the Cijuelin village from a typical poverty-stricken village six years ago to a relocation site for poverty-relief work. The village received 828 relocated people from 213 low-income households from Maizhokunggar County, and helped them find jobs in the village. The project of “Princess Wencheng” provided about 200 jobs for the relocated population.

## Experience and Inspirations

When designing and operating the project, Usunhome has not only made efforts in building the whole industrial system of cultural tourism, but also done a lot to create a driving force to boost the economic development for the village, contributing to its poverty relief. The main experience and inspirations are as follows.

**1. Encouraging the villagers to get rich by capacity building.** Since the first performance of the “Princess Wencheng”, by encouraging the villagers to participate in the performance and its operation, Usunhome has allowed them to rely on themselves to earn money. So far, it has become a key income source for the villagers to be actors and actresses of the performance.

**2. Combining confidence-increase and education-provision to strengthen the capabilities of the villagers.** Besides providing jobs to the villagers with the performance, Usunhome has also helped strengthen their confidence and change their mindset. By providing them with trainings of vocational skills and professional qualities, it helps the villagers to be more qualified for employment

and adapted to the society. By establishing the service platform for start-ups and innovations, it encourages and guides some villagers who have their own ideas to try start-ups and gradually discover their own values. Such a method has successfully realized the goal to help local people increase confidence in their own ability to lift themselves out of poverty and see that they can access the education they need to do so.

**3. Transforming the village by boosting the whole cultural tourism industry.** With the successful operation of the “Princess Wencheng” project, a number of cultural tourism projects have been carried out in the Cijuelin village, which has transformed it from a traditional agricultural and stock farming one into a new one with diversified economic growth driven by cultural tourism.

## Next Steps

The “Princess Wencheng” project has injected life to the Cijuelin village, and also made the night tourism of Lhasa very popular. The performance has become a new “business card”, after the Potala Palace and the Barkhor Street, of cultural tourism in Lhasa. By participating in the performance, the local Tibetan farmers and herdsmen have not only been lifted out of poverty, but also inherited numerous skills of intangible cultural heritage. By watching the performance, tourists get a better understanding of the Tibetan culture and folk customs. This performance has also promoted the protection and inheritance, as well as innovation and development of the intangible Tibetan heritage. Sustainable operation is the driving force for enterprises to participate into the poverty-alleviation work. In the future, such a poverty-relief model should also consider its social benefits. It could be copied and expanded to poverty-stricken areas of the same type for possible long-lasting influence.



## 陕旅集团：“山花工程·后备箱行动” 打造旅游扶贫“陕旅样本”

Shaanxi Tourism Group Builds “Shanhua Project • Car Trunk Action”- a Model of Tourism Poverty Alleviation by Combining “Internet + Destinations”



## “ 摘要

山花工程·后备箱行动乡村旅游扶贫项目是陕旅集团于2015年启动的大型公益旅游扶贫品牌活动，旨在帮助农村贫困地区改善生产环境，提升农民生活品质，最终达到“千户万人”受益脱贫的目的，让普通群众共享旅游产业发展红利。截止目前，已在紫阳、白水、凤县等省内多个县域开展，通过媒体推介当地土特产品及大型自驾游后备箱行动，实现间接创收近百万元。2018年向4个县带入自驾游游客累计2000人次，自驾车辆400辆，拉动旅游消费60余万元。

”

## 案例简介

山花工程·后备箱行动乡村旅游扶贫项目，是陕旅集团自觉承担国企责任，积极落实中央和省委、省政府相关扶贫会议精神的具体实践。自2015年以来，陕旅集团持续组织实施“山花工程·后备箱行动”大型公益旅游扶贫品牌活动，通过帮扶活动举办地周边村镇群众获得和提高旅游致富技能，扶持乡村旅游经济，促进区域经济增长，有力促进了旅游扶贫工作的发展。



2018年，陕旅集团全面启动了“互联网+目的地”旅游扶贫发展战略，依托“旅游+扶贫”模式，山花工程·后备箱行动相继落地在陕西省紫阳、白水、凤县、留坝等多个县域，振兴发展乡村休闲农业，并着力打造“尖味鲜寻”旅游扶贫电商平台，线下线上齐助力，助推脱贫攻坚事业发展。

## 措施

1、线下活动遍地开花，公益自驾受到热捧。2018年8月25日-26日，陕旅集团山花工程·后备箱行动暨旅游公益扶贫首站活动在陕西省安康市紫阳县正式启动，自驾游游客齐聚紫阳，以买带捐助助力旅游扶贫开创新模式。将茶叶、魔芋、玉米稀、等深受大众喜爱的农特产品集结，邀请媒体代表、营养师等社会各界人士作为品鉴团，在紫阳举办了一场农特产品擂台赛。10月12日，第二站白水活动顺利启动，游客在陕西省渭南市白水县品杜康，闻果香，通过“自驾游+爱心后备箱”形式，让来自西安的自驾游游客亲身感受白水之美。10月20日-21日，第三站凤县活动于陕西省宝鸡市凤县永生村盛大启动，200余人齐聚凤县，同赏10月红叶之美。10月27日-28日，第四站留坝活动在陕西省汉中市留坝县河口石村启动。游客们前往河口石村香菇生产基地，现场采摘购买香菇，河口石村合作社还组织开展了特色农产品的展销。

2、线上扶贫电商平台成功搭建，助力农特产品走进城市。以紫阳、白水、凤县、留坝等线下旅游公益扶贫活动为基础，陕旅集团集“乡村目的地自驾游体验+农副产品甄选采集+电商选购”于一体，着力打造“尖味鲜寻”电商旅游扶贫平台，助力脱贫攻坚产业发展。以山花工程·后备箱行动为依托，以帮扶村为落脚点，以人文关怀和以买代捐为理念，进村入户帮助各贫困地区人口脱贫致富，着力打造对县域旅游及特产资源“品牌创造、复合传播、自驾游游客、实地体验、景区联动售卖”智力扶贫模式闭环。

## 成效

截止2018年底，已在紫阳、白水、凤县等省内多个县域开展，通过媒体推介当地土特产品及大型自驾游后备箱行动，实现间接创收近百万元。

2018年，搭建“尖味鲜寻”农特产电商平台，作为山花工程·后备箱行动支持平台，联动线下旅游资源 and 线上多个新媒体渠道。活动累计举办4场，先后带领大型自驾游团体进入紫阳、白水、凤县、留坝等4个县域，参加活动的自驾游人数单次平均超200人，自驾车辆单次最高80辆。全年向4个县带入自驾游游客累计2000人次，自驾车辆400辆，拉动旅游消费60余万元。与此同时，并给予当地5万元现金扶贫。

依托“旅游+扶贫+电商+自驾”模式，以买代捐，振兴发展乡村休闲农业，助力脱贫攻坚产业发展。

## 经验与启示

1、品牌打造赋能产业升级。2018年，陕旅集团山花工程·后备箱行动坚持精准扶贫精准脱贫基本方略，让游客共享乡村旅游美景、农民共享旅游扶贫成果，助力贫困地区旅游产业和品牌营销向规模化、品质化和品牌化方向发展。



2、情感营销扩大社会影响。2018 年陕旅集团山花工程·后备箱行动充分利用微信、短视频等新媒体无可比拟的传播优势，大力宣传贫困地区优质旅游资源，将游客的关注度转化为以买代捐助助力扶贫的实践力。以情感营销为亮点，进行专业化产品设计与故事营销，以旅游之路、公益之名推进产业发展和精准扶贫，不断扩大活动影响力，吸引了陕西卫视《思路晚新闻》、凤凰网、华商网、今日头条、陕西传媒网、搜狐、网易、腾讯、爱奇艺、陕西旅游杂志等多家媒体的频繁报道，社会影响广泛，反映热烈。

3、践行产业扶贫，构建旅游扶贫生态圈。山花工程·后备箱行动以“尖味鲜寻”旅游扶贫电商平台为载体，让贫困地区优质“资源变现”（环境资源、产品资源、旅游资源）。

4、深耕“互联网+”，打造旅游扶贫“陕旅样本”。以“互联网+”思维为旅游扶贫提供支持，依托“尖味鲜寻”线上平台打造“线上平台—线下门店—营销活动”三位一体的闭环运营模式，构建产品主题化、用户社群化、营销场景化、模式平台化的乡村旅游扶贫模式。

5、创新旅游产品，定制精准扶贫有力抓手。以搭建“尖味鲜寻”电商平台矩阵为核心，创新打造主题自驾活动、自驾游年卡等产品，利用美丽乡村带动乡村旅游，帮助农村各类特色农副产品就地消费及线上售卖，并通过景点联动、实体店输出等多种形式，助力实现“旅游+互联网+农业”的深度融合与创新发展。

## 下一步计划

以紫阳、白水、凤县、留坝等县域为入口，以村为落脚点，着力打造对县域旅游及特产资源“品牌创造、复合传播、自驾游导客、实地体验、景区联动售卖”模式闭环，打造“旅游+农业+互联网”的优秀标杆。

通过线上集聚流量、线下深度互动的形式助力旅游+电商+互联网营销新业态的深度融合。一方面，发展休闲农业与互联网思维的深度嫁接，将农事活动以旅游方式包装为定制化旅游商品，提高采摘游的参与度，促进休闲农业的综合开发利用变现；另一方面，农特产品作为旅游商品在电商平台进行二次售卖，加深农业、旅游业与互联网服务业的深度融合，成为旅游新业态发展的典范样本。



## “ Abstract

The “Shanhua Project · Car Trunk Action” is a major tourism poverty alleviation program launched by Shaanxi Tourism Group in 2015, consisting of a series of non-profit rural tourism activities. It aims to improve the farming environment and livelihood in poor villages and achieve the ultimate objective of lifting “one thousand households and ten thousand villagers” out of poverty by bringing them the development dividends of the tourism industry. So far, it has been carried out in many counties including Ziyang, Baishui and Fengxian. By promoting local products through media and organizing self-driving tours branded “Car Trunk Action”, it has generated an income of nearly one million yuan for villagers. In 2018, 2,000 self-driving tourists with 400 cars visited four counties, generating tourism consumption of more than 600,000 yuan.

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## Overview

The rural tourism poverty alleviation program of “Shanhua Project · Car Trunk Action” is a concrete initiative by Shaanxi Tourism Group to fulfill social responsibility as a state-owned enterprise and implement the poverty alleviation requirements of the national and provincial leaderships. Since 2015, through its persistent efforts to organize non-profit tourism activities under the program and help villagers residing nearby acquire and improve tourism-related skills, the group has supported the rural tourism economy, and promoted the region’s economic development and tourism poverty alleviation.

In 2018, the group launched the tourism poverty alleviation development strategy of “internet + destination”. Based on the “tourism + poverty alleviation” model, it has launched the “Shanhua Project · Car Trunk Action” in Ziyang, Baishui, Fengxian and Liuba Counties in Shaanxi, and promoted the development of rural leisure agriculture,

established the e-commerce platform named “Jianwei Xunxian” to combine efforts both online and offline, and promoted tourism poverty alleviation.

## Measures

**1. The offline welfare activities of self-driving tours are booming and popular.** On August 25th and 26th, 2018, the group launched the program’s first stop in Ziyang County, Ankang City, Shaanxi Province. Self-driving tourists gathered in Ziyang to purchase local specialties. It created a new model of tourism poverty alleviation. At this event, a special agricultural product competition was held in Ziyang, by inviting journalists, nutritionists and other representatives from all walks of life to taste and evaluate tea, konjac, corn, and other popular agricultural products. On October 12th, the program’s second stop was launched in Baishui County of Weinan City. Under the “self-driving tour + compassionate car trunk” model, self-driving tourists



from Xi'an went there to taste wines and fruits and enjoy the beauty of Baishui River. On October 20th and 21st, the third stop was launched in Yongsheng village, Fengxian County, Baoji City. More than 200 visitors gathered there to enjoy the beauty of red maple leaves in October. On October 27th and 28th, the fourth stop was launched in Zhakoushi village, Liuba County, Hanzhong City. Visitors went to the mushroom production base in Zhakoushi village to pick and purchase mushrooms on site. The Zhakoushi Village Cooperative also organized the exhibition of special agricultural products.

**2. The online e-commerce platform promotes poverty alleviation and helps farmers develop the urban market.** Based on the non-profit tourism poverty alleviation activities held in Ziyang, Baishui, Fengxian and Liuba, Shaanxi Tourism Group combined “self-driving tour in village destinations + selection of agricultural and sideline product + e-commerce” to create the e-commerce tourism poverty alleviation platform named “Jianwei Xianxun” to promote the development of the key industries for poverty alleviation. By relying on the activities of the “Shanhua Project • Car Trunk Action” program, focusing on the designated villages for assistance, and aiming to provide people-to-people care and donation by purchasing, we have built a closed loop of “brand building + compound advertising + self driving tourists + on-site experience + product sales in tourism destinations” in developing relevant counties’ tourism resources and specialties, to help poor villagers in those households and villages get rid of poverty through capacity building.

## Results

By the end of 2018, such events have been carried out in several counties including Ziyang, Baishui, and Fengxian. Thanks to media coverage, local products attracted a large number of self-driving tourists, which helped generate income of nearly one million yuan.

In 2018, the “Jianwei Xianxun” e-commerce platform, as the supporting platform for the program, mobilized offline tourism resources and multiple online new media channels. The platform organized four events by bringing self-driving tour fleets to four counties—Ziyang, Baishui, Fengxian and Liuba, averaging 200 visitors and 80 cars in one event. In the whole year, it has brought 2,000 self-driving visitors and 400 cars to four counties, generating more than 600,000 yuan in tourist spending. In addition, the group also granted 50,000 yuan in cash to promote poverty alleviation.

By relying on the model of “tourism + poverty alleviation + e-commerce + self-driving tours” and donation by purchasing, the group has revitalized rural leisure agriculture and promoted the key industries for poverty alleviation.

## Experience and Inspirations

**1. Brand building enables industrial upgrade.** In 2018, through the “Shanhua Project • Car Trunk Action” events and focusing on precision poverty alleviation, the group has attracted tourists to enjoy the beauty of rural tourism, enabled farmers to benefit from tourism poverty alleviation results, and supported poor areas realizing the development of the tourism industry and its marketing with larger scale, higher quality, better brands

**2. Empathetic marketing expands social impact.** In 2018, the group fully leveraged the unparalleled advantages of new media such as WeChat and short video apps to promote the high-quality tourism resources in poverty-stricken areas and diverted the tourists’ attention to contributing to poverty alleviation efforts by purchasing products. By focusing on empathetic marketing and story marketing together with professional designs of products, we have promoted industrial development and precision poverty alleviation through tourism development and welfare activities. Thanks to extensive coverage by



Shaanxi Satellite TV’s “Thinking Night News”, ifeng.com, Huashang website, Today’s Headlines app, Shaanxi Media Network, Sohu, NetEase, Tencent, Iqiyi, Shaanxi Tourism Magazine, etc., the events were under the highlights and popular.

**3. Achieving poverty alleviation through industrial development and building a tourism poverty alleviation ecosystem.** By taking the “Jianwei Xunxian” e-commerce website as a platform of the “Shanhua Project • Car Trunk Action” program, we have commercialized the high-quality “resources” (environment, product and tourism resources) in poverty-stricken areas.

**4. Building the “Shaanxi Tourism Group Model” of tourism poverty alleviation by focusing on the “internet +”.** Supporting poverty alleviation through tourism with “Internet +” thinking, relying on the “Jianwei Xunxian” online platform to create a closed-loop operation mode of “online platform - offline stores - marketing activities”, to build a rural tourism poverty alleviation model that features themed products, consumers’ community, targeted marketing and platform model.

**5. Innovating tourism products to leverage precision poverty alleviation.** By centering on the “Jianwei Xunxian” e-commerce website and innovating products such as themed self-driving activities and annual program for self-driving tours, promoting rural tourism under the beautiful countryside initiative, we have supported online and in-store

sales of local agricultural and sideline products, and joined in the efforts to realize the deep integration and innovative development of “tourism + internet + agriculture” model through such channels as tourism destinations and stores.

## Next Step

By taking Ziyang, Baishui, Fengxian and Liuba as gateway counties, we will build a closed loop of “brand building + compound advertising + self-driving tourists + on-site experience + product sales in tourism destinations” in developing relevant counties’ tourism resources and specialties and create an excellent template for the model of “tourism + agriculture + internet”.

By combining online publicity and intensive offline interaction, we will support the close integration of “tourism + e-commerce + internet marketing”. On the one hand, by deeply aligning leisure agriculture and Internet thinking, we will brand the farming activities as customized tourism products by improving the participation level of picking tours and promoting the comprehensive development and utilization of leisure agriculture; on the other hand, we will build a model of developing new tourism businesses by selling agricultural special products as tourism products on the e-commerce platform and further deepening the integration of agriculture, tourism and Internet service sector.



## 世界银行：助推黎巴嫩文化遗产和城市发展项目实现减贫

World Bank: Lebanon Cultural Heritage and Urban Development Project for Poverty Reduction

### “ 摘要

黎巴嫩政府推出的一项文化遗产和城市发展项目，由世界银行提供基础和补充贷款，在国家层面推动行业政策改革，并重点对欠发达地区五个二线城市（巴勒贝克、的黎波里、比布罗斯、塞达和提尔）进行硬件投资。世界银行重点推进历史城市中心和城市基础设施、考古遗址保护和管理、制度建设和项目管理三项工作；世界银行两次出资 5850 万美元，并进行多方融资，确保项目持续推进；选择发展和重建委员会（CDR）作为执行机构，在五个参与城市均设立了市级执行单位，强化项目执行机构的功能。项目的实施，促进黎巴嫩建立一套完整的法律和法令体系，获得了积极的经济影响，改善欠发达地区城市经营环境，对减少贫困起到积极作用。

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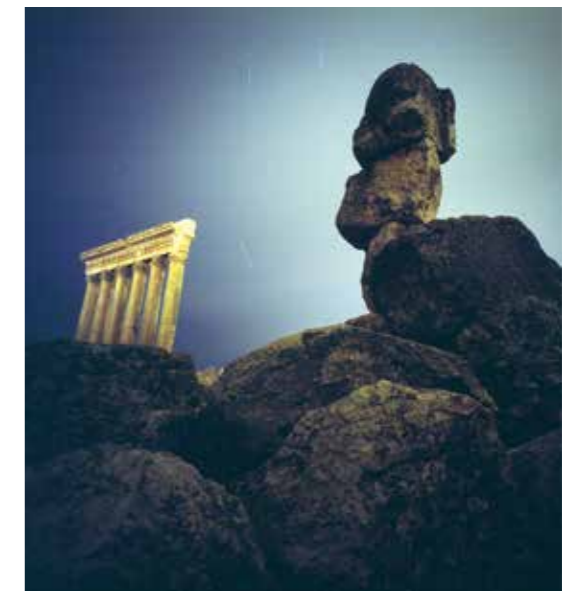
### 挑战与问题

黎巴嫩经历过多个文明，共同孕育了丰富多元的文化传统。黎巴嫩国土面积不大，但城市化水平较高，其 450 万人口中 90% 生活在城市地区，同时大部分国际知名的文化遗产也都位于城市地区，包括历史名城核心区。

黎巴嫩一直是中东冲突的中心，持续 15 年的内战使城市的碎片化加剧，加上社会的持续发展和战后重建的压力，以及缺乏遗址保护的有效手段和机制、行业机构发展滞后，资金不足等问题，城市独特的文化遗产正遭受破坏，逐渐被现代建筑所取代，曾经活跃的文化氛围如不断上演的各类文化活动、节日和展览在二线城市中也逐渐消失，对许多需要在原汁原味的城市环境中延续和传承的传统、技能和活动带来了威胁。在黎巴嫩众所周知的脆弱和极不稳定的形势下，项目交付的数项资产因冲突、枪击等多次遭到损坏，再加上项目参与城市的承包商选择较难等，使得黎巴嫩文化遗产和城市发展项目开展面临众多困境。

### 措施

该项目为黎巴嫩政府推出的一项文化遗产和城市发展项目，由世界银行提供基础和补充贷款，重点对欠发达地区五个二线城市（巴勒贝克、的黎波





里、比布罗斯、塞达和提尔) 进行硬件投资, 在国家层面推动行业政策改革, 取得较好的效果。具体措施有:

#### (一) 制定完善的遗址重建计划与修复设计

1、历史城市中心和城市基础设施修复。主要用于支持巴勒贝克、比布罗斯、塞达、的黎波里和提尔等城市的历史中心和城市基础设施修复, 采取的措施有: (1) 提升和改善公共空间和基础设施; (2) 推动古迹和历史建筑的分类保护和管理; (3) 支持和发展与文化遗产有关的生产性和商业性活动; (4) 修复现有住房; (5) 加强对历史城市中心区进行界定的功能区条例的有效执行; (6) 提高历史城市中心区的进出便利程度、交通管理水平; (7) 保护和加强沿海和绿色地区的景观美化; (8) 开展城市再开发的技术和财务可行性研究。

2、考古遗址保护和管理。在世界遗产地巴勒贝克和提尔进行, 此项工作包括: (1) 对古迹和文物的保护和管理进行研究、清点和记录; (2) 提高对裸露表面和结构的保护和维修; (3) 改善景观环境, 加强遗址保护和管理; (4) 完善和开发遗址展示和游客设施; (5) 安排考古研究项目。

3、制度建设和项目管理。包括配套技术援助和能力建设活动: (1) 通过历史城市中心的修复、

发展、维护和管理, 提高五个城市的行政和技术能力; (2) 对文化遗产管理的法律、监管和制度框架进行评估; (3) 加强文物局建设; (4) 支持项目管理单位提高项目执行能力。

#### (二) 两次项目融资确保项目持续推进

项目启动阶段融资规模为 6200 万美元, 其中世界银行集团出资 3150 万美元, 黎巴嫩政府出资 650 万美元, 意大利政府出资 1000 万美元, 法国政府出资 1200 万美元; 2011 年, 考虑到实际取得的成果以及政府所作承诺, 后期追加融资 5700 万美元, 其中世界银行 2700 万美元、黎巴嫩政府约 100 万美元、法国政府 3000 万美元。

#### (三) 强化执行机构的关键功能

项目选择发展和重建委员会 (CDR) 作为执行机构, 并获得启动应急流程等多项特殊权限。在五个参与城市均设立了市级执行单位, 但地方政府必须充分参与所有项目投资的规划、设计和实施, 并鼓励和激励所在社区和选区的参与。

## 成效

1、建立了一套完整的法律和法令体系, 改进了黎巴嫩的文化遗产保护和管理。继 2008 年通过

的《文化部改革批准法》、《文化财产定义》、《文化部授权的公共实体 (国家音乐学院、公共图书馆和国家博物馆委员会) 》三部法律后, 2016 年, 黎巴嫩政府颁布四项法令, 建立了文化部新的监管框架。上述法律和法令的制定均获得本项目提供的技术援助。

2、获得了积极的经济影响。比布罗斯 96% 的企业和提尔 60% 的企业认为, 老城改造工程提升了当地的旅游和居住环境。比布罗斯和提尔的居民在旅游部门 (约 90% 的比布罗斯居民和 60% 的提尔居民) 以及艺术和文化部门 (分别约 90% 和 50%) 拥有更多的就业和商业机会。2009-2015 年, 比布罗斯和提尔分别有 83% 和 46% 的文化机构到访外国游客数量有所增加。比布罗斯和提尔古城的旅游接待能力增强, 咖啡馆、餐馆、酒吧数量更多。

3、改善经营环境减少贫困。项目投资改善了黎巴嫩欠发达地区五座城市历史核心区的基础设施和服务供应, 使房产价值大幅增加, 几乎所有租房人都重新获得更好的经营环境。

4、其他非预期结果和影响。每座城市都推出了新的私营部门项目; 过去 2-3 年, 五座城市都以参与性方式, 制定地方发展计划; 项目同步拓展到评估范围以外、具有较强象征意义的一处景点。

## 经验与启示

1、采取综合手段助力取得良好效果。项目涉及不同部门的全面整合, 产生一加一大于二的效果。在文化遗产位于城市的情况下, 通过文化遗产、城市升级、私营部门、旅游和减贫的一体化推动, 形成强大经济动力。

2、合理的投资规模有助于项目实施。投资规模确定时考虑到挖掘文化遗产旅游吸引力同改善当地居民生活相结合、改善关键基础服务与促进当地居民和游客需求的相结合、以五座城市为重点打造高质量的旅游线路网络等因素, 以保持合理的投资规模。

3、社会凝聚力是项目实施过程中产生的一项有效附加值。文化认同是增强社会凝聚力的现实和重要动力, 也是社会资本的关键要素, 有助于减少冲突。

## 下一步计划

项目实施过程中认识到社会凝聚力是项目得以成功实施的重要经验, 文化遗产是构建身份认同的有效基础, 尤其是对于黎巴嫩这样一个分崩离析的国家而言尤为如此。项目的可行性、高度适应性和实践经验为类似项目提供了良好的经验和借鉴意义。



## “ Abstract

This case is a cultural heritage and urban development project by the government of Lebanon with an original loan and an additional loan provided by The World Bank. The project introduced sector policy reforms at the country level and focused on physical investments in five secondary cities located in less developed areas of the country, namely Baalbeck, Tripoli, Byblos, Saida, and Tyre. The World Bank project includes three components: rehabilitation of historic city centers and urban infrastructure; archaeological sites conservation and management; institutional strengthening and project management. The project received US\$58.5 million from The World Bank in two rounds of financing, and mobilized funds through multiple channels to ensure continued progress. The Council for Development and Reconstruction (CDR) was selected as the implementing entity, and Municipal Implementation Units (MIUs) were established in all five participating cities to strengthen the functions of the implementation entity. The project supported the establishment of an integrated system of laws and decrees in Lebanon, made a positive impact on the economy, improved the business environment of the cities in less developed regions and contributed to the campaign against poverty.

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## Challenges and Problems

Lebanon has a rich and diverse culture inherited from the many civilizations that existed on its territory. It is a small and highly urbanized country with 90% of its 4.5 million people living in urban areas. Most of Lebanon's internationally renowned cultural heritage sites are found in the urban areas, including in the very cores of historic cities.

This country has been at the center of Middle Eastern conflicts. Fifteen years of civil war had deepened the fragmentation of cities. Due to pressures of modern development, post-war reconstruction, lack of the means and mechanisms for heritage site preservation, outdated sector and under-funded institutions, the unique cultural

heritage is suffering from neglect and is progressively being lost to modern construction. Lebanon is also known for its active cultural scene, full of events, festivals and exhibitions. However, the loss of historic urban fabric and monuments in the secondary cities is threatening survival of many traditions, skills and activities practiced in an authentic urban setting. Given the fragile and extremely volatile context that Lebanon is known for, the assets delivered by the project were damaged in multiple occasions due to fighting and active shooting, and at times even selecting contractors proved to be challenging. All these have added to the challenges in the implementation of cultural heritage and urban development projects in Lebanon.

## Measures

This case is a cultural heritage and urban development project by the government of Lebanon with an original loan and an additional loan provided by The World Bank. The project focused on physical investments in five secondary cities located in less developed areas of the country, namely Baalbeck, Tripoli, Byblos, Saida, and Tyre, and introduced sector policy reforms at the country level, which have produced good results. The specific measures adopted include the following:

### 1. Preparing a comprehensive plan for heritage reconstruction and rehabilitation

**(1) Rehabilitation of historic city centers and urban infrastructure.** Activities under this component support the rehabilitation of the historic centers and urban infrastructure of the cities of Baalbeck, Byblos, Saida, Tripoli, and Tyre, through the following measures: (a) upgrading and improving public spaces and infrastructure; (b) developing conservation and management of classified monuments and historic buildings; (c) supporting and developing productive and commercial activities related to cultural heritage; (d) rehabilitating the housing stock; (e) promoting the enforcement of zoning regulations defining historic city centers; (f) improving access to historic centers and traffic management; (g) protecting and enhancing landscaping of coastal and green areas; and (h) carrying out technical and financial feasibility studies for urban redevelopment.

**(2) Archaeological sites conservation and management.** This part of the work takes place in Baalbeck and Tyre, both inscribed on the UNESCO World Heritage list: (a) conducting a program of research, inventory and documentation to the conservation and management of monuments and artifacts; (b) improving protection and conservation of exposed surfaces and structures; (c) improving landscaping, and enhancing site protection and management; (d) improving and developing site

presentation and visitor facilities; and (e) preparing archaeological studies.

**(3) Institutional strengthening and project management.** This component includes the following complementary technical assistance and capacity building activities: (a) strengthening the administrative and technical capacity of the five municipalities by rehabilitating, developing, maintaining and managing their historic centers; (b) reviewing the legal, regulatory and institutional framework governing cultural heritage; (c) strengthening the Directorate General of Antiquities; and (d) supporting the Project Management Unit to strengthen its capabilities in implementing the project.

### 2. Securing continued progress of the project through two rounds of financing

The project had an initial commitment of US\$62 million. It was financed by the World Bank Group with US\$31.5 million, the Government of Lebanon with US\$6.5 million and, in parallel, by the Government of Italy with US\$10 million and the Government of France with US\$12 million. In 2011, given the results achieved on the ground and the commitment of the Government, the project benefited from AF for about US\$57 million, including US\$27 million from the World Bank and about US\$1 million from the Government of Lebanon and in parallel, US\$30 million from the Government of France.

### 3. Strengthening the critical functions of the implementation entity

Council for Development and Reconstruction (CDR) was selected as the implementing entity, and granted exceptional authority, including emergency procedures. Municipal Implementation Units (MIUs) were established in the five participating cities, and local governments were tasked to get fully involved in the planning, design, and implementation of all project investments, and to encourage and motivate their communities and constituencies.

## Results

### 1. The project supported the establishment of an integrated system of laws and decrees to improve conservation and management of cultural heritages.

Following the adoption of the Ratification Law for the Reform of the Ministry of Culture, the Cultural Properties Definition, and the Public Entity Under Mandate of the Ministry of Culture (Conservatoire National de Music, Public Libraries, and National Committee for Museums) in 2008, the Lebanon Government issued four decrees in 2016, completing the new regulatory framework for the Ministry of Culture. All these laws and decrees have benefited from Technical Assistance provided by the project.

### 2. The project generated positive economic impact.

96% of the businesses in Byblos and 60% of the businesses in Tyre agreed that the restoration of the old city has improved as a place to visit and live in. Residents in both Byblos and Tyre noticed more employment and business opportunities available to them in the tourism sector (about 90% of residents in Byblos and 60% in Tyre) as well as in the arts and cultural sectors (about 90% and 50% percent respectively). 83% of cultural institutions in Byblos and 46% in Tyre experienced increases in visitation by foreign tourists in 2009-2015. The old cities of Byblos and Tyre demonstrated stronger hospitality sectors, with more cafes, restaurants, bars and so on.

**3. The project improved the business environment and reduced poverty.** Investments supported by the project improved infrastructure and service provision in the historic city cores of five cities in less developed regions of Lebanon, leading to substantial increase in real estate values and virtually all renters returned to their improved businesses.

**4. Other unintended outcomes and impacts.** In each city, there are new private sector initiatives being launched; all five cities have worked for the last 2-3 years, in a participatory manner, to formulate local development plans;

the project intervened in an additional site beyond what was appraised, with a highly symbolic value.

## Experience and Inspirations

**1. An integrated approach helped achieve sound results.** The integration of sectors targeted by the project resulted in a total that is more than the sum of the parts. In cases where cultural heritage sites are situated in cities, an approach combining cultural heritage, urban upgrading, private sector, tourism, and poverty reduction can drive a powerful economic dynamic.

**2. Right-sizing investments facilitated implementation.** The following factors must be considered when determining the critical size: integrating both the potential of cultural heritage to attract visitors, as well as the opportunity for local people to improve their living, carefully blending improvement of key basic services with promotion of local businesses, and focusing on the five selected sites to build a denser network of higher quality tourist circuits.

**3. Social cohesion proved to be a valid add-on during implementation.** Cultural identity is a real, major contributor to social cohesion, a key element of the social capital, and helps reduce conflict.

## Next Step

Social cohesion is seen as a key experience that contributes to the success of the project. Cultural heritage is a cornerstone of identity, especially in such a fragmented context. Given its high feasibility, adaptability and practical experience, the project provides useful experience and reference for other similar projects.



## 福建泰宁水际村：“三大协会”助力库区移民村脱贫

“Three Associations” Supports Poverty Alleviation among Reservoir Immigrants at Shuiji Village, Taining, Fujian

## “ 摘要

福建省三明市泰宁县梅口乡水际村依托丰富的水域资源、渔业资源，以大金湖丹霞地貌为背景，充分挖掘和有效利用水际特色资源，着力打造“中国·水际”品牌，建设多姿多彩的水上乐园。以“支部十协会”产业党建模式为背景，大胆探索组建了渔业协会、家庭旅馆协会、游船协会“三大协会”，走出了一条“协会+公司+农户”的旅游扶贫路子，实现了从省级贫困村向“三明旅游第一村”的华丽蝶变。

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## 挑战与问题

水际村是福建省三明市泰宁县梅口乡下辖的一个行政村，地处泰宁世界自然遗产、世界地质公园核心景区——金湖之畔，距县城 10 公里，现有 4 个村民小组 139 户 522 人，曾经是“鱼米之乡”。1980 年 3 月，池潭水库关闸蓄水，村里的山林、良田和基础设施几乎全部被淹，村庄就地迁高后，成了不通路、不通电、不通邮的“孤岛”。由于可耕地稀缺，无法解决温饱问题，生活极其艰难。在 1983 年被认定为省级贫困村。

在旅游精准扶贫的过程中，如何使贫穷落后的水边小村庄走出困境，解决贫困户的脱贫，当前亟需解决的问题。

## 措施

2004 年以来，水际村充分发挥村党支部的领导核心和党员的先锋模范作用，大胆探索组建了渔业协会、家庭旅馆协会、游船协会“三大协会”，走出了一条“协会+公司+农户”的旅游扶贫路子，带动全村及库区周边乡村共 200 多户贫困户脱贫。

主要做法有：

1、特色资源资产化，解决用什么做扶贫蛋糕的问题。2004 年，按照“政府引导、能人带动、自愿入股”的思路，每股出资 2000 元，联合金湖渔民组建了渔业协会，并在取得了金湖渔业养殖承包经营权，让金湖真正成为渔业协会带动渔民脱贫致富的宝库。在下坊、江坑等景区村庄，整合利用统规统建的“一户一宅”农村住房等资源，联合成立家庭旅馆协会，对没能力按照协会标准建设和装修房屋的 21 户贫困户，给予“客源共享、收益均分”承诺和预领经营收益等政策，支持贫困户加入协会共同致富。同时，积极引进“旅游+文艺创作”等新业态，与国内各地高校共建写生基地接待站，有效地将特色资源转化成广大村民特别是贫困户创业脱贫的优质资产。

2、优质资产股权化，解决扶贫蛋糕归谁享有的问题。按照“资源整合、资产托管、股权到户、按股分红”的思路，让广大村民特别是贫困户在发展旅游产业中受益。通过“三大协会”运作，实现了资源变资产、资产变股权、村民变股东的华丽转身。



3、经营管理市场化，解决怎么做大扶贫蛋糕的问题。十多年来，“三大协会”推行公司化、市场化经营管理，持续做大蛋糕，不断增强带动村民脱贫增收的能力。家庭旅馆协会成立了统一的接待服务中心，采取统一诚信品牌、统一对外经营、统一服务要求、统一安排客源、统一收费标准“五个统一”发展模式。渔业协会依托大金湖渔业有限公司，实行统一放养、统一捕捞、统一经营，创建了全省首个淡水有机鱼品牌（“宴清”牌商标），延伸发展精深加工项目，并在福州、厦门等地发展连锁加盟店 38 家，产品供不应求。游船协会通过原始积累和不断壮大，目前已拥有 2 家造船厂、4 家游船公司和 37 艘豪华游船（艇），资产超过 2 亿元，年营业收入 3000 余万元，每个船位每年分红 2200 元。

## 成效

在“三大协会”的带动下，水际村成了“家家开旅馆、处处‘渔家乐’、人人笑开颜”的全国旅

游扶贫试点村，先后荣获“全国团中央先进基层组织”、“国家级生态村”、“创全国文明村镇工作先进文明村”、“省级先进基层党组织”等称号，被誉为“三明旅游第一村”。2018 年水际村还被授予“最美森林人家”称号，是国家级生态村、全省先进基层党组织。

水际村渔业公司实现年收入 3500 余万元；家庭旅馆协会公司年接待游客超 15 万人次，经营收入 900 余万元；航运集团公司总资产逾 2 亿元，年营业收入 3000 余万元。2018 年，该村实现村财自



有收入 102.17 万元，农民人均纯收入高出全县平均水平 5000 多元。同时带动周边 32 个村 1500 多户农户入股渔业协会，实现每股年增收 2600-3800 元。

针对贫困户，三大协会通过担保贷款、收益抵扣等方式解决他们入股资金困难等问题，提供了船员、渔业捕捞员、宾馆服务员、库湾管护员等就业岗位 270 多个，并优先安排贫困人口就业 60 多人，带动全村及库区周边乡村 200 多户贫困户脱贫致富，成为国家级旅游扶贫示范村。

## 经验与启示

1、因地制宜，自身发挥产业优势。依托大金湖广阔的水域面积和稳定的水文条件，通过整合渔业、航运、民宿等资源，以“中国·水际”品牌为目标，明确特色资源优势做足文章，让游客更能享受到独具特色的水上休闲旅游乐趣。

2、创新管理，党建引领产业发展。在党委政府的高度重视下，部署通过村党支部发挥领导核心，推行“支部+协会”产业党建模式，采取集体参股、党员带头、群众参与的方式，组建渔业、家庭旅馆、游船三大协会。实行“公司化”运作模式，按照“政

府引导、能人带动、自愿入股”的思路，依托成立的协会，实行统一品牌宣传、统一对外经营、统一服务要求、统一安排客源、统一收费标准的经营模式，带动本村及周边贫困户入股和就业，走出了一条“协会+公司+农户”的旅游扶贫新路子。

3、规划先行，美丽乡村为旅游蓄力。水际村制定《泰宁县梅口乡水际村村庄规划》等方案稿件，让规划先行，让理念先被推敲验证，避免资源及财力浪费，形成统一目标理念，充分发挥多部门多群体主观能动性，合力共谋，使发展效益更加持续。与此同时，水际村紧紧围绕“村庄美、产业兴、生态优、百姓富”的目标，大力开展“一革命五行动”，实施美丽乡村建设。

## 下一步计划

水际村将依托独特的区位优势和旅游资源优势，坚持以渔业、游船和家庭旅馆三大协会为桥梁，要进一步激发贫困群众内生动力，帮助贫困群众提高认识、更新观念、自立自强。要完善帮扶措施，精准细致抓好产业发展、技能培训、光伏扶贫、政策扶持、扶贫宣传等工作，进一步探索多元旅游发展模式，提升旅游档次。



## Abstract

Thanks to its broad water area and fishing industry, Shuiji village of Meikou township in Taining County of Sanming Municipality, Fujian Province has made full use of its unique resources in building a brand name of CHINA SHUIJI and a colorful “aquatic wonderland”. In the context of promoting party-building in different industries featuring the model of “party-committee + association”, Shuiji has taken bold steps to form “Three Associations”, i.e. Fishing Association, Homestay Association and Pleasure-Boat Association. Shuiji has blazed a new trail of poverty alleviation by building a model of “association + company + villagers” which has transformed itself from a provincial designated poverty-stricken village to No.1 Tourism Village in Sanming Municipality.

”

## Challenges and Problems

Shuiji Village is under the jurisdiction of Meikou township in Taining County of Sanming Municipality, Fujian Province. It is located near Jinhu Lake, a world natural heritage site and key scenery spot of Taining World Geology Park. Ten kilometers away from county center, it is home to 522 people in 139 households and 4 villagers group. The village used to be famous for its abundance of fish and rice. In March 1980, Chitan Reservoir closed its gates to store more water, resulting in the inundation of almost all hills, forests, arable land and infrastructure in the village. It was forced to move to higher altitudes, becoming isolated with no access to roads, electricity and post. Due to scarcity of arable land, villagers endured extremely hard living conditions as they struggled with food and clothes. As a result, Shuiji was designated as a provincial listed poverty-stricken village.

In conducting targeted poverty alleviation through tourism, it was urgently needed to help the poor people get out of poverty in this poor lakeside village.

## Measures

Since 2004, the village Party Committee, with party members at the forefront, has taken bold steps to set up “Three Associations”, i.e., Fishing Association, Homestay Association and Pleasure-Boat Association. A new way of poverty alleviation through tourism was identified, featuring a model of “Association + Company + Villagers”. This model has helped lift over 200 poor households in the village and the greater reservoir area out of poverty. The measures taken include the following:

1. **Unique resources turned to assets for making the poverty-alleviation “cake”.** In 2004, according to the principle of “government setting guidelines, capable villagers leading the way and villagers making investment on their own”, fishermen were organized into a Fishing Association at 2,000 RMB a share. The Fishing Association went on to acquire the right for fish farming in Jinhu Lake which became a real “treasure” for the fishermen. While in villages such as Xiafang and Jianghang, rural households, each with its own house built on one unified plan and on the



same standards, formed the Homestay Association. As for the 21 poor households that could not afford to build and decorate their houses according to Association standards, the Homestay Association shared clients and revenues with them and allowed them to take earnings in advance, to help them finally join the Association. Meanwhile, local authorities worked to introduce new businesses, such as art creation whereby institutions of higher learning across China were invited to set up sketching bases. These measures effectively transformed local resources to assets to help villagers, especially the poor households, to start business and get rich.

**2. Quality assets securitized to determine the ownership of the poverty-alleviation cake.** Shuiji village acted on the principle of “consolidating resources, putting assets into trusteeship, and households getting dividends according to their shares”, and villagers, especially poor households have benefited a lot from tourism. Thanks to the work of “Three Associations”, resources have been transformed into assets, assets to securities and villager to shareholders.

**3. Market-oriented management to make the “cake” bigger.** In the past 10-plus years, the “Three Associations” have set up companies operated in a market-oriented fashion. They keep making the “cake” bigger and get better at helping villagers to lift themselves out of poverty. The Homestay Association has established a unified service center that has pooled all the houses together and tried to build one credit-worthy brand name. This center receives

and distributes bookings and requires each home inn to offer uniform services and charge uniform prices. The Fishing Association has set up the Great Jinhu Fishing Co. Ltd. which coordinates fish breeding and farming. It has created the first fresh-water fish brand (Trademark: Yanqing) in Fujian Province, and extended the industrial chain to deep processing. Its products, very popular among customers, are now sold in 38 chain stores in Fuzhou and Xiamen. The Pleasure-Boat Association keeps growing with the money they earned. With a total asset of over 200 million RMB and annual revenue of more than 30 million, it now owns 2 shipyards, 4 pleasure boat companies and 37 luxury boats or yachts, with each vessel earning 2,200 RMB in dividends a year.

## Results

Thanks to the efforts of the “Three Associations”, Shuiji village has become a good example of poverty alleviation through tourism whereby every household is a home inn, and everyone is happy. Reputed as NO1 tourism village in Sanming City, it has been awarded many honorary titles such as Leading Grass-root Organization of Communist Youth League across China, Leading Grass-root Party Organization in Fujian, National Eco-friendly Village, Most Beautiful Forest Household, and Leading Village of National Campaign for Nurturing Village Culture.

Shuiji Fishing Company generates annual revenue of more than 35 million yuan; the company run by the Homestay Association receives 150,000 visitors every year and generates more than 9 million yuan; the shipping company has a total capitalization of more than 200 million yuan, with annual revenue of more than 30 million yuan. In 2018, the village’s public finance collected 1.02 million yuan on its own. The annual net income for the villagers was 5,000 yuan higher than the county average. At the same time, over 1,500 rural households in 32 nearby villages joined the Fishing Association. Each share brought

members 2,600 to 3,800 yuan in income.

As for the poor households, the “Three Associations” helped them with the money they needed for membership through guaranteed loans and deduction of earnings. They provided over 270 jobs such as sailors, fish farmers, hotel staff and lake cove administrators. More than 60 poor people were recruited who then went on to help over 200 households in and around the lake area get rich. Shuiji has thus become a model for poverty alleviation through tourism.

## Experience and Inspirations

**1. Formulating measures to capitalize on local advantages.** Relying on the vast water areas and stable hydrologic conditions of Jinhu Lake, Shuiji village consolidated and made best use of its fishing, shipping and homestay resources to allow visitors to enjoy the unique aquatic pleasure, with the aim of building a brand name of “CHINA SHUIJI”.

**2. Innovative management and party-building leading industrial development.** The village party committee plays the leading role and promotes the model of party committee + association. All villagers are encouraged to join the equity scheme of the “Three Associations” and party members are required to take the lead. These associations operate as companies. Local government sets guidelines, and capable villagers help other villagers who voluntarily make investments in these associations. Resources are put together to build one credit-worthy brand name. All bookings are handled together and distributed among households which are required to offer uniform services and charge uniform prices. The poor households in and around Shuiji village are encouraged to make investments in and find jobs on these platforms, thus blazing a new trail of poverty alleviation through tourism featuring “association + company + villagers”.

**3. Planning first and beautiful countryside supporting tourism.** Shuiji village formulated Shuiji Village Plan to form a unified development philosophy, the ideas of which have been deliberated and tested to avoid wasting resources and money. Various departments take the initiative to pool their wisdom together in pursuit of sustained growth. Meanwhile, Shuiji village has set the target of making the village beautiful, industries prosperous, eco-environment sound and people rich. It earnestly implements the beautiful countryside strategy by renovating household toilets, treating sewage and garbage, upgrading rural houses, beautifying village landscape and planting more trees.

## Next Step

Shuiji village will continue to leverage on its unique geological advantage and tourism resources, and let the three associations of fishing, homestay and pleasure boats unleash the initiatives of the poor households by helping them to raise awareness, renew understandings and stand on their own feet. Shuiji will improve assistance measures and do a good job in industrial development, knowhow training, poverty alleviation by installing solar panels, policy support and the publicity of alleviation efforts. It will further explore different models of tourism development and enhance the quality of its tourism industry.







## 河北易县狼牙山：中凯集团打造 多彩四季美丽经济

Zhongkai Group Cultivates New Model of  
Tourism Development - Colorful Seasons,  
Beautiful Economy at Langya Mountain, Yi  
County, Hebei Province

### “ 摘要

狼牙山地区虽然有脍炙人口的“风萧萧兮易水寒”、被编入课本的《狼牙山五壮士》，可是山多地薄水少，经济发展受到制约。2010年中凯集团以发展四季美丽经济为支撑，以延展产业链带动周边农民脱贫致富。以山为根，引进中凯集团把体制搞活，投资1000多万强化爱国主义教育，投资1.65亿元把景区设施做精；中凯集团先后投资4.3亿元，围绕“蓝白”产业完成龙门湖欢乐世界、龙门湖冰雪世界、龙门湖沙滩浴场的项目建设；投资2亿多元推进牡丹园、百花园等8园区项目建设；还围绕大狼牙山旅游区“一体化”发展，探索出了旅游扶贫与景区管理、食宿接待服务等旅游扶贫新模式。最终实现当地农民人均纯收入由2010年的2000元左右增长到如今的20000余元，直接促进就业4000多人、间接就业15000多人，每个岗位年收入均在2万元以上，并对49个贫困村、2943户贫困户、7992人贫困人口进行重点分类扶贫，脱贫效应明显。

”

### 挑战与问题

狼牙山位于易县西南部，古称“郎山”，因奇峰林立、峥嵘险峻，状似狼牙而得名。狼牙山以独具特色的红奇古绿而驰名，现为国家4A级旅游景区、国家森林公园、全国首家红色旅游经典景区、河北省爱国主义教育基地。

地处太行山的易县，虽然有脍炙人口的“风萧萧兮易水寒”、被编入课本的《狼牙山五壮士》，可是这个县山多地薄水少，曾是远近皆知的国家级贫困县。主要存在问题在于：景区业态为单纯的观光游和教育游；旅游接待人数较少；当地农民人均纯收入较低，就业渠道较为单一等。

### 措施

1、以山为根，做大红色产业。一是把体制搞活。成立副县级“狼牙山景区管委会”，引进中凯集团民营资本，实现景区市场化经营；二是把红色做足。先后投入资金1000多万元，完成五勇士纪念馆外立面装修和亮化工程、提升五勇士陈列馆设施并丰

富陈展内容等建设；三是把设施做精。按照5A景区标准要求，先后投资3700万元，新建生态停车场3万余平方米、建设A级旅游厕所5座、改造提升步游路5000米、新建多条线路木栈道5600米；投资1800万元，高标准设计建设高空巨龙玻璃观景平台；投资1.1亿多元，分三期完成狼牙山大瀑布、音乐喷泉和狼牙山水系项目建设。不断完善狼牙山中凯酒店会议、休闲、商务、娱乐等配套功能。

2、以水为魂，做强蓝白产业。2012年以来，中凯集团先后投资4.3亿元，围绕“蓝白”产业完成龙门湖欢乐世界、龙门湖冰雪世界、龙门湖沙滩浴场的新业态娱乐项目建设，使狼牙山旅游发展步入了山水相依、四季宜游的轨道。

3、以花为韵，做靓彩色产业。中凯集团本着花卉产业园区运营理念，现已投资2亿多元全力推进八个园区（牡丹园、百花园、玫瑰园、油菜葵花园、蓝香芥园、郁金香园、樱花园、芝樱园）项目建设，让五彩缤纷的美丽经济将狼牙山核心区“红色”产业和龙门湖“蓝白”产业两大成熟景区连点成面。

4、富民为本，做实扶贫产业。围绕大狼牙山旅游区“一体化”发展，积极做好“旅游+扶贫”文章，

探索出了旅游扶贫与旅游景区管理、食宿接待服务、工程建设用工、旅游产品深加工以及摊点购物、花卉养护、卫生保洁“七位一体”旅游扶贫新模式，谱写了狼牙山旅游区“景村共建”、“协同发展”的新篇章。

## 成效

**1、整合资源，带动农民增收。**狼牙山景区形成“一山、一水、一场、一廊、八园”多业态四季游格局，中凯集团与辖区7个乡镇73个村建立了战略合作关系，仅万亩花海流转土地一项每年增加农民收入1400多万元。

**2、人气增值，拓展就业渠道。**旅游接待由2010年不足30万人次发展到如今超200多万人次，当地农民人均纯收入由2010年的2000元左右增长到如今的20000余元，直接促进就业4000多人、间接就业15000多人，每个岗位年收入均在2万元以上。带动当地百姓发展农家游200余户，拉动餐饮、住宿、娱乐、购物、垂钓、采摘等，间接就业10000多人，近80%的农家院依靠旅游实现了脱贫致富。

**3、重点扶持，脱贫效应明显。**大狼牙山旅游区7个乡镇共涉及贫困村49个、贫困户2943户、贫困人口7992人。围绕因户制宜，因人扶贫，对有一定发展基础的1560贫困人口通过带动发展农家游、垂钓、采摘、购物等产业带动实现脱贫；对有一定劳动能力的4631贫困人口通过提供卫生保洁员、劳务用工等就业岗位实现脱贫；对于其他没有劳动能力和发展基础的1799贫困户通过政府低保等政策兜底和景区帮扶资金实现脱贫。

## 经验与启示

**1、旅游项目下山，周边群众积极参与。**中凯集团接手景区的经营权后，开展了多业态经营，从单调的三季游向丰富多彩的四季游转变。同时带动村庄村民分别经营餐饮、住宿，销售泳衣、雪具和土特产品等产业，把景区的发展和周边群众的发展

拧到一股绳上。

**2、构建一景多效，拓宽贫困群众挣钱路子。**围绕大狼牙山旅游区“一体化”发展，不但提供直接就业机会，还开创出了旅游景区管理、食宿接待服务、工程建设用工、旅游产品深加工以及摊点购物、花卉养护、卫生保洁等七种可以帮助群众脱贫方式。

**3、全域旅游带来机遇，景区升级和群众致富并举。**以创建5A景区为目标，在项目、资金、政策、人才等方面给予全面倾斜。一是“景区带乡”方面，通过景区提升带动周边美丽乡村建设，实现景村一体化发展。二是“企业带村”方面，搭建乡村旅游资源平台，帮助周边村规划建设旅游基础设施和特色项目的同时，还把“扶贫”和“扶志”有效地结合起来。三是“能人带户”方面，狼牙山人卢忠凯带着狼牙山中凯集团探索出了旅游扶贫与景区管理、接待服务等结合的旅游扶贫新模式。

## 下一步计划

通过景区带村，能人带户，在“精准”上做文章，狼牙山旅游扶贫的辐射带动能力进一步增强。以狼牙山重点景区、景点为核心，着力推进景区品质提升与美丽乡村建设同步发展，把景、村、路连成一体，全域旅游发展进一步提速，“旅游+扶贫”不断向纵深方向发展。同时，结合狼牙山景区周边村落实际，加大旅游产业扶贫力度，实施“旅游+贫困户”“合作社+贫困户”等战略，因地制宜发展民宿旅游、特色种养、休闲度假等产业扶贫项目，多措并举稳固脱贫成果，确保脱贫后不返贫。



## “ Abstract

The Langya Mountain is a household name in China because of the famous poem “The desolating gale freezes River Yi, The doomed hero has made his death wish” , and the essay in the primary school textbook The Five Martyrs of Langya Mountain. However, due to its harsh natural environment, the region’ s economic development is under constraints. In 2010, to build a beautiful economy with colorful seasons, Zhongkai Group successfully lifted the villagers in the surrounding areas out of poverty by extending the industrial chain. With the mountains as the root, Zhongkai Group introduced flexibility into the system, and invested more than 10 million yuan to strengthen patriotic education and 165 million yuan to refine the facilities of the scenic spots; with its eyes on the “blue and white” industry, Zhongkai Group has invested 430 million yuan in the construction of Longmen Lake Happy World, Longmen Lake Ice and Snow World and Longmen Lake Beach Resort; and invested more than 200 million yuan to promote the construction of the eight gardens, including the Peony Garden and the Hundred Flowers Garden; with the aim of achieving “integrated” development of the greater Langya Mountain tourist area, Zhongkai Group has explored a new model of poverty alleviation based on tourism that combines poverty alleviation with tourist area management and tourist reception services. As a result, the per capita net income of local farmers has increased from about 2,000 yuan in 2010 to more than 20,000 yuan today. Tourism development has created over 4,000 direct jobs and over 15,000 indirect jobs, each of which provides an annual income of more than 20,000 yuan. Poverty alleviation assistance has been distributed to 49 poor villages, 2,943 poor households and 7,992 poor people based on their specific needs and conditions, which has produced visible results.

”

## Challenges and Problems

Langya Mountain is located in the southwest of Yixian County. It was called Langshan in ancient times. The mountain is named Langya (wolf’s teeth), because it has many jagged peaks of grotesque shapes. Langya Mountain is famous for its revolutionary background, grotesque peaks,

ancient history and green landscape. It is now a national 4A-level tourist attraction, national forest park, the first classic scenic spot of revolutionary tourism in China, and a patriotic education base in Hebei Province.

Located in the Taihang Mountains, Yixian County is a household name in China because of the famous poem about Xiang Yu, “The desolating gale freezes River Yi, The

doomed hero has made his death wish”, and the essay in the primary school textbook The Five Martyrs of Langya Mountain. However, the county is also a state-level poverty-stricken county with many mountains yet few arable land and little water. The main problems with the county include the following: the functions of the scenic spot are limited to sightseeing and revolutionary education; the number of tourists is low; the per capita net income of local farmers is not high, and the employment channels are relatively narrow.

## Measures

**1. Expanding the scale of the revolutionary tourism industry with the mountain at the root.** First, exploring innovative systems. A deputy-county-level Langya Mountain Scenic Area Management Committee has been established, and market-based operation of the scenic area has been realized with the private investment of Zhongkai Group. Second, enriching the content of revolutionary tourism. Over 10 million yuan has been invested in the scenic area for the facade decoration and lightening of the Five Martyrs Memorial Tower, and for upgrading the facilities of the Five Martyrs Exhibition Hall and adding the content of the exhibition. Third, refining the conditions of the facilities. To meet the standards of 5A scenic spots, 37 million yuan has been invested for the construction of over 30,000 square meters of eco-friendly parking lot and five class-A tourist toilets, renovation and upgrade of 5,000 meters of tourist walks, and construction of 5,600 meters of plank roads; 18 million yuan has been invested in the construction of a high-quality, high-altitude dragon-shaped glass viewing platform; over 110 million yuan has been invested in the construction of a three-phase project composed of the Langya Mountain Waterfall, Music Fountain and Langya Mountain Water System. Conference, leisure, business, entertainment and other supporting functions of the Langya Mountain Zhongkai Hotel have also been upgraded.

**2. Building a strong blue and white industry with water at the heart.** Since 2012, Zhongkai Group has invested 430 million yuan in the construction of new entertainment projects in the “blue and white” industry, including Longmen Lake Happy World, Longmen Lake Ice and Snow World and Longmen Lake Beach Resort, which has turned Langya Mountain into an ideal tourist destination in all seasons.

**3. Cultivating a colorful flower industry.** Based on the operation of flower industry parks, Zhongkai Group has invested more than 200 million yuan to promote the construction of eight gardens (Peony Garden, Hundred Flowers Garden, Rose Garden, Rapeseed Sunflower Garden, Blue Mustard Garden, Tulip Garden, Cherry Garden and Sakura Garden). This beautiful economy has served as a bridge connecting the two mature scenic spots, i.e. the revolutionary tourism industry of the Langya Mountain core area and the “blue and white” industry of Longmen Lake.

**4. Strengthening the poverty-alleviation industry to deliver a life of prosperity to the people.** With the aim of achieving “integrated” development of the greater Langya Mountain tourist area, the county has made vigorous efforts to promote the integration of tourism and poverty alleviation, and explored a new “seven-in-one” model of tourism-based poverty alleviation, which includes tourism poverty alleviation and scenic area management, accommodation and reception services, engineering construction, deep processing of tourism products, vendor shopping, flower maintenance and sanitation, opening a new chapter of “collaborative and coordinated development of the scenic spot and the local village” in the Langya Mountain tourist area.

## Results

**1. The pooling of resources has helped raise farmers’ income.** The Langya Mountain tourist area has formed a pattern of multi-format, all-season tourism featuring “one



mountain, one lake, one ski resort, one corridor and eight gardens” multi-format four-season tours. Zhongkai Group has established strategic partnerships with 73 villages in 7 townships in the administrative region. The revenue of land transfer for the 10,000 mu flower farm alone raises farmers’ income by more than 14 million yuan per year.

**2. The increase in tourist flow has created new channels of employment.** The number of received tourists has increased from less than 300,000 people in 2010 to more than 2 million people today. The per capita net income of local farmers has increased from about 2,000 yuan in 2010 to more than 20,000 yuan today. Tourism development has created over 4,000 direct jobs and over 15,000 indirect jobs, each of which provides an annual income of more than 20,000 yuan. Inspired by the development of Langya Mountain, over 200 local households are now running agritainment business, generating over 10,000 indirect jobs in the catering, accommodation, entertainment, shopping, fishing and fruit-picking industries. Nearly 80% of the rural households have been lifted out of poverty through tourism.

**3. The targeted distribution of poverty alleviation assistance has produced visible effect.** There are 49 poor villages, 2,943 poor households and 7,992 poor people in

the 7 townships of the greater Langya Mountain tourist area. The poverty alleviation campaign has been guided with a tailor-made approach. For the 1,560 poor people who already have the conditions for development, poverty alleviation mainly focuses on agritainment, fishing, fruit-picking, shopping and other industries; for the 4,631 poor people with certain labor ability, jobs such as cleaners and manual labor have been provided to help them get out of poverty; and the 1,799 poor people that have neither labor ability nor conditions for development are mainly covered by the subsistence allowance and other policy-based support provided by the government as well as the assistance funds provided by the tourist area.

## Experience and Inspirations

**1. The diversification of tourist projects encourages the participation of the local people.** After taking over the management right of the tourist area, Zhongkai Group has introduced multiple forms of business and turned the dull three-season tour into the colorful four-season tour. At the same time, the local villagers have been mobilized to work in the catering and accommodation business and sell



swimming suits, snow gear and local specialty products, creating a synergy between the development of the tourist area and the development of the local community.

**2. The development of tourist area with multiple functions expands the source of income for the poor people.** The “integrated” development of the greater Langya Mountain tourist area not only provides direct job opportunities, but also creates seven new ways for the local people to get out of poverty, i.e. tourist area management, accommodation and reception services, engineering construction, deep processing of tourist products, vendor shopping, flower maintenance and sanitation.

**3. All-for-one Tourism development creates opportunities for upgrading the tourist area and boosting the income of local residents.** With the aim of building a 5A tourist area, greater support has been given to the county in project, fund, policy and talent. First, in terms of “driving the development of the village with the development of the scenic spot”, the construction of beautiful countryside in the surrounding region has been accelerated through the upgrade of the scenic spot, thus realizing integrated development of the scenic spot and the local village. Second, in terms of “driving the development of the village with the investment of the company”, a platform of rural tourism resources has been established to help surrounding villages make plans for the development of tourism infrastructures and characteristic projects, which

helps the poor people not just escape poverty but also strengthen confidence in their future. Third, in terms of “intellectual support to rural household”, Luzhongkai, a native of Langya Mountain, has led the Zhongkai Group to explore a new model of poverty alleviation based on tourism that combines poverty alleviation with tourist area management and tourist reception services.

### Next Step

Through the efforts to “drive the development of the village with the development of the scenic spot” and “offer intellectual support to rural households”, the poverty alleviation program of Langya Mountain is well-targeted and has a multiplier-effect on the development of the whole region. Centering on the key tourist areas and scenic spots of Langya Mountain, greater efforts will be made to promote synchronized progress in the upgrade of the quality of the scenic spots and the construction of beautiful countryside, connecting scenic spots, villages and roads into a unified network, giving a speed-up to all-for-one tourism development, and deepening the implementation of the “tourism+poverty alleviation” model. At the same time, in light of the actual conditions of the villages surrounding Langya Mountain, the development of the tourism industry will be strengthened, and strategies such as “tourism + poor households” and “cooperatives + poor households” will be implemented. Industrial projects tailored to local conditions such as homestay tourism, specialty crop cultivation and animal farming, leisure and vacation will be developed, and multiple steps will be taken to secure the gains of poverty alleviation so that people that have been lifted out of poverty will not relapse into poverty.



## 川旅集团：文旅融合助推 稻城麻格同村提前脱贫

Sichuan Tourism Development Group  
Assists in Poverty Alleviation by Integrating  
Culture with Tourism at Magetong Village,  
Daocheng, Sichuan

## “ 摘要

四川藏区、彝区已纳入国家“三区三州”范围，在四川省委、省政府“决胜全面小康”的要求下，聚焦深度贫困地区开展旅游扶贫已上升为全省战略。2017年，川旅集团被确定为四川藏区稻城县麻格同村的对口扶贫单位后，注重巩固脱贫攻坚成果与乡村振兴相衔接、开发式扶贫与保障性扶贫相统筹、扶贫同“扶智”“扶志”相结合的思路，以文旅融合发展引领麻格同村减贫发展，全村43户（贫困户13户）、256人（贫困人口73人）实现产业帮扶全覆盖，帮扶资金实现户均收入1.6万元，全村在2018年实现提前脱贫，麻格同村文化旅游产业发展实现质的飞跃。

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## 挑战与问题

四川省甘孜藏族自治州稻城县麻格同村位于中国四川省西南边缘、甘孜州南部，2014年被评为精准扶贫贫困村。全村村民主要经济收入来源为农业生产、牧业产品，以及松茸、虫草、贝母等采挖副业收入。

由于地处偏远，麻格同村存在产业单一、技术匮乏、思想落后、经济收入受限等实际情况，但旅游资源较为丰富，因此如何结合当地旅游资源实际情况做帮扶，成为四川旅投集团面临的实际问题。

## 措施

2017年底，四川省旅游投资集团有限责任公司（以下简称：四川旅投集团）被确定为麻格同村对口扶贫单位，紧紧围绕“两不愁”、“三保障”、“四个好”要求，在产业扶持、基础设施改建、村容村貌改造、提高群众素质等方面认真开展减贫帮扶工作。具体措施有：

1、围绕思想观念转变抓帮扶。扶贫先扶智，

宣讲十九大精神和脱贫攻坚政策，激发群众脱贫奔小康的内生动力。投入6万元修建文化墙，营造脱贫攻坚氛围。投入7万余元开展文化下乡、捐助图书、捐建儿童乐园，多渠道筹措资金资助学生15名，加大普及文化知识，提升群众文化水平。

2、围绕机制创新抓帮扶。对无劳动力、经济困难、住房为危房的贫困户分别给予20万元进行改建；对具有发展潜力又缺乏资金的益西降称给予3万元补助修建猪圈，帮助发展藏香猪养殖。探索建立长效机制，制定“奖学助学办法”、“返贫资助办法”、“村容村貌综合整治奖励办法”、“致富带头人奖励办法”等6个奖励办法，投入15万元作为奖金池，经和村“两委”及村民沟通达成一致，每年将农业合作社收益的20%用以充盈奖金池，立足长远解决脱贫问题。

3、围绕基础设施抓帮扶。投入90多万元对村容村貌、民居风貌、家庭庭院、基础设施等进行规范和建设，安装太阳能路灯30盏，建立藏香猪散养基地1个，种植绿化树苗近2000余棵，民居风貌改造39户，为村委会配置了办公设施设备，投入20万元建立了爱心便民超市。

4、围绕产业支撑抓帮扶。投入48万元帮扶农业合作社收购农特产品；投入9.78万元聘请专业团队对麻格同村农特产品进行设计和包装，投入4.8万元搭建电商平台，拓宽销售渠道，并结合端午节等传统节日，将合作社共同研发的藏香猪粽子在电商平台推广，销售额达200多万元；投入80万元修建集观光、培训、体验、种植于一体的蔬菜大棚800㎡，投入10万元培育藏香猪养殖专业户1户；投入21万余元在新华网、人民网等20余家媒体开展了为期一个月的营销宣传，曝光量接近300万人次，入村外地游客明显增加。

5、围绕乡村振兴抓帮扶。按照一村一景、一户一园标准对麻格同村进行整体规划。坚持开展高端定制旅游产品和服务，旗下旅行社将旅游扶贫线路纳入全县旅游精品线路的节点重点推介，并辐射带动更多的村发展乡村旅游。

## 成效

1、村容村貌焕然一新，基础设施不断提升。组织实施民居风貌改造、道路绿化、庭院整治、安装太阳能路灯、规范标识标牌、修建文化墙以及联



户路和堡坎等基础设施建设，提升了麻格同村的村容村貌，基础设施得到有力提升。

2、激发内生动力，获得广泛关注。四川旅投集团通过“以奖代补”、投工投劳、培育致富带头人等方式，逐步引导群众转变观念，由“看”变“干”。四川旅投集团的创新型帮扶得到了“冬已至、爱不止”专题帮扶慈善晚会被四川省电视台和人民日报等多家媒体宣传报道，帮扶工作被《四川国资》“纪念改革开放40周年特刊”刊载。

3、减贫成效显著，提前完成脱贫。通过四川旅投集团的帮扶，全村43户（贫困户13户）、256人（贫困人口73人）实现产业帮扶全覆盖，仅四川旅投集团帮扶资金实现户均收入1.6万元，达到预期效果。2018年底，经甘孜州脱贫攻坚领导小组办公室组织验收评估，麻格同村提前一年完成脱贫任务。

## 经验与启示

1、以“旅游+减贫”为抓手，助推乡村旅游产业发展。组织全国各大媒体专业人士和中国摄影家协会相关人员采风及在特大城市举办展览等形



式，以摄影者带动旅游者，以特色聚拢产业，形成以摄影旅游带动休闲旅游、体验旅游、乡村旅游、康养旅游的全产业链。把麻格同村马武摄影基地推荐到国内外，打造成为全国乃至全球闻名的摄影基地，从而带动当地乡村旅游和民宿接待的发展，帮扶麻格同村建立了长期稳定的脱贫产业和就业门路。

2、以“电商+扶贫”为平台，推动当地农特产品销售。2018年打造的电子商务平台，为稻城县脱贫奔康和乡村振兴助力。依托集团旗下商贸渠道抓好藏香猪出栏收购工作，逐渐培育当地群众的养殖积极性，实现产业扶贫。



3、以“基础设施+减贫”为保障，塑造美丽乡村新风貌。援助麻格同村修建符合当地民俗民风和生活习惯的文化广场1个，打造民俗接待示范户1个。为解决脏乱差和群众实际需求之间的矛盾，完成田间地头打围工作。为配合当地旅游发展和打造“四川省乡村旅游示范村”需求，修建部分停车场。

### 下一步计划

四川省旅游投资集团作为稻城麻格同村的帮扶单位，积极思考如何“真扶贫”“扶真贫”。集团着力从治理“穷根”入手，把扶智和扶志相结合，出台了奖学助学、带头致富、返贫资助、环境治理、产业帮扶等系列以奖代补奖励办法，不断改变群众思想观念、激发群众脱贫奔康的内生动力，带领麻格同村群众积极发展产业致富，实现提前脱贫。麻格同村的发展已成为稻城县乃至甘孜州“旅游富民”和乡村旅游扶贫工程的典范，为四川藏区精准脱贫提供了可操作、可复制的样本工程，能够带动周边乡镇、县市发展。因此，下一步通过麻格同村的旅游扶贫示范作用，以期为四川稻城乡村振兴提供可借鉴的思路和模式。

## “ Abstract

Ethnic Tibetan and Yi areas in Sichuan have been identified as a priority in the national poverty alleviation strategy. Promoting tourism in poverty-stricken areas has become a provincial strategy as the Sichuan provincial leadership is committed to building a moderately prosperous society in an all-round way. Since it was designated as partner of Magetong village in the fight against poverty in 2017, Sichuan Tourism Development Group has connected consolidation of poverty reduction progress with rural renewal, balanced poverty alleviation for development with the one for subsistence, and integrated its fight against poverty with human resources development. Poverty alleviation in Magetong Village is guided by integrating culture and tourism.

”

## Challenges and Problems

Magetong village, Daocheng County, located in the southern Ganzi Ethnic Tibetan Autonomous Prefecture of the southwestern part of Sichuan Province, was designated precision poverty alleviation village in 2014. Agriculture and animal husbandry constitute the main source of revenue for villagers, supplemented by gathering truffle, caterpillar fungus and fritillary etc.

This remote village lacked industries, technologies, ideas and sources of revenue, but is abundant in tourism resources. The immediate challenge for Sichuan Tourism Development Group Co. Ltd. was how to assist the village in fighting against poverty in light of its tourism resources.

## Measures

Since it was designated partner of Magetong village in poverty reduction at the end of 2017, Sichuan Tourism Development Group is committed to ensuring subsistence, compulsory education, basic medical service and safe housing, and has helped villagers to live in good housing,

lead good life, cultivate good habits and forge good social environment. It has assisted the village in industrial development, infrastructure building and upgrading, landscape beautification, and improvement of villagers' conduct, with the following measures:

**1. Conceptual change.** The group gives priority to intellectual development in poverty reduction by publicizing the decisions of the 19th CPC National Congress and, in particular, the policy of poverty alleviation in order to motivate villagers to get rid of poverty and achieve moderate prosperity. The Group invested 60,000 yuan to build a “cultural wall” to forge an enabling environment for the fight against poverty. With more than 70,000-yuan investment, it has conducted cultural programs and donated books and a kindergarten. It also raised funds from various sources to sponsor 15 students in the village. The group worked hard to popularize knowledge and increase literacy in the village.

**2. Institutional innovation.** The group provided 200,000 yuan to each household with no working-age labor, economic difficulty or living in dilapidated building to repair and upgrade their houses. It also provided 30,000-

yuan subsidies to capable farmers lacking funds to build hogpens and raise Tibetan pigs. In exploring mechanisms for long-term development, the group helped formulate six regulations on such issues as scholarship and grant, subsidies on people stricken by poverty again after falling ill, rewards on the comprehensive treatment of village landscape, and rewards on leaders in economic prosperity programs. The group invested 150,000 yuan to set up a bonus pool replenished by 20% of the annual proceeds of the village's rural cooperative after consultation with the village in order to find a permanent solution to poverty.

**3. Infrastructure building.** The group invested more than 900,000 yuan in improving village landscape, harmonizing architectural styles and household yards, and building infrastructure. Thirty solar road lamps are installed, one base to raise Tibetan pigs is established, and nearly 2,000 seedlings are planted. Thirty-nine families have their houses renovated. The village committee has new office equipment. Two hundred thousand yuan is invested to set up a budget supermarket.

**4. Industrial development.** The group invested 480,000 yuan to assist the rural cooperatives sourcing agricultural and distinctive products; spent 97,800 yuan to hire a professional team to do the design and packaging for products from Magetong; provided 48,000 yuan to build an e-commerce platform to expand sales channels and marketed on the platform zongzi made of Tibetan fragrant pig meat jointly developed with the rural cooperatives during the Dragon Boat Festival, with sales of more than two million yuan; built a 800-m<sup>2</sup> vegetables greenhouse with 800,000 yuan featuring sightseeing, training experience and plantation; provided with 100,000 yuan assistance to one household to raise Tibetan fragrant pigs; spend more than 210,000 yuan on advertisement on more than 20 media outlets such as Xinhuanet and people.com.cn which has been seen by nearly 3 million people, leading to a notable increase in tourists.

**5. Rural renewal.** In conducting overall planning

Magetong, we ensured the village would have its distinctive landscape and every household would have a garden. Committed to high-end and tailor-made tourism products and services, we highlighted poverty alleviation through tourism route in the county's premium travel routes and attracted more villages in rural tourism.

## Outcomes

**1. The village has taken a completely new look with ever improving infrastructure.** The group improved architectural style, planted trees and grasses along roads, renovated courtyards, installed solar road lamps, set up standardized symbols and signs, built a cultural wall, and constructed retaining walls and byways, which enhanced the village landscape and infrastructure.

**2. We stimulated the drive for development, which has caught extensive attention from the media.** By replacing subsidies with awards, encouraging villagers to provide labor service and cultivating pioneering villagers, the group has gradually changed the mindset of villagers who have transformed themselves from onlookers to men of actions. Our new way of poverty alleviation has been reported by a well-known charity dinner event, Sichuan Television, People's Daily and the 40th anniversary special edition of a provincial journal for state-owned enterprises.

**3. We made remarkable progress in fighting against poverty and lifted all the villagers out of poverty ahead of schedule.** With the support from the group, the poverty alleviation through industry program has covered all the 13 poverty-stricken households among the 43 households and 73 people living under poverty line among the 256 villagers. Assistance funds from the group alone added 16,000 yuan income on average to a village household, which realized our projected targets. According to the assessment by the poverty alleviation leading group in Ganzi Prefecture, Magetong village has been lifted out of poverty one year ahead of schedule.

## Experience and Inspirations

**1. Promoting the rural tourism industry by "tourism + poverty alleviation".** We invited professional photographers of major Chinese media outlets and members of China Photographers Association to visit Magetong village and held exhibitions in Chinese megacities to attract tourists and build local industries. A complete industrial chain of leisure tourism, experience tourism, village tourism and health tourism driven by photography tourism has taken shape. We marketed Mawu photography base in Megetong village in China and beyond to build its name at home and abroad. This boosted local village tourism and homestay industry, providing a permanent pathway for Megatong village to stay out of poverty and create jobs.

**2. Boosting sales of local agricultural and distinctive products on the "e-commerce + poverty alleviation" platform.** The e-commerce platform built in 2018 delivered a strong boost to poverty alleviation and rural renewal. The commercial channels of the group were leveraged for the sales of Tibetan fragrant pigs. Good sales encouraged the villagers to raise more pigs and get out of poverty by industrial development.

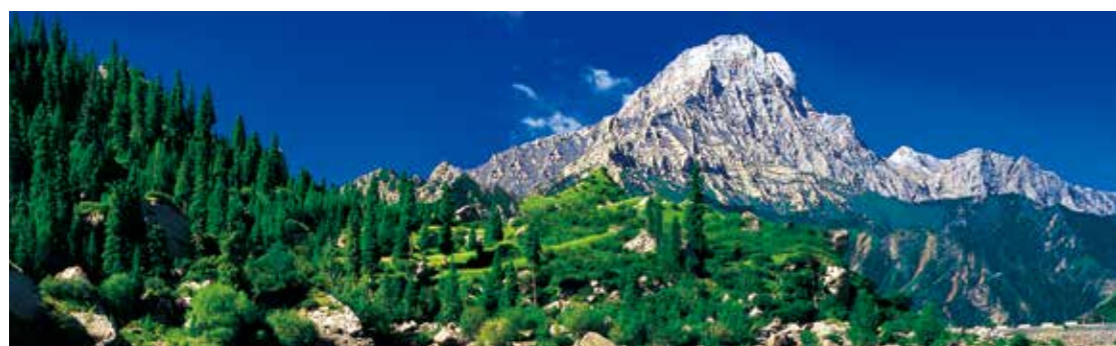
**3. Building a new and beautiful village landscape based on infrastructure improvement and poverty alleviation.** The group assisted the village in building one cultural plaza tailored for local customs and way of life and one model home inn featuring local customs. We worked to improve village sanitation to meet the needs of villagers. Parking lots were constructed to promote tourism and become a model village for tourism in Sichuan province.

## Next Step

Sichuan Tourism Development Group, as the partner of Magetong village in Daocheng, has thought carefully about how to make genuine efforts to get really poor people out of poverty. Addressing the root causes of



poverty, the group combined intellectual development with enthusiasm boosting. Replacing awards with subsidies, it provided scholarships, encouraged capable villagers to take the lead, assisted people who fall into poverty again after major illness, treated the environment, and promoted industrial development. By changing old mindset and firing enthusiasm, it led villagers to move out of poverty and get rich ahead of schedule by industrial development. Magetong village has become a model of poverty alleviation through village tourism in Daocheng County and Ganzi Prefecture and a template project which is operational and replicable for targeted poverty reduction in the Tibetan areas of Sichuan to pull development of neighboring areas. Therefore, in the next step, the demonstration effect of Magetong village will offer an actionable solution and model for rural renewal in Daocheng, Sichuan.



## 新疆乌什：全域旅游助力 农牧民脱贫增收

All-for-one Tourism Facilitates the Poverty Alleviation and Income Increase of Farmers and Ranchers at Wushi, Xinjiang

### “ 摘要

为全力助推新疆深度贫困地区脱贫攻坚战，作为新疆自治区的深度贫困县，乌什县以全域旅游创建为抓手，积极探索“旅游+扶贫”发展模式，通过发展旅游业特别是乡村旅游业，不断拓宽旅游产业链，组织县城周边乡（镇）贫困户成立旅游合作社，采用“政府+公司+旅游合作社+贫困户”的模式，让贫困户参与旅游产业发展，实现100余名贫困群众实现就近就地就业，助力农牧民脱贫取得了良好的成效。

”

### 挑战与问题

乌什县位于塔里木盆地西北边缘的天山南麓，是丝绸之路中道重镇，作为“丝绸之路旅游黄金线”上的重要节点，历史文化底蕴深厚，自然风光旖旎秀丽，素有“丝路泉城”和“半城山色半城泉”之美誉，乌什口岸（别迭里口岸）发展前景广阔，是名副其实的旅游资源大县。

新疆乌什县是国家级贫困县和自治区深度贫困县，是我国西部边境县，由于经济基础薄弱、贫困人口众多，使得乌什县贫困摘帽、实现农牧民增收致富的困难加剧。

### 措施

乌什县积极探索“旅游+扶贫”发展模式，通过发展旅游业特别是乡村旅游业，全力助推新疆深度贫困地区脱贫攻坚战。主要采取的措施有：

1、积极探索，开启燕泉河景区运营新模式。乌什县新建燕泉河生态旅游景观带，带动了贫困农民就业增收。2018年3月31日，以乌什县第五届杏花节开幕式为契机，组织56名贫困户成立了旅游合作社（桥头堡旅游合作社），参与燕泉河旅游服务。

2、加强管理与培训，培养合格旅游从业人员。建立健全合作社各项管理规章制度，同时每日开展

国语培训，每周进行安全培训2-3次，每月组织旅游服务及礼仪培训，提升旅游从业人员行业素质及服务水平。

3、多形式开展活动，提升知名度和美誉度。沿燕泉河景观带举行民歌、舞蹈、秦腔等各类文艺表演活动，提升旅游知名度及影响力。

4、建立合理收入分配机制，确保合作社正常运作。运营收入由别迭里旅建投公司统一收缴入账后，根据旅游合作社收益情况按别迭里旅建投公司30%、乡村旅游合作社70%的比例进行分配，每月由合作社定时给贫困户发放工资，年底根据合作社盈利情况给贫困户分红。

5、积极做好旅游宣传促销、打造旅游精品线路。开展赏花踏青、避暑垂钓、农家采摘、冰雪摄影四季旅游活动，连续五年开展“丝路泉城杏花香”赏花摄影节、泉水文化旅游节、钓鱼大赛、别迭里自驾探险旅游节等活动，产生轰动影响力。让游客更全面地了解新疆了解乡村游，做好宣传推介，前往杏花村游览民居民宿，体验生活民俗风情，拓宽农民增收致富渠道。

### 成效

1、“旅游+扶贫”相得益彰。乌什县整合扶贫资金200万元，通过配套观光电瓶车、观光自行





车、水上游乐设施、特色马车等旅游接待设施，组织县城周边乡（镇）贫困户成立旅游合作社，采用政府+公司+旅游合作社+贫困户的模式，由政府牵头，别迭里旅建投公司经营，旅游合作社提供劳动力，按照利润分成公司占比30%，合作社占比70%分配方式，让贫困户参与旅游产业发展，实现100余名贫困群众就近就地就业。

2、“输血”加“造血”做大“旅游+”。乌什县已开发且具备接待能力的旅游景区景点含农家乐（民俗旅游接待点）共28家，其中：星级及准星级宾馆2家、社会宾馆10家、生态酒店1家、4A景区2家；农业观光新景点3个、星级农家乐10家。通过旅游合作社开发水磨面粉、鹰嘴豆粉、核桃粉等绿色有机产品，提升当地农产品的附加值，通过产业发展带动更多贫困人口增收脱贫。

3、不断增加就业贫困群众的归属感和参与度。成立规模58人的旅游合作社1个，各景点企业累计接收大中专毕业生12人，景区安保人员15人，景区保洁人员10人，酒店客房服务员15人。通过“合作社+农户”模式带动贫困群众从事旅游配套产业。

## 经验与启示

1、推行“旅游+扶贫”模式，助力产业脱贫。乌什县通过“合作社+农户”运营模式，组织贫困

户参与旅游服务获得劳动报酬及年底分红，摆脱了“养懒汉”的扶贫模式，既有助于发展本县旅游业，同时还能助推脱贫攻坚。

2、贫困户家庭经济结构转型，助推全域旅游。贫困户参与旅游合作社，从事旅游业服务，带领他们走上了脱贫致富路，从原来的农民逐步成长为旅游从业人员，身份的转变意味着家庭经济收入结构彻底转型，壮大了旅游发展行业队伍，一定程度上促进了乌什县全域旅游工作的开展。

## 下一步计划

乌什县以“旅游+”为抓手，以合作社+农户为手段，形成了“旅游一业突破，引领多业融合”的全域旅游发展新模式、新格局，为促进脱贫攻坚奠定了良好基础。在未来发展中应不断探索“旅游+扶贫”的新模式、强化“硬基础”和“软服务”提升相结合、构建全域旅游发展大格局，加快推动乌什县全域旅游发展，以旅游带动减贫脱贫工作，实现全域旅游脱贫之路。

## “ Abstract

With a view to fully support and promote the poverty alleviation campaign in the deep poverty areas in the southern Xinjiang, Wushi County, as a deeply impoverished county in Xinjiang, focuses on building all-for-one tourism and actively exploring the development model of “tourism + poverty alleviation”. Due to the development of tourism, especially rural tourism, the tourism industry chain is expanded and impoverished residents from nearby villages and towns are engaged in establishing tourism cooperatives under the model of “government + company + tourism cooperatives + impoverished residents”. Through encouraging impoverished residents’ engagement in the development of tourism industry, more than 100 impoverished residents are employed locally. Positive results are archived in facilitating the poverty alleviation of farmers and ranchers.

”

## Challenges and Problems

Located in the southern foothills of the Tianshan Mountains on the northwestern edge of the Tarim Basin, Wushi County is a central stronghold of the Silk Road and an important node on the Silk Road Tourism Gold Line. It has a rich historical and cultural heritage and a beautiful natural scenery and the reputation of “Spring City (Quancheng)” and “Half-mountain and Half-spring City”. The Wushi Port (Biedieli Port) has promising prospects. Wushi County is indeed home to abundant tourism resource.

As a border county in the west of China, Wushi County is a state-level impoverished county and a deeply impoverished county in the Xinjiang Autonomous Region. Due to its weak economic base and sizable impoverished population, it was very difficult to remove the county from

the list of impoverished counties and increase the income of farmers and ranchers and make them wealthy.

## Measures.

By actively exploring the development model of



“tourism + poverty alleviation” and developing tourism, especially rural tourism, the county fully supports and promotes the poverty alleviation campaign in the deeply impoverished areas in the southern Xinjiang. The measures taken include the following:

**1. Actively exploring and launching a new operation model in the Yanquan River attraction area.** The newly built Yanquan River eco-tourism landscape belt in the county has boosted the employment of impoverished farmers. On March 31, 2018, by taking the opportunity of the opening ceremony of the 5th Apricot Flower Festival in the county, 56 impoverished residents were engaged to establish a tourism cooperative (Qiaotoubao Tourism Cooperative) to provide tourism service.

**2. Training qualified tourism practitioners with intensified management and training.** Establishing and improving the administration rules and bylaws of cooperatives. Conducting Mandarin language courses on daily basis, safety training two to three times per week, tourism service trainings on monthly basis, and etiquette trainings, so as to elevate tourism practitioners' caliber and competency.

**3. Organizing events in many forms to increase awareness and reputation.** Along the Yanquan River landscape belt, various cultural performances such as folk songs, dances, and Qinqiang opera, are held to enhance tourism visibility and influence.

**4. Establishing a reasonable income distribution mechanism to ensure the orderly operation of cooperatives.** After the operating income is collected by the Biedieli Tourism Development and Investment Company, 70% of the income generated by the cooperatives will be distributed to the rural cooperatives, 30% goes to the Biedieli Company. The cooperatives regularly pay wages to the impoverished residents. At the end of the year, dividends will be distributed to the impoverished residents according to the profitability of the cooperatives.

**5. Actively carrying out tourism promotion activities and building a tourist boutique line.** Carrying out activities such as flower-seeking, summer fishing, farm

picking, and ice-snow photography in four seasons, and flower appreciation and photography festivals under the theme of “the Scent of Apricot Flower in the Spring City of the Silk Road” for five consecutive years, Spring Water Culture Tourism Festival, fishing competition, and the Biedieli Self-Drive Adventure Festival. Such activities are very influential. Visitors may have a more comprehensive understanding of southern Xinjiang and its rural tourism and can go to Xinghua Village to visit residential houses and experience the folk customs of life. Farmers may have more opportunities to increase their income and become wealthy.

## Results

**1. Tourism and poverty alleviation complements each other.** Wushi County mobilizes poverty alleviation funds of 2 million yuan. As led by the county government and operated by the Diebieli Company, with the completion of the supporting tourist facilities such as sightseeing battery cars, sightseeing bicycles, water amusement facilities and characteristic horse-drawn carriages, impoverished residents in nearby villages and towns are organized to establish tourism cooperatives to provide labor. Under the model of “government + company + tourism cooperatives + impoverished residents”, 30% of the profit goes to the Diebieli Company, 70% goes to the cooperatives. Impoverished residents are therefore able to participate in the development of tourism. More than 100 impoverished residents are employed locally.

**2. "Blood transfusion" and "hematopoietic" are combined to promote "tourism +".** There are currently 28 attractions and farmhouse compounds (folk tourism reception points) that have been developed and have reception capacity in the county, including 2 star-rated and quasi-star hotels, 10 residential hotels, 1 eco-hotel, 2 4A scenic spots, 3 new agricultural sightseeing spots and 10 rated farmhouses. The tourism cooperatives have developed green organic products such as water mill flour, chickpea powder, walnut powder, etc., to increase the added value of

local agricultural products and help lift more people out of poverty through the industrial development.

**3. Constantly increasing the sense of belonging and participation of the employed impoverished residents.** A tourism cooperative with a size of 58 people was established. In total, the tourism companies employed 12 graduates from junior colleges and secondary vocational schools, 15 security staff, 10 cleaning staff, and 15 hotel room attendants. Through the "cooperative + farmer" model, the impoverished residents are engaged in tourism supporting industries.

## Experience and Inspirations

**1. Adopting the model of “tourism + poverty alleviation” to promote the industrial poverty alleviation.** Through the “cooperative + farmer” operation model, the county organizes impoverished residents to participate in tourism services to obtain wages and year-end dividends and has got rid of the “lazy-raising” poverty alleviation model. It not only helps to develop the tourism industry of the county, but also boosts poverty alleviation.

**2. The economic structure transformation of impoverished households promotes the all-for-one tourism.**

Impoverished residents participate in tourism cooperatives, engage in tourism services, and are led to the road of poverty alleviation. They are transformed to be tourism practitioners from farmers. Such transformation brings complete change of the family economic income structure, a stronger team for tourism development, and promotes the development of all-for-one tourism in the county.

## Next Step

By focusing on the “tourism+” and leveraging the “cooperatives + farmers” model, the county has formed a new model and new pattern of tourism development of the all-for-one tourism in which the integration of multiple industries is led by the breakthrough made in the tourism industry. As next steps, the county will explore the new model of “tourism + poverty alleviation”, strengthen the combination of “solid infrastructure” and “soft service”, build a large-scale tourism development pattern, so as to accelerate the development of all-for-one tourism in the county, facilitate poverty alleviation with the benefits of tourism, and achieve poverty alleviation objectives through all-for-one tourism.





## 贵州安顺：“塘约经验” 新时代农村改革典范

“Tangyue Experience” Creates a  
Model of Rural Reform for the New  
Era at Anshun, Guizhou

### “ 摘要

贵州安顺塘约突破农村固有的发展模式，创新体制机制，激活农村沉睡资源，开启农村发展的序幕。2014年以来，塘约村以“党建引领、改革推动、合股联营、民主自治、共同富裕”为工作主线，盘活农村自然资源、存量资产、人力资本，实现农业增效、农民增收和农村繁荣。首先，改革农村产权制度，摸清家底、确权颁证、盘活资产，提高市场化水平；成立村集体所有的金土地合作社，形成“1+6”的一体化服务体系，建立经营实体，提高产业化规模，实现农民人均可支配收入2017年14300元，90%的农户户均年收入3万元以上，村集体经济收入2017年的367万元；改革村级治理制度，建设党总支、党支部和党小组，并实施“驾照式”考评和“条约式”治村，提高组织化程度，净化了村风民风。

”

### 挑战与问题

塘约村位于安顺市平坝区西部的乐平镇境内，距平坝城区12公里，距沪昆高速天龙收费站5公里，交通便利，区位优势。面积5.7平方公里，耕地4881亩，11个村民组921户3393人。这里群山环绕，生态完好，资源丰富，森林覆盖率达74%，美丽的染布河从村前潺潺流过，给这个古老的村子增添了几分灵动和妩媚。

2013年塘约村还是全省最贫困村之一，农民收入仅为全省平均水平的70%，有贫困户138户600人，收入水平较低，生存环境较差，村级组织较弱。

### 措施

2014年以来，塘约村以“党建引领、改革推动、合股联营、民主自治、共同富裕”为工作主线，充分发挥基层党组织的战斗堡垒作用，盘活农村自然资源、存量资产、人力资本，实现了农业增效、农民增收、农村繁荣。主要措施有：

1、改革农村产权制度，提高市场化水平。一是摸清家底。成立以村党组织为核心的确权工作领导小组，开展七权确权工作。二是确权颁证。成立“确权

议事会”确权颁证，明确各类用地权利归属。三是盘活资产。全村土地全部入股，所获收益与村集体分享。

2、改革农业经营制度，提高产业化规模。一是股份合作。成立村集体所有的金土地合作社，全村土地资源计价后入股，实现户户入社、户户带股。二是设立机构，成立成员大会，由全体成员组成，选举和罢免理事长、执行监事，决定重大事项。三是集体经营。建经营服务平台，合作社下设土地流转中心、股份合作中心、金融服务中心、营销信息中心、综合培训中心、权益保障中心，形成“1+6”的一体化服务体系。在合作社内组建运输公司、劳务输出公司、建筑公司等经营实体。加强劳动力职业技能培训，培训了200多名驾驶员、800多名其他技术人员。四是调优结构。采取“村集体+合作社+公司+农户”发展模式，大力调整农业产业结构。



3、改革村级治理制度，提高组织化程度。一是“网格化”服务。由乐平镇党委批准塘约村党支部升格为党总支，将 11 个村民小组划分为 4 个网格并建立党支部，村民小组建党小组，形成党总支领导下的网格化治理格局。二是“驾照式”考评。强化党员考核，党员每月满分 10 分，全年 120 分，由村民小组议事会每月进行测评打分。三是“条约式”治村。通过村民代表大会商议，制定实施颁布了九条村规民约（即“红九条”），主要对不参加公益事业建设、滥办酒席铺张浪费、贷款不守信用、不孝敬奉养父母的采取有效惩戒措施。

## 成效

1、农民变富。村民收入转变为“土地流转租金、入社参股分红金、基地劳动赚薪金、资源抵押变资金”等多渠道收入，90% 外出务工人员返乡创业。农民人均可支配收入从 2013 年的 3940 元增加到 2017 年的 14300 元，90% 的农户年均收入 3 万元以上，50% 的农户建起新房，贫困人口全部脱贫。

2、村集体经济变强。村集体经济收入从 2013 年的 3.92 万元增加到 2017 年的 367 万元，村集体经济的壮大，增强了可持续发展能力。同时，村里还利用集体资金发展村级公益事业，解决群众急需的问题。

3、村庄变美。建成了村文化广场、林荫小道、健康步道、自行车道等基础设施，村容村貌大为改观。塘约村被评为贵州首届“十佳美丽乡村”。

4、风气变好。全村办理酒席从过去的 200 多起，下降到 2017 年的 40 余起，标准从原来的每桌 350 元左右下降到 100 元左右，礼金不超 100 元。同时，通过道德讲堂宣讲、积德榜和“好婆婆”“好媳妇”等评比活动，进一步净化了村风民风。

5、基层凝聚力变大。全村 43 名党员，除年老行动不便的老党员外，个个争先、人人带头，群众把党组织当成了“主心骨”“发动机”，党群同心，干群一体。塘约村党总支获全省脱贫攻坚先进基层党组织荣誉称号，村总支书记左文学获全国脱贫攻坚

坚创新奖。

## 经验与启示

“塘约之变”成功的关键，在于全村村民在村总支部书记左文学的带领下撸起袖子加油干，敢于改革创新“不等、不靠、不要”。主要经验有：

1、狠抓农村产权制度改革这个基础性改革。围绕“地”的问题开展“七权”同确，让分散的资源聚集化、模糊的产权清晰化、集体的资产市场化，壮大集体经济，增加农民财产性收入。

2、狠抓农业经营这个关键性改革。围绕“钱”的问题开展合股联营，丰富和完善双层经营“统”的功能，推进农民由“分”到更高层次的“合”，让农民获得持续稳定的收益。

3、狠抓乡村治理这个保障性改革。围绕“人”的问题推进抱团发展，优化以“党总支 + 支部 + 党小组”为核心的村庄治理结构，组织带领群众艰苦创业、艰苦奋斗，抱团致富、抱团发展。

## 下一步计划

“塘约经验”是贵州省农村“三变”改革的成功实践，具有重要的推广价值。推广“塘约经验”要在农民愿意、农民得益、农民支持的前提下，统筹考虑改革的持续发展、权益保障、监管到位、政策配套等多方面的问题，可以示范和引导，但不能操之过急，不搞强迫命令、不刮风、不一刀切，更不搞运动式一哄而上。要因地制宜、实事求是，不能一味照搬照抄、简单复制，更不能邯郸学步。要严守底线、防控风险。推广“塘约经验”要坚持农村土地公有制性质不改变、耕地红线不突破、农民利益不受损，完善政策性保险、信用担保、财政补贴等防范体系，建立收益分配、风险监控、审计等防控措施，严防自然风险、市场风险、资金风险、社会风险等各种风险，让“塘约经验”培育出来的“创新种子”，在更大范围播种扩散、开花结果。

## Abstract

Breaking the confines of the long-standing model of rural development, Tangyue Village in Anshun City, Guizhou Province has made bold innovation in systems and mechanisms to activate the sleeping resources in the countryside, opening a new chapter of rural development. Starting from 2014, focusing on the central tasks of “strengthening Party building, advancing reform, exercising joint-stock operation and democratic self-governance and promoting common prosperity”, Tangyue Village has fully mobilized the battle-fortress role of grass-roots Party organizations, made efficient use of natural resources, stock assets and human capital, and achieved higher efficiency in agricultural production, higher income for local farmers and greater prosperity of the rural areas. First, reforming the rural property right system to get a clear picture of existing property rights, issue certificates to owners of confirmed property rights, activate existing assets and boost the role of the market; second, setting up land cooperatives owned by rural collectives, introducing the “1+6” service system, creating business entities and raising the level of industrialization. In 2017, the per capita disposable income of local farmers reached 14,300 yuan, 90% of the rural households registered an annual income of more than 30,000 yuan, and the economic revenues of the rural collective increased to 3.67 million yuan; third, reforming the village governance system, setting up Party general branches, Party branches and Party member groups, conducting “driver’s license” evaluation and “treaty-based” village management, raising the level of organization, and improving the civility of local villagers.





## Challenges and Problems

Tangyue Village is located in Leping Town, west of Pingba District, Anshun City. It is 12 kilometers away from downtown Pingba and 5 kilometers away from Tianlong Toll Station of the Shanghai-Kunming Expressway. The village offers convenient transportation and occupies an excellent geographical location. It covers an area of 5.7 square kilometers, with 4,881 mu of arable land and 921 households of 3,393 people in 11 villager groups. Surrounded by mountains, the village is blessed with a sound eco-environment, rich resources and a 74% forest coverage. The beautiful Ranbu River flows in front of the village, adding a lively and graceful touch to this ancient village.

In 2013, Tangyue Village was still one of the poorest villages in the province. The income of local farmers was only 70% of the province's average. There were 138 households of 600 people living in poverty. The income level was low, the living environment was poor, and the organization at the village level was weak.

## Measures

Starting from 2014, focusing on the central tasks of “strengthening Party building, advancing reform, exercising joint-stock operation and democratic self-governance and promoting common prosperity”, Tangyue Village has fully mobilized the battle-fortress role of grass-roots Party organizations, made efficient use of natural resources, stock assets and human capital, and achieved higher efficiency in agricultural production, higher income for local farmers and greater prosperity of the rural areas. The main measures adopted include the following:

**1. Reform of the rural property right system to boost the role of the market.** First, running a status check on existing property rights. A leading group for the confirmation of property rights has been set up with the village Party organization at the center to lead the work on the confirmation of seven types of property rights. Second, issuing certificates to owners of confirmed property rights. A “council on property right confirmation” has been set up to issue certificates and clarify the ownership of various types of land use rights. Third, activating existing assets. All the land in the village is invested in the form of stock, and the revenues generated are shared with the rural collectives.

**2. Reform of the agricultural management system to increase the scale of industrialization.** First, stock cooperation. Land cooperatives owned by rural collectives have been set up, with the land resources of the whole village invested in the form of stock after price valuation, making every household a member of the collective and owner of stock. Second, institution building. A general assembly consisting of all members has been established for electing and removing chairman of the board and executive supervisors and making decisions on important matters. Third, collective management. A platform of business services has been put in place. Land circulation, stock cooperation, financial service, marketing information, comprehensive training and property right owner protection

centers have been set up under the cooperative, which together make up a “1+6” service network. Within the cooperative, business entities such as transport companies, labor export companies and construction companies have been created. Training on labor skills has also been stepped up, with some 200 drivers and 800 technicians taking part in various training programs. Fourth, improved structure. A model of “rural collective + cooperative + company + rural household” collaboration has been adopted, providing drive for improving the structure of the agricultural industry.

**3. Reform of the village governance system to raise the level of organization.** First, “grid” service. The Party Committee of Leping Town approved the upgrading of the Party organization of Tangyue Village from a Party Branch to a Party General Branch. The 11 villager groups are now divided into four grids with the establishment of Party Branches, and further divided into Party Member Groups, creating a grid governance pattern under the leadership of the Party General Branch. Second, “driver’s license” evaluation. The assessment of Party members is strengthened. The maximum score for each Party member is 10 points per month and 120 points per year. The villager groups will meet every month to evaluate and rate the Party members. Third, “treaty-based” village management. Through the deliberation at the villager’s congress, nine village rules, also known as the “Nine Red Lines”, have been formulated and promulgated, which include a number of disciplinary measures against non-participation in public utilities construction, extravagance and waste, dishonesty in loan borrowing, and disrespect for parents.

## Results

**1. Farmers have earned a higher income.** Villagers are now able to receive income from multiple sources, including rents from land transfer, dividends from stock investment in the village collective, salary earned from work in the production base, and funds borrowed with

resources as collateral. 90% of the migrant workers have returned to hometown to start their own businesses. The per capita disposable income of the farmers increased from 3,940 yuan in 2013 to 14,300 yuan in 2017. 90% of the rural households now have an average annual income of over 30,000 yuan, 50% of the rural households have built new houses, and all the poor people have been lifted out of poverty.

**2. The economy of the village collective has grown stronger.** The economic revenue of the village collective increased from 39,200 million yuan in 2013 to 3.67 million yuan in 2017. The economic growth of the village collective has enhanced its ability of sustainable development. At the same time, the village has also utilized collective funds on the public welfare programs at the village level to address the urgent needs of the people.

**3. The village environment has become more beautiful.** Infrastructure facilities such as cultural squares, tree-lined trails, healthy footpaths and bicycle lanes have been built, which has greatly improved the appearance of the village. Tangyue Village was among the first group of “Top Ten Beautiful Villages” of Guizhou Province.

**4. The civility of the local communities has improved.** The number of extravagant banquets held by the villagers dropped from more than 200 per year in the past to about 40 in 2017, with the average budget down from about 350 yuan per table to about 100 yuan per table, and the amount of gift money kept under 100 yuan. At the same time, through the lecture on good virtues, the ranking table of morality models, and the “good mother-in-law” and “good daughter-in-law” award, the level of civility has been raised to a higher level in the village.

**5. The cohesion force of grass-roots Party organizations has been strengthened.** There are 43 Party members in the village. All of them, except elderly Party members that are physically challenged, all seek to become role models. In the eyes of the people, the Party organization is the “backbone” and “engine”. Party members and the

people are united with one heart and one mind. The General Party Branch of Tangyue Village has won the honorary title of model grass-roots Party organizations of Guizhou Province for poverty alleviation, and Zuo Wenxue, Secretary of the General Party Branch of Tangyue Village, has won the National Innovation Award for Poverty Alleviation.

## Experience and Inspirations

The key to the successful transformation of Tangyue Village lies in the fact that under the leadership of Zuo Wenxue, Secretary of the General Party Branch of the village, the local villagers have rolled up their sleeves and made bold experiments of reform and innovation, instead of sitting and waiting, and putting all their hope on external assistance. The main experience of the village includes the following:

**1. Making extra efforts to promote the basic reform of rural property rights.** The confirmation of “seven rights” on “land” has helped gather up scattered resources, clarify ambiguous property rights, and better utilize collective assets through market means, leading to the growth of the collective economy and increase in the property-based income of farmers.

**2. Making extra efforts to promote the critical reform of agricultural operation.** The village has introduced the model of joint-stock operation to address the lack of “money”, enriched and strengthened the “unifying” functions of the double-layered management system, pushed for the transition from “separated operation” to “integrated operation”, and secured a stable source of income for the farmers.

**3. Making extra efforts to promote the underpinning reform of rural governance.** The village has pursued collaborative development with a “people”-first approach, optimized the village governance structure with the “Party General Branch + Party Branch + Party Group” at the heart, and led the people in a relentless struggle toward greater prosperity and development.

## Next Step

The “Tangyue Experience” is a successful practice of the “Three Transformations” reform in the rural areas of Guizhou Province, which offers important values for replication. To promote the “Tangyue Experience”, it is important to get the consent of the farmers, let them take the benefits and seek their support. Factors like sustainability of the reform process, protection of rights and interests, effectiveness of supervision and availability of matching policies must also be taken into consideration. The government may put up some demonstrations or give some guidance, but must avoid making hasty decisions, imposing orders, or ignoring local conditions, still less making it a mandatory responsibility of all localities. The experience must be adapted to local conditions, not blindly copied or replicated. Mechanical imitation is even less advised. It is also important to stick to the bottom line, and prevent and control risks. In promoting the “Tangyue Experience”, we must make sure that the nature of public ownership of rural land will not change, the red line in terms of the total size of cultivated land will not be crossed, and the interests of farmers will not be harmed. We must improve the preventive systems such as policy insurance, credit guarantee and financial subsidy, adopt prevention and control measures such as income distribution, risk supervision and auditing, and strictly guard against natural risks, market risks, fund risks, social risks and other risks, so that the “seeds of innovation” born out of the “Tangyue Experience” will spread to a wider scope and bear richer fruits.



## 安徽霍山堆谷山村： 形成“霍山堆谷山现象” 乡村旅游实践，激发内生动力

The “Duigushan Phenomenon” -A Good Practice of Rural Tourism to Stimulate Inner Driving Force for Development at Duigushan Village, Huoshan County, Anhui Province

## “ 摘要

霍山县堆谷山村受自然环境、交通通讯等条件等制约，贫困一直困扰着山村经济发展。自 2002 年以来，霍山县旅游局作为旅游行业扶贫主管部门，着眼于乡村旅游与扶贫有机结合，建立长效机制，推动旅游产业扶贫可持续发展。在双蔡的成功创业示范下，带领越来越多的村民开始从事旅游相关工作；2006 年引入安徽大别山主峰旅游公司投资 3000 万元对龙井峡景区进行规划建设，引导村民认购建设发展农家乐，形成集聚式发展；成立乡村旅游扶贫协会，吸引会员 80 余个，农家乐业主户平均纯收入超 20 万元，年收入 100 万以上的有 5 家。其中贫困户会员有 12 家，户均年增收达到 4 万元以上，旅游减贫效应显著。

”

## 挑战与问题

安徽省霍山县堆谷山村，位于大别山主峰白马尖南坡脚下，淠史杭水利工程磨子潭水库上游。总面积 57.45 平方公里，人口 510 户 1968 人。境内山峰雄峻，白马尖、多云尖、天河尖三座海拔 1700 米以上山峰环绕，龙井峡、狼牙谷、广家河壁立千仞、幽深险奇，是原始生态的“天然氧吧”。先后被评为“中国最美乡村”“美丽中国十佳旅游村”“安徽省特色旅游名村”和“省级乡村旅游示范村”，是全国知名的户外徒步探险地。

因处于大别山区腹地，历史上受自然环境、交通通讯等条件制约，堆谷山村是全县首批贫困村，直到 1999 年脱去贫困村帽子。但到 2016 年，该村仍有 95 户贫困户，284 名贫困人口。堆谷山村旅游扶贫面临的主要问题有：特色资源如何转化成资产优势；产业发展单一，基础设施薄弱，散点式开发；地处山区，发展理念落后。

## 措施

霍山县旅游局作为旅游行业扶贫主管部门，着

眼于乡村旅游与扶贫有机结合，建立长效机制，推动旅游产业扶贫可持续发展。主要措施有：

1、能人创业，萌发乡村旅游。自 2002 年老蔡创办了堆谷山第一家农家乐——心愿农家乐，蔡金山办起了龙馨农家乐，成为乡村旅游发展典范。在双蔡的成功创业示范下，越来越多的村民开始从事旅游相关工作，如开办客栈、农庄、生态养殖场等，堆谷山的乡村旅游开始起步。

2、景区带动，集聚式发展。2006 年，霍山县政府招商引资的安徽大别山主峰旅游公司投资 3000 万元对龙井峡景区进行规划建设，堆谷山的乡村旅游开始有了大项目的支撑。2008 年，龙井峡景区



正式运营，游客大量增加。磨子潭镇政府抢抓机遇、因势利导，结合新农村和美好乡村规划建设启动堆谷山村农家乐集聚区建设，将集聚区选址定在距龙井峡景区入口约 1000 米处。镇政府投入资金 500 万元，采用宅基地置换、土地集中收储平整，实施道路、水电、通讯等基础设施建设，以非常优惠的价格鼓励村民认购建设发展农家乐，特别是鼓励支持心愿农家乐这样的能人最先在集聚区建房，将客流引入集聚区。

3、协会自治，规范化发展。2017 年 5 月，成立了六安市第一家旅游扶贫协会 - 堆谷山乡村旅游扶贫协会，蔡胜明当选为协会第一届会长。协会以“自我管理、自我约束、自我服务”为办会宗旨，对农家乐实行统一品牌宣传、统一对外经营、统一服务要求等经营模式。堆谷山乡村旅游开始步入标准化、品质化、集聚式、可持续发展的新阶段。

## 成效

1、实现产业增收。堆谷山村发展养殖业的有 142 户，其中养黑毛猪 55 户、大别山黄牛 30 户、

山羊 45 户；发展种植业的有 480 户，其中种植茶叶 465 户、高山蔬菜 12 户、霍山石斛及花卉苗木 11 户，产品以供应农家乐为主，从事农产品加工的有 25 户，产品基本上就地销售，户均增收达到 5000 元以上，让更多的人享受到旅游发展带来的红利。

2、帮助贫困户就业增收。能人大户们优先雇用贫困户在农家乐做厨师、服务员、清洁工、向导、挑夫等，每年人均增收 8000 元以上。同时带动贫困户积极参与旅游，仅丰收节通过现场活动及电商平台，带动 50 余贫困户销售价值 12 万元土特产品。

3、创新旅游扶贫。实施“1+3+10”旅游扶贫工程，即 1 个会员结对 3 户贫困户发展旅游相关产业，实现 10 名贫困群众如期脱贫。协会在用工方面向贫困户倾斜，牵头安排 68 户 172 人在农家乐当厨师、服务员、向导等，每年人均收入 1 万元以上；全力推进“后备箱”工程，免费寄卖贫困户家的土特产。

4、协会带动产业发展。到 2018 年底，乡村旅游扶贫协会有会员 80 余个，其中农家乐、农家小院 72 家，共有床位 1400 多张，创综合收入 4000



多万元。农家乐主户平均纯收入超 20 万元，年收入 100 万以上的有 5 家。其中贫困户会员有 12 家，户均年增收达到 4 万元以上。

## 经验与启示

政府的引导培育、能人大户的示范带动、景区大项目的支撑，以及协会经济组织的协作互助，对堆谷山村旅游扶贫起着至关重要的作用。堆谷山村通过旅游扶贫减贫的生动实践，引来各级媒体宣传和多家知名院研究，将其称为“堆谷山现象”“堆谷山经验”进行总结推广。具体经验主要体现在：

1、政府引导、培育产业。政府超前实施的农家乐集聚区规划建设，为后来农家乐的基础设施配套供应、标准化管理、品牌化发展以及节庆宣传活动等能很好的落地打下了基础。同时，政府以乡村旅游为龙头，鼓励支持村民发展相关产业，促进了传统农业转型升级、提质增效。

2、能人带动、示范引领。在双蔡的示范引领下，涌现一批有头脑敢闯敢干的新时代农民，形成了自己的经营理念，并通过传帮带作用的发挥，使整个

堆谷山村的乡村旅游逐渐形成了自己的特色和统一的品牌形象。

3、协会互助、创新发展。成立乡村旅游扶贫协会，有利于规范管理，统一堆谷山农家乐对外形象。通过协会的集体领导，会员之间互帮互助，激发了会员的创新意识。

4、群众参与、稳定减贫。堆谷山乡村旅游的发展，激发了群众的内生动力，营造了人人参与、人人受益，干事创业、积极向上的良好氛围，为广大村民们创造了就业增收和脱贫致富的机会。

## 下一步计划

践行“绿水青山就是金山银山”的理论，革命老区群众通过发展乡村旅游，走上了长效稳定的脱贫致富之路，形成旅游减贫可持续发展的良性循环，这符合生态环保理念。堆谷山村的旅游减贫实践，为老区精准脱贫提供了可操作、可复制的样本工程，成为大别山区旅游扶贫的典范。

## “ Abstract

Due to constraints of the natural environment, transportation, and communications, poverty once haunted the Duigushan village of the Huoshan County in Anhui Province. Since 2002, as the competent authority of alleviating poverty by tourism, the Tourism Bureau of Huoshan County has been building a sustainable mechanism which combines rural tourism with poverty-relief, to promote sustainable development of alleviating poverty by tourism. The good example of the two local able men with the surname “Cai” have encouraged more and more local villagers to be engaged in tourism-related work. In 2006, the Dabie Mountains Main Peak Company Limited invested 30 million yuan to plan and establish the tourism destination of Longjing Waterfalls. Local villagers were guided to buy and operate farmhouses in a centralized way. The Duigushan Association of Poverty-Alleviation by Rural Tourism was established to attract around 80 members. The average household net income of the farmhouses exceeded 200,000 yuan, and five of the households even had an annual revenue over 1 million yuan. Twelve of the association members were poverty-stricken and had an average annual income more than 40,000 yuan. Tourism has made major contribution to poverty reduction in the Duigushan Village.

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## Challenges and Problems

The Duigushan village of Huoshan County in Anhui Province is located at the foot of the south slope of Baimajian Mountain, the highest peak of the Dabie Mountain Area, and the upstream of the Mozitan Reservoir of the Pishihang Water Project. Covering an area of 57.45 square kilometers, it is home to 510 households of 1968 inhabitants. In the whole area of the village, there stand three mountains higher than 1,700 meters in altitude, namely, Baimajian, Duoyuanjian, and Tianhejian, and there are also Longjinxia Waterfalls, Langya Valley, and Guangjia River. It is like a “natural oxygen bar” with a primitive ecological environment. Listed as “the most beautiful village in China”, “one of the top

ten villages for tourism in China”, “the famous village for special tours in Anhui Province”, and “the provincial pilot village for rural tourism”, it is also a popular destination from outdoors hiking adventures nationwide.

Located in the interior of the Dabie Mountain Area, and due to constraints of the natural environment, transportation and communications, the Duigushan Village was listed as the first group of poverty-stricken villages of Huoshan County and remained so till 1999. However, even in 2016, it still had 95 poverty-stricken households of 284 persons. The main challenges in poverty-alleviation are as follows: how to transform distinctive resources to assets, how to diversify the development of various industries, improve the poor infrastructure, and change the scattering development



model, as well as how to change the mindset of the local people out of step with which the development needs.

## Measures

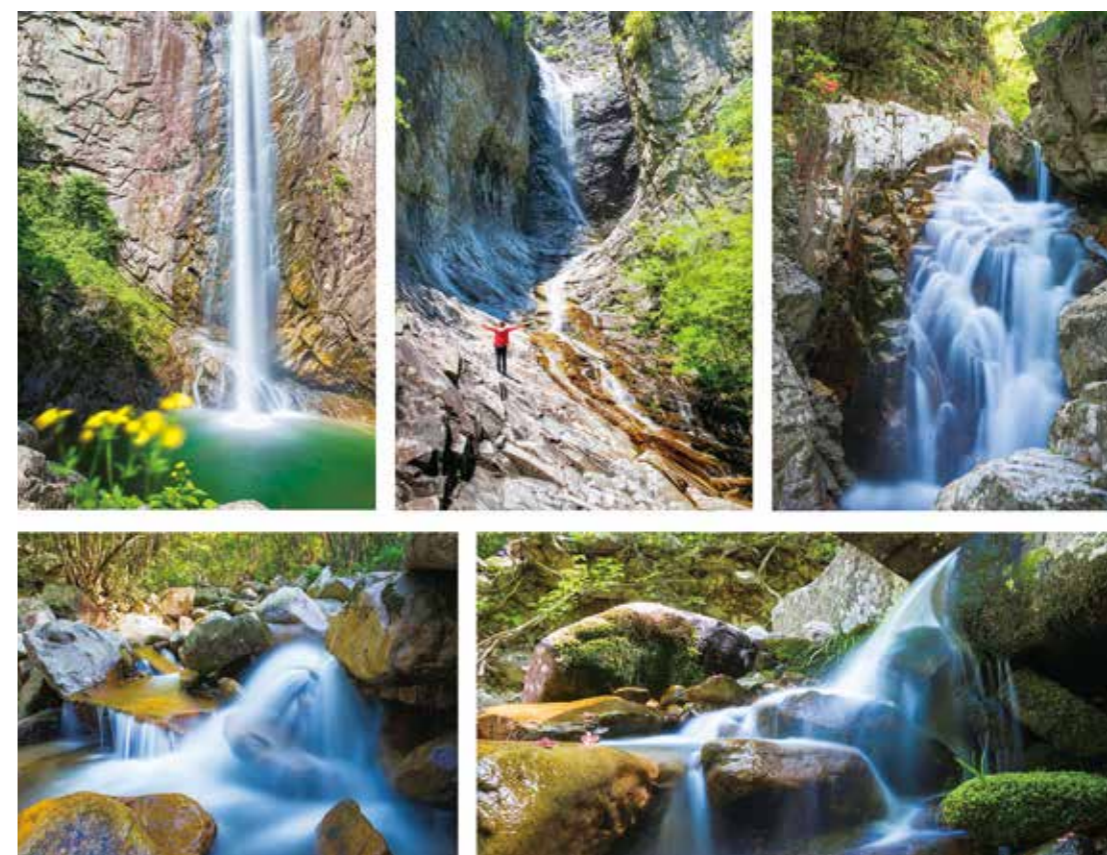
As the competent authority of poverty-alleviation by tourism, the Tourism Bureau of Huoshan County has been building a sustainable mechanism which combines rural tourism with poverty relief, to promote sustainable development of alleviating poverty with tourism. The measures it has taken are as follows.

**1. Giving full play to the leading role of able men to boost rural tourism.** In 2002, a villager called Lao Cai set up the first farmhouse “Xinyuan Farmhouse”. After that, Longxin Farmhouse was set up by another villager called Cai Jinshan. Encouraged by their success, more and more villagers started to work for tourism, for instance, to open inns, farmhouses, and eco-farms. All these efforts launched rural tourism in the Duigushan Village.

**2. Cluster development driven by one tourism destination.** In 2006, the Dabie Mountains Main Peak Company Limited won the bid from the Government of Huoshan County to plan and establish the tourism destination of Longjing Waterfalls, with an investment of 30 million yuan. In 2008, the tourism destination was officially

put into operation and witnessed an increase in tourists. Given the local conditions, the Mozitan town government seized the opportunity to integrate the development of the tourist destination into the whole planning of new countryside construction in that region. It designated an area about 1,000 meters away from the entrance of Longjingxia Waterfalls to for farmhouse development. The town government invested five million yuan and took different measures such as homestead replacement and land leveling to improve infrastructure, including roads, water and power supply, and communications. It also provided preferential price policies to encourage more villagers to buy and build farmhouses in that selected area. Local able men like Lao Cai were given more support to move and bring their current clients to that area.

**3. Giving full play to the industrial association for standardized and quality development.** In May 2017, the Duigushan Association of Poverty-Alleviation by Rural Tourism, the first association of this kind in Liu’an City, was established with Mr. Cai Shengming elected as its first chairman. With the aim of “self-management, self-regulated, and self-service”, the association has adopted a model of standardized promotion, operation and service. With such efforts, countryside tourism of the Duigushan Village has entered a new stage of standardized, quality, centralized and sustainable development.



## Results

**1. Achieving income increase.** In the Duigushan Village, 142 households are engaged in the breeding industry, among which 55 raise black-haired pigs, 30 breed yellow cattle of Dabie Mountain, and 45 breed goats. Four hundred eighty households are engaged in the farming industry, among which 465 plant tea, 12 grow high mountain vegetables, and 11 cultivate Huoshan dendrobe as well as flowering tree and shrub. With the processing service provided by 25 households, almost all the agricultural products are sold locally, the majority of which go to the farmhouses. The average income of local households increase by over 5,000 yuan and a growing number of people benefit from the booming tourism.

**2. Increasing income and employment for poverty-**

**stricken households.** When recruiting staff such as cooks, waiters and waitress, cleaners, tourist guides, and porters, the local able men first target at poverty-stricken households. The per capita annual income of those who are employed has been increased by over 8,000 yuan. At the same time, encouraged by the local able men to take part in tourism, about 50 poverty-stricken households sold 120,000 yuan of local special products on site or through e-commerce during the harvest festival.

**3. Innovating means of poverty-alleviation by tourism.** A project called “1+3+10” has been launched to realize and even go beyond the poverty-relief goal. It means that, each member of the Duigushan Association of Poverty-Alleviation by Rural Tourism is responsible for lifting ten people in three poverty-stricken households out of poverty. In particular, the association hired 172 people

from 68 poverty-stricken households as chefs, waiters and waitresses, and tourist guides, each of whom had an annual income increase over 10,000 yuan. It also provides free consignment service for the poverty-stricken households to sell local special products.

**4. Giving full pay to the association as driver for industrial development.** By the end of 2018, the Duigushan Association of Poverty-Alleviation by Rural Tourism had around 80 members, 72 of which were farmhouses with over 1,400 beds. Those farmhouses yielded an overall revenue over 40 million yuan. The average household net income of the farmhouses exceeded 200,000 yuan, and five of them even had an annual revenue over one million yuan. Twelve of the association members were poverty-stricken and had an average annual income more than 40,000 yuan.

## Experience and Inspirations.

Guidance from the government, good examples by local able men, support from the big tourism destination project, and driving force from the association are key factors to push forward the poverty-alleviation by tourism in the Duigushan village. This has been extended as “the Duigushan Phenomenon” and “the Duigushan Experience” by news media and research institutions. The experience could be summarized as follows.

**1. Government guiding and encouraging the development.** The development plan of the government to select an area to concentrate the farmhouses laid a foundation for the provision of infrastructure for farmhouses, standardized management, brand-building, and promotion of festivals and celebrations. Meanwhile, with the countryside tourism as a flagship project, the local government has encouraged the villagers to develop relevant industries, which has transformed and upgraded the traditional agricultural industry and enhanced its quality and efficiency.

**2. Giving full play to the example of local able men.** Encouraged by the two villagers with the surname “Cai”

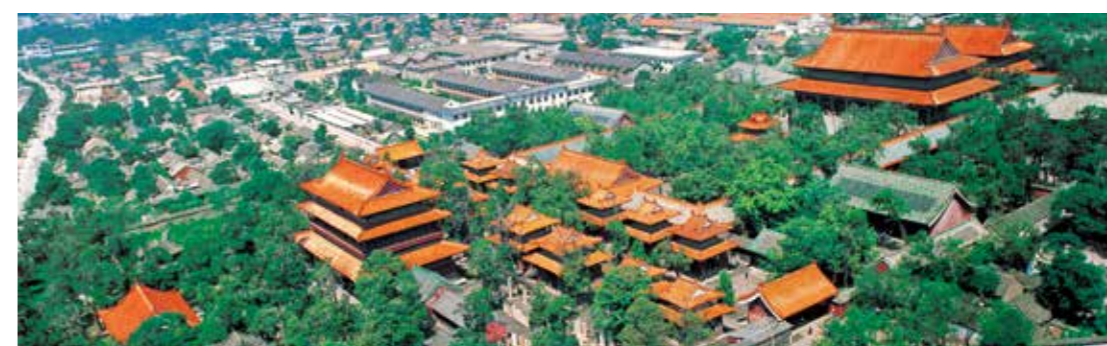
who pioneered to build farmhouses, a group of local villagers formed their own operational concepts and jointly made efforts to develop rural tourism of the Duigushan village with its own characteristics and standardized brand image.

**3. Seeking development through innovation by mutual aid within the association.** The establishment of the Duigushan Association of Poverty-Alleviation by Rural Tourism has enhanced regulated management and the standardized image of the village. Its leadership and the mutual aid within it have delivered a strong boost to the innovation awareness of its members.

**4. Encouraging the participation of the local public to ensure sustainable poverty-reduction.** By stirring up the inner force of the local population to participate in and benefit from it, rural tourism in the Duigushan village has created opportunities for the local population to find jobs, increase income and get rid of poverty.

## Next Steps

Following the guidance that lucid waters and lush mountains are invaluable assets, the local people in the old revolutionary area stride onto a sustainable and stable path to get rid of poverty and develop a virtuous circle for sustainable poverty-alleviation by tourism. Such a model is a good practice for the concept of ecological environment protection. The experience of the Duigushan village has become a role model of poverty-relief by tourism in Dabie Mountain Area, which is feasible and replicable for the precision poverty-alleviation work of broader old revolutionary areas.



## 世界银行：助力孔孟遗产重现辉煌，老城区改造利商惠民

World Bank Assists in the Revival of Confucius-Mencius Heritage and Renewal of Old Towns to the Benefit of People and Commerce

## “ 摘要

千百年来风雨侵蚀，对孔孟古建筑群造成了不同程度的损坏，亟需采取措施进行保护和修缮。2011年，世界银行向中国政府提供5000万美元，用于保护和修复孔孟遗产，包括孔孟文化遗产地及建筑物修缮、鲁国故城和明故城保护以及老城区的基础设施提升。项目实施从2011年至2017年，对41处殿、堂、门、亭等古建筑和遗产地进行了修缮和保护，对历朝历代留下的400多块碑刻进行清洁，对17处文化遗产地进行了再利用，对数千株古树采取保护措施。对山东曲阜、邹城境内部分老城区的基础设施，城市环境得到了改善。游客人数逐年增加，曲阜的游客人数从426万人增加到494万人，邹城的游客人数从10.08万人增加到25.68万人，两地的旅游收入也分别从89亿和22亿人民币增加到158亿和61亿人民币，据估计包括居民和游客在内的项目受益人数接近235万人，成为利用社会力量保护文化遗产的新典范。

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## 挑战与问题

项目位于山东省西南部的曲阜市和邹城市。曲阜和邹城分别是中国古代伟大的哲学家孔子和孟子的故乡。曲阜的孔庙、孔林和孔府，合称“三孔”，1994年被联合国教科文组织列为世界遗产地。邹城的孟庙、孟府和孟林，合称“三孟”，为国家重点文物保护单位。

孔庙始建于公元前478年，孔子去世后第二年，2500多年来屡遭损毁，又屡次重建，目前的建筑建于明朝（1368-1644年），清朝（1644-1911年）进行过维修。孔庙黄瓦红墙，与北京的故宫相似，为中国第二大古建筑群。邹城的孟庙、孟府和孟林，合称“三孟”，为国家重点文物保护单位。孟庙始建于1037年北宋时期，目前的建筑是在清朝遭地震毁损后1672年前后重建的。千百年来风雨侵蚀，对孔孟古建筑群造成了不同程度的损坏，屋顶和天花板破损漏雨，墙壁和梁柱倾斜不稳，木结构彩绘脱落，石碑残缺不全，古树遭受病虫害威胁，采取措施保护和修缮这些历史建筑和文物古迹刻不容缓。

## 措施

2011年，世界银行向中国政府提供5000万美元，用于保护和修复孔孟遗产，包括孔孟文化遗产地及建筑物修缮、鲁国故城和明故城保护以及老城区的基础设施提升。孔孟文化遗产地保护和发展项目总投资8.73亿元人民币，主要目的是加强曲阜市和邹城市的文化遗产保护和旅游服务，同时还惠民利商。具体措施有：

1、保护修复古建筑及文物古迹。项目实施从2011年至2017年共花了5年零8个月时间，对41处殿、堂、门、亭等古建筑和遗产地进行了修缮和保护，扶正和加固梁柱，更换破损的琉璃瓦，重新粉刷油漆，重新铺设庭院路面，对历朝历代留下的400多块碑刻进行清洁，对侵蚀的部分加以修复。项目利用现代科技手段改善了旅游配套设施，对17处文化遗产地进行了再利用。对曲阜、邹城两地的数千株古树进行树体防腐与修护、树洞填充与修补、树体支撑加固、围栏安装及古树挂牌等保护措施。对所有古建筑和遗址的修缮都严格遵循传统建筑工艺，采用传统建筑材料，“修旧如旧”，确保了古

建筑原来的整体风貌，并对传统做法、传统工艺做了详尽的记录。

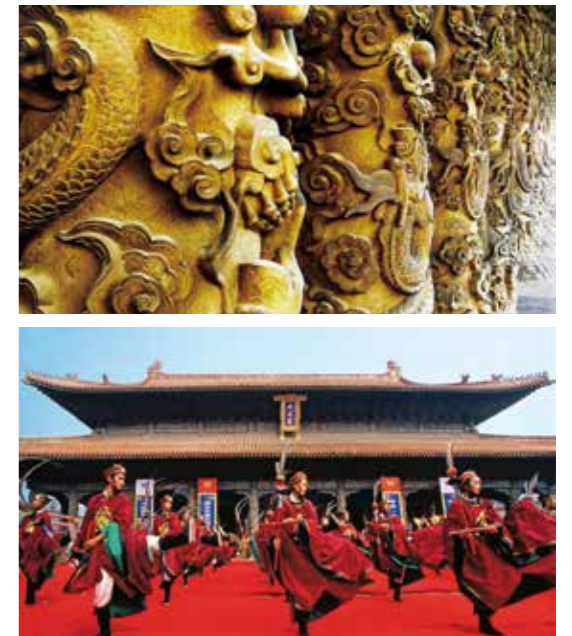
2、老城区改造惠民利商。项目对山东曲阜、邹城境内部分老城区的基础设施，包括对曲阜明故城的更新与基础设施提升，曲阜鲁故城、明故城的环境改善与水系修复，对邹城历史城区的更新与基础设施提升，邹城老城区的环境改善与水系修复等，城市环境得到了改善，更增强了城市的旅游吸引力。老城区环境的提升，促进了旅店、餐馆、商铺等小商业的发展，直接带动了当地居民就业和增收。基础设施更新带来了小工商业者营业收入的增加，小工商业者平均年营业收入增加了一倍以上。

3、改善了孔孟遗产地旅游信息和服务水平。项目安装了新的电子导览系统、多语种的标识牌、全景导览图以及其他旅游配套设施，改善了旅游信息和服务，使游客参观游览更加方便有序。邹城博物馆经过整体改造，重新整修展陈，采用现代高科技手段，新开的“孟子馆”使参观者能够通过多媒体系统更好地了解孟子的生平和思想。

## 成效

项目实施从2011年至2017年共花了5年零8个月时间，对41处殿、堂、门、亭等古建筑和遗产地进行了修缮和保护，对历朝历代留下的400多块碑刻进行清洁，对17处文化遗产地进行了再利用。尼山被国家文物局评为2013年度首届“全国十佳文物保护工程”。曲阜、邹城两地的数千株古树被挂牌保护，建起了集文物保护和市民休闲于一体的鲁国故城国家考古遗址公园，选择曲阜明故城的四府和县衙进行了大规模修缮。

从2011年至2016年，游客人数逐年增加，曲阜的游客人数从426万人增加到494万人，邹城的游客人数从10.08万人增加到25.68万人，均增加一倍以上；两地的旅游收入也分别从89亿和22亿人民币增加到158亿和61亿人民币；游客满意度从48%提高到96%，将近翻了一番。据估计包



括居民和游客在内的项目受益人数接近235万人。

## 经验与启示

- 一是结合世界银行提供贷款进行专项保护，形成较好的遗产保护新范式，精准且效果明显；
- 二是利用文化遗产保护，改善城市环境，增加城市旅游吸引力，影响力和推广力较大。
- 三是树立社会资金保护遗产的形象，取得良好的社会效益。

## 下一步计划

通过世界银行专项贷款，使得曲阜、邹城两地在保护文化遗产、提升旅游服务质量、改善生态环境、促进古城可持续发展等方面均取得了明显成效。伴随着资源的保护和城市环境的改善，两地的旅游吸引力也逐渐提高，越来越多的游客助力了当地经济的发展。此次世界银行项目，不仅仅是保护了珍贵的文化遗产，还具有更多的借鉴意义，将为利用社会力量保护文化遗产提供了很好的借鉴经验。

## “ Abstract

The Confucian architectural compounds which have been eroded to different extent in different parts in the past 2,500 years called for immediate protection and repair. In 2011, the World Bank provided 50 million US dollars to the Chinese government for the protection and repair of Confucian heritage, including Confucius-Mencius cultural heritage sites and architectures, protection of the former capital of the State of Lu and the old Ming town, and infrastructure improvement of some old towns. From 2011 to 2017, the project protected and repaired 41 ancient architectures and heritage sites, cleaned more than 400 ancient monuments, reused 17 cultural heritage sites, and introduced safeguard measures for thousands of ancient trees. Infrastructure and city landscape improved in some old towns in Qufu and Zoucheng in Shandong. The number of tourists traveling to Qufu increased from 4.26 million to 4.94 million and to Zoucheng from 10,080 to 25,680, leading to an increase of tourism revenue from 8.9 billion yuan and 2.2 billion yuan to 15.8 billion yuan and 6.1 billion yuan respectively. It is estimated that nearly 2.35 million people including residents and tourists have benefitted from this project, making the project a new example in protecting cultural heritage by non-governmental sectors.

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## Challenges and Problems

The project is located in Qufu city and Zoucheng city in southwestern Shandong Province, the hometowns of the great ancient Chinese philosophers Confucius and Mencius respectively. Temple and Cemetery of Confucius and the Kong Family Mansion in Qufu were listed as UNESCO World Heritage in 1994. Temple and Cemetery of Mencius and the Meng Family Mansion are key cultural relics under national protection.

The Temple of Confucius, first built in 478 BC, the second year after Confucius passed away, was destroyed and rebuilt several times in the past 2,500 years. The current temple was built during the Ming Dynasty (1368-1644) and

renovated in the Qing Dynasty (1644-1911). With red walls and yellow tiles, it is the second largest ancient architectural compound in China next to the Forbidden City. Temple and Cemetery of Mencius and the Meng Family Mansion are key cultural relics under national protection. The Temple of Mencius was first built in 1037 and the current one was rebuilt around 1672 after a devastating earthquake. Exposed to the elements for thousands of years, the Confucian ancient architectural compounds were damaged to different extent—porous roofs and ceilings, shaky walls and pillars, peeled-off wooden colorful paintings, broken stone monuments and ancient trees exposed to pests. All this called for immediate protection and renovation.



## Measures

In 2011, the World Bank provided 50 million US dollars to the Chinese government for the protection and repair of Confucian heritage, including Confucius-Mencius cultural heritage sites and architectures, protection of the former capital of the State of Lu and the old Ming town, and infrastructure improvement of some old towns. With total investment of 873 million yuan, the Confucius-Mencius cultural heritage protection and development project aimed to step up cultural heritage protection and tourist services as well as improve people's well-being and business environment in Qufu city and Zoucheng city. We have taken the following measures:

**1. Protecting and repairing ancient architectures and cultural relics.** In the five years and eight months from 2011 to 2017, we renovated and protected 41 ancient architectures and heritage sites—setting straight and beefing up beams and pillars, replacing broken glass tiles, whitewashing, paving courtyard paths, cleaning more than 400 ancient monuments and repairing the eroded parts. With modern technological means, the project upgraded tourism supporting facilities and reused 17 cultural heritage sites. We introduced safeguard measures to thousands of ancient trees in Qufu and Zoucheng—conducting preservation

and repair on tree bodies, filling and repairing tree holes, propping up tree bodies, setting up fences, and putting up information templates. In repairing all ancient architectures and cultural heritage sites, the project strictly followed traditional architectural techniques and used traditional building materials, preserved their original appearance, and upheld their original styles. Traditional approaches and techniques are fully documented.

**2. Renovating old towns to the benefit of people and commerce.** The project improved infrastructure in some old towns in Qufu and Zoucheng—updating the old Ming town and enhancing its infrastructure, improving the environment in the former capital of the State of Lu and the old Ming town and renovating their water systems, updating the old town in Zoucheng and enhancing its infrastructure, and improving the environment in the old town and renovating its water system, all of which has made the cities more appealing to tourists. Environmental improvement in the old towns enabled hostels, restaurants and shops to flourish, creating jobs and increasing income. Better infrastructure helped microbusinesses more than double their business revenue.

**3. Improving tourism information and service in the Confucian cultural heritage sites.** The project installed new electronic navigation system, multi-lingual signs,

panoramic map and other tourism supporting facilities to improve tourism information and service and make the cities more tourist-friendly. After an overhaul, the Zoucheng Museum has its exhibits rearranged. With high technology, visitors can have a better understanding of the life and thought of Mencius in the multimedia system in the brand new Hall of Mencius.

## Results

In the five years and eight months from 2011 to 2017, we renovated and protected 41 ancient architectures and heritage sites, cleaned more than 400 ancient monuments and reused 17 cultural heritage sites. Nishan was awarded by National Cultural Heritage Administration as Top Ten National Cultural Heritage Protection Project in 2013. Thousands of ancient trees in Qufu and Zoucheng are under protection with their own information templates. A national archeological heritage park has been established in the former capital of the State of Lu, which combines heritage protection with leisure and recreation. Large-scale



renovation has been conducted on Sifu Mansion and former county government office in the old Ming town in Qufu.

More tourists are coming. Between 2011 and 2016, the number of tourists traveling to Qufu increased from 4.26 million to 4.94 million and to Zoucheng from 10,080 to 25,680, leading to an increase of tourism revenue from 8.9 billion yuan and 2.2 billion yuan to 15.8 billion yuan and 6.1 billion yuan respectively. Tourist satisfaction rate jumped from 48% to 96%. It is estimated that nearly 2.35 million people including residents and tourists have benefitted from this project.

## Experience and Inspirations

First, based on the World Bank loan, we conducted special protection and built a new model in heritage protection which is targeted and effective.

Second, leveraging cultural heritage protection, the project improved the environment of the cities and made them more appealing and influential among tourists.

Third, the project created a good image of non-governmental funds protecting heritage, bringing about good social benefits.

## Next Step

The World Bank loan helped Qufu and Zoucheng make remarkable progress in protecting cultural heritage, improving tourism environment, enhancing eco-environment, and promoting sustainable development of old towns. With better-protected assets and improved urban environment, the two cities have become more attractive to tourists who have come in greater numbers to the benefit of local economy. This World Bank project has not only protected invaluable cultural heritage, but also offered a good example of leveraging non-government resources in the heritage protection endeavor.



## 世界银行：综合施策助力格鲁吉亚 文化遗产地卡赫基实现振兴

World Bank: An Integrated Approach for  
the Regeneration of Kakheti, the Cultural  
Heritage Center of Georgia

## “ 摘要

世界银行在格鲁吉亚的文化遗产地卡赫基地区投资 7450 万美元，重点用于完善卡赫基的基础设施服务建设、增强机构能力、支持以旅游业为基础的经济发展和文化遗产线路开发等项目，旨在通过综合施策促进旅游发展。通过项目的实施，大大提高了卡赫基核心旅游目的地基础设施质量，为进一步打造卡赫基地区旅游目的地的奠定了基础，共有 32319 名当地居民从基础设施条件的改善中直接受益。建立了卡赫基 DMO，撬动私营部门投资金额（6100 万美元）超过预计目标（5000 万美元）20%，新增酒店床位数（近 2000 张）超过预计目标（300 张）600%。外国游客数量增长了 721%，旅游部门就业机会增长 300%，平均劳动力工资几乎增长三倍，旅游部门带来的额外预算收入增长 9.7 倍。

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## 挑战与问题

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，格鲁吉亚经济经历了严重下滑。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，格鲁吉亚在卡赫基等前景广阔的地区仍未能充分挖掘当地潜力。

卡赫基临近首都第比利斯，居民总数约 40.4 万人，是格鲁吉亚第四大地区，城市化程度较低，约 21% 的居民生活在城市。卡赫基历史上一直是格鲁吉亚的文化、历史和经济中心，保存着许多历史和建筑遗迹，是三个自然保护区所在地，也是传统的酿酒中心。卡赫基是一个相对落后的地区，人均 GDP 低于国家水平，农业为主导产业，以旅游业为代表的服务产业创造了卡赫基 60% 的附加值，公共行政部门仍然发挥着主导作用。卡赫基的旅游业虽发展潜力巨大，但仍面临着消费较少、市政基础设施条件较差、酒店容量有限、季节性强、缺少

提高旅游目的地吸引力的活动、缺少投资者信息、服务技能不足、外语能力有限等问题。

## 措施

世界银行采用创新项目理念来解决卡赫基地区面临的复杂发展挑战，针对卡赫基地区旅游供应链的多方面要素，采取干预措施，促进经济发展。主



要措施有：

1、完善基础设施建设。世界银行投资 6900 万美元用于基础设施建设。一方面，向地方自治政府（LSG）提供财政资源进行旅游活动项目建设，包括泰拉维和科瓦列利镇、达特罗文化遗产村的综合改造，中心老城区市政基础设施和公用设施的修缮，公共空间和文化建筑的保护与升级，以及乡土特色建筑立面的保护。此外，对主要旅游线路沿线的 11 处文化遗产地进行升级改造，包括对文化遗产地、景观和公共停车场进行修缮，修建信息亭、咖啡馆和公共厕所等，改善进出道路。另一方面，向地方自治政府提供财政资源建设公共基础设施，为有意在卡赫基地区进行旅游和农业加工投资，但希望获得投资所需的免费公共基础设施的私营部门实体提供支持。

2、增强机构能力。世界银行投资 550 万美元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（ACHP）、项目执行实体（市政开发基金）以及其他地方和区域实体开展活动的能力和水平。

3、支持以旅游业为基础的经济发展和文化遗产线路开发。世界银行对卡赫基地区的酒店、餐饮、娱乐和其他旅游相关企业提供支持，并引导旅游相关企业在主要城市中心和文化遗产地（旅游线路）相对集中的外围地区创造就业机会。

## 成效

1、完善了卡赫基地区的旅游基础设施服务。一是进行城市改造和振兴。项目完成了泰拉维和科瓦列利两个旅游村 10 公里道路、14.5 公里主线水管、2.27 公里污水管道的基础设施改造，对 217 栋建筑进行立面改造，改善了 13 万平方米的街道景观，完成 1884 个单元的街道照片设备，并对旅游目的地（如泰拉维博物馆）进行翻新（或新建），改变了地区主要城镇历史中心区的整体面貌。共有 32319 名当地居民从基础设施条件的改善中直接受



益；二是进行旅游线路开发。该子项目改善了 11 个旅游景点和文化遗产地的状况，通过铺设硬面道路，打通景区“最后一公里”，实现全天候通行（改造 7.7 公里道路）；通过景区基础设施建设（21.5 公里管道、3 台新装水泵、15 公里输电线、9 个小型游客服务设施）；对文化遗产地的资产修复和改善（伊克尔托圣尼诺大教堂，尼诺茨明达、大卫加雷加修道院群的墙壁修复和新建设施）；打造全新旅游目的地（克韦夫利的学校和工坊以及舒阿马塔门户）；三是改善基础设施以吸引私人投资。包括游客进出通道、增加主要供水管道容量等。此项下共支持了 11 个项目，超过 10 个的预定目标。

2、增强了机构能力。项目取得的最关键成果是建立了卡赫基 DMO。DMO 是格鲁吉亚的一项重大制度创新，成立于 2017 年 11 月，负责通过促进地区和国家政府与当地旅游企业开展包容性合作，带动卡赫基旅游产品开发和旅游推广。此外，对酒店和饭店员工进行接待服务培训，提高了旅游业服务质量；加强地方政府和其他机构在旅游资产管理方面的能力；资助宣传材料为旅游推广工作提供直



接支持，制定区域旅游促进战略和国家旅游战略，为建立全国旅游发展政策框架和开发在线营销工具提供支持；建立了一套新的旅游部门干预措施监测和评估标准。

3、实现卡赫基旅游业总体增长。实际撬动私营部门投资金额 6100 万美元，超过预计目标（5000 万美元）20%。项目地区新增酒店床位数近 2000 张，超过预计目标（300 张）600%。

## 经验与启示

一是成功引入创新设施，并与项目所在国政府和其他利益相关方密切合作；二是将投资集中于对核心旅游景点的彻底改造，是项目取得成功的主要因素；三是形成私营部门投资的挤入效应，以打造证明项目理念取得成功的正面案例，激发投资者信心；四是在项目设计的复杂性与参与项目实施的政府机构现有能力之间找到平衡的重要性；五是在确认资金到位和开辟市场之前，确保所有资产的运营和管理安排以及地方政府的全面投入至关重要；六是制定适用于旅游开发项目的框架和核心指标的

M&E 开发方法和指导原则，重点确保项目结果可测量和可归因；七是战略环境、文化遗产和社会评估（SECHSA）是确保安全保障合规性的有力工具。

## 下一步计划

项目与格鲁吉亚国家和区域发展的关键优先事项保持了高度关联性，充分利用当地独特的竞争优势，并充分重视基础设施投资在消除区域发展差距方面发挥的重要作用。项目通过以轴辐式方式进行目的地开发，努力将旅游经济效益扩展至整个目标地区，还将开发多样化旅游产品，使游客在该地区停留更长时间，同时增加平均消费。下一步计划的后续项目将侧重于卡赫基当地的其他经济部门，并计划推广至其他地区。

## “ Abstract

The World Bank invested US\$74.5 million in the Kakheti region, the main cultural heritage site of Georgia, with the focus on improving infrastructure services, building institutional capacity and supporting development of the tourism-based economy and cultural heritage circuits, and adopted an integrated approach to promote tourism development. The implementation of the project has substantially improved the quality of infrastructure around Kakheti's core tourism destinations and laid the foundation for further development of the tourism destinations in the region. A total of 32,319 local residents directly benefited from the improvement in infrastructure conditions. The establishment of the Kakheti DMO led to an over 20% increase in leveraged private sector investment (US\$61 million instead of US\$50 million), and an over 600% increase in the number of hotel beds (addition of almost 2,000 hotel beds instead of predicted 300). The number of foreign visitors grew by 721%, jobs created in the tourism sector grew by 300%, average salaries of employees almost tripled, and additional budget revenues generated by the tourism sector grew 9.7 times.

”

## Challenges and Problems

The Georgian economy experienced a sharp economic downturn resulting from the twin shocks of the August 2008 conflict with Russia and the global financial crisis. To stimulate growth, the national authorities launched a counter-cyclical fiscal stimulus, yet failed to unleash the full potential in promising regions, such as Kakheti.

Located next to the capital city, Kakheti is Georgia's fourth largest region with about 404,000 inhabitants. The region is sparsely urbanized, with only about 21 percent of the population in cities. Kakheti has long been the heart of Georgia's ancient culture, history and economy. It is home to many historical and architectural monuments and three natural protected areas. The region is also the ancient center of Georgian winemaking. With respect to GDP per capita, Kakheti is considered a lagging region and below

the country average. Agriculture represents a large part of the local economy, and services, especially tourism, generate about 60 percent of Kakheti's value added. Public administration continues to play a dominant role in the region. Despite its big potential, tourism development in Kakheti is still constrained by factors such as lack of tourist consumption, poor municipal infrastructure, limited hotel capacity, seasonality, lack of activities to build attractive tourism destinations, lack of investor information, inadequate service skills and limited proficiency in foreign languages

## Measures

The World Bank has introduced a new and innovative project concept to address the complicated development challenges of the Kakheti region. By addressing multiple

elements of the tourism supply chain in Kakheti, the interventions supported by the project have contributed to the economic development in the region. The key measures adopted include the following:

**1. Improving infrastructure services.** The World Bank invested US\$69 million in infrastructure construction: provision of financial resources to local-self-governments (LSGs) to carry out Investment Subprojects for tourism activities, including urban regeneration that promoted an integrated approach for renewal of Telavi and Kvareli towns and the heritage village of Dartlo and included rehabilitation of municipal infrastructure and utilities in the central historical areas, conservation and upgrading of public spaces and cultural buildings, and conservation of building facades with vernacular architecture. In addition, eleven cultural heritage sites located along the main tourism circuit/route in Kakheti have been upgraded and renovated, including the rehabilitation of some of the cultural heritage sites, landscaping and public parking, construction of information kiosks, cafes and public toilets, and improving access roads. Provision of financial resources to LSGs to carry out Investment Subprojects for public infrastructure for the purpose of supporting a selected number of private sector entities which would show interest and capacity to invest in Kakheti in the tourism or agro-processing, but seek complimentary public infrastructure necessary to make their investments viable.

**2. Building institutional capacity.** The World Bank invested US\$5.5 million to enhance the institutional capacity and performance of the Georgia National Tourism Administration (GNTA), the Agency for Culture Heritage Preservation of Georgia (ACHP), the Project Implementing Entity (Municipal Development Fund), and other local and regional entities to carry out the activities.

**3. Supporting the development of a tourism-based economy and cultural heritage circuits.** The World Bank provided support for hotels, restaurants, entertainment and other tourism-related businesses in the Kakheti region, and encouraged these businesses to create jobs in locations

that are not limited to main urban centers, but also include more peripheral parts of the region with cultural heritage attractions (tourism circuits).

## Results

**1. Improved infrastructure services in the Kakheti region.** First, urban regeneration and renewal. The comprehensive regeneration of two main tourism hubs - Telavi and Kvareli included investment in urban infrastructure (10 km of roads, 14.5 km of mainline water pipes, 2.27 km sewerage pipeline), renovation of building facades (217 buildings in total), improvement of streetscapes (almost 130,000 m<sup>2</sup> of public spaces), installation of street lighting (1,884 units improved), and renovation (or creation) of tourist destinations such as the Telavi Museum. These operations resulted in an overall transformation of the historic centers of the main towns of the region. The number of residents directly benefiting from the infrastructure improvements conducted by the project reached 32,319. Second, tourism circuit development. This subcomponent improved 11 tourist attractions and cultural heritage sites, including improvement of “last mile” accessibility of the attractions by providing hard surface roads that would make sites accessible in any weather and season (7.7 km of roads rehabilitated); development of basic infrastructure at the sites (21.5 km of pipelines, 3 new water pumps, 15 km of power line, 9 small structures for tourist service provision); rehabilitation and improvement of the cultural heritage assets (St. Nino Basilica in Ikalto, rehabilitation of walls and construction of additional facilities for monasteries in Ninotsminda and David Gareji); creation of new tourist destinations (Kvevri school and workshop and Shuamta gateway). Third, infrastructure improvements to attract private investments, including access roads for tourists, improving capacity of main water supply pipelines, and others. The component supported 11 projects, exceeding the target of 10.

**2. Improved institutional capacity.** The most critical

result achieved by the component is the establishment of the Kakheti DMO. The DMO represents a major institutional innovation for the country. The Kakheti DMO was set up in November 2017 and took on the responsibility to lead the efforts for development of Kakheti tourism offering and promotion of tourism in Kakheti by means of an inclusive collaboration between regional and national authorities and the tourism industry businesses in the region. In addition, the project also contributed to the achievement of the following capacity building objectives: improving the quality of service in the tourism sector through training employees of hotels and restaurants on quality of service; strengthening the capacity of local governments and other agencies in tourist asset management; supporting the tourism promotion effort directly by financing printing of promotional materials, supporting the development of the regional tourism promotion strategy and the national tourism strategy that created the framework for the tourism development policy nationwide and development of on-line marketing tools; establishing a new standard for monitoring and evaluation of the interventions in the tourism sector.

**3. Overall growth of the tourism industry in the Kakheti region.** The expected amount of leveraged private sector investment was exceeded by more than 20% (US\$61 million instead of US\$50 million), and the growth in the number of hotel beds in the Project affected areas was exceeded by more than 600% (addition of almost 2,000 hotel beds instead of predicted 300).

## Experience and Inspirations

1. Successful introduction of an innovative design and close collaboration with the client government and other stakeholders; 2. Concentrated investments in transformative improvements of core tourist attractions is the main component of success; 3. Importance of crowding in private sector investments to create proof of concept cases and induce a sense of confidence; 4. Importance of balancing the complexity of the Project design with existing



capacity of government agencies involved in the Project implementation; 5. Critical role of securing operation and management arrangements for all assets and achieving full buy in of local governments before confirming financing and breaking ground; 6. Developing methodology and guidance on development of M&E of frameworks and core indicators that could be applied for tourism development projects, and focusing on measurability and attributability of the projects results; 7. Strategic Environmental, Cultural Heritage, and Social Assessment (SECHSA) is a powerful tool for ensuring the safeguards compliance.

## Next Step

The project remains highly relevant for key priorities of national and regional development in Georgia. It has made the most of the unique competitive advantage of regions and recognized the importance of investment into regional infrastructure for eliminating regional development disparities. By applying the hub and spoke approach of destination development, the project aims to spread the benefits of the tourism economy across the target region, and promote the development of diversified tourism offerings that could keep visitors in the region for longer and increase their average spending. Follow-up projects under the program focus on other economic sectors in Kakheti and replicate this approach in another region.





## 山东枣庄兴隆庄村：欧亚集团助力“旅游 + 扶贫”孕育新动能

Eurasia Group Promotes “Tourism + Poverty Alleviation” to Nurture New Momentum at Xinglongzhuang Village, Zaozhuang City, Shandong

### “ 摘要

乡村旅游扶贫是精准扶贫一种非常有效的方式，是一种“授人以渔”的扶贫方式。青岛欧亚集团助力山东省枣庄市山亭区兴隆庄村走上了“授渔”的可持续扶贫模式，探索出了一条美丽乡村建设与旅游扶贫开发相结合的新路子。使兴隆庄村一举创成国家 4A 级旅游景区，102 户贫困户实现脱贫，发展规模餐饮户 11 家、餐位 800 余个，住宿客栈 46 家、接待床位 366 张，旅游商品店 10 家，户均增收 3 万元；景区安置 23 户 31 人就业，人均年增收 18000 元。该村落也先后被命名为全国休闲农业与乡村旅游示范点，并入选全省“乡村记忆”工程推荐试点单位。

”

### 挑战与问题

兴隆庄原名“穷命庄”，是典型的山区贫困村，位于城区驻地东北 5 公里处，北依翼云山，东临翼云湖，石板房依山而建，最长的建造历史有 260 余年，是国内罕见的、鲁南规模最大、保存最完整的古村落石板房建筑群，是鲁南山区的民居建筑艺术和文化遗产。联合国世界旅游组织专家给予高度评价，《沂蒙六姐妹》《南下》《榴花正红》《恋恋阿里山》《血染北戴河》等剧组先后在此拍摄，兴隆庄村被评为“省级十佳特色旅游村”。

在兴隆庄村旅游扶贫过程中，乡村旅游开发自我启动困难，在人力、物力、财力等方面障碍重重，需要外援力量的支持，在精准扶贫过程中由于贫困户经济、能力、知识等原因，导致对贫困人口的帮扶有更大的困难性，而且还出现了“争扶贫”的情况，导致扶贫效果不佳。

### 措施

1、依托景区项目开发，改善贫困群众生活条件。2012 年，兴隆庄村引入青岛欧亚集团投资建设翼

云石头部落项目。欧亚集团实施了整村搬迁扶贫，将全村 102 户原村民全部搬迁到水、电、路设施齐全的小康楼，群众的居住环境得到彻底改善。

2、创新发展合作社，拓宽贫困群众致富渠道。2013 年，兴隆庄村成立“山亭人家”农家乐旅游专业合作社，创新“公司+合作社+农户”发展模式。兴隆庄村原村民以原住房入股到合作社成为社员，合作社负责对经营业户的统一指导，制定相关的标准，社员按照约定的方式参与餐饮、住宿、旅游商品经营，年底享受分红。

3、依托文化底蕴，增强乡村旅游可持续发展。借助丰厚的历史文化、乡村民俗等文化底蕴，融入 2800 多年前春秋早期小邾国文化、260 余年的石头





部落文化；建有小邾国历史文化展览馆、鲁南民俗文化展览馆、石头部落纪念馆、张锦湖纪念馆、山亭文化艺术馆等。此外，还拥有1处省级重点文物保护单位、3项省级非物质文化遗产；常年举办翼云石头部落元宵灯会、春节嘉年华、音乐狂欢节、消夏主题晚会及各类采摘节等节会活动，星光大道年度亚军“山楂妹”驻场演出，深受游客青睐。

4、营造良好政策环境，铺筑贫困群众创业增收之路。一是优先资金支持。区财政每年安排800万元旅游基金，对发展“山亭人家”农家乐的贫困户每户奖补5000元，用于改厨改厕；对发展休闲农业采摘园、开心农场的贫困户，每户奖补4000元；



对发展旅游商品店的贫困户，每户奖补3000元；二是优先项目建设。结合交通道路、环境整治及饮水、通电和环保等项目建设，投资503万元，建设了2.1公里的翼云旅游大道，开通了直达翼云石头部落景区2路城市公交；三是优先政策扶持。先后出台《关于加快发展乡村旅游业的意见》《“山亭人家”农家乐经营和管理标准》等文件，引导金融机构、民营企业和回乡创业人员参与乡村旅游建设，加强引智提升旅游活力。

## 成效

山东省枣庄市山亭区兴隆庄村旅游扶贫模式不

仅在经济效益上让贫困户实现了增收致富，还充分调动了群众积极性，激发贫困户自主脱贫的内生动力。

一是通过整体搬迁建设翼云石头部落，102户贫困户实现脱贫，79户搬迁村民回村创业，共发展规模餐饮户11家、餐位800余个，住宿客栈46家、接待床位366张，旅游商品店10家，户均增收3万元；景区安置23户31人就业，人均年增收18000元。

二是借助兴隆庄“国家级传统村落”历史文化资源，发展民俗旅游；借助梅花山省级山地自行车运动训练基地平台，开展节会旅游，连续举办六届山地自行车公开赛、两届白龙文化节，带动20多万游客参与。

三是兴隆庄村成为全国乡村旅游发展的典型，“旅游+扶贫孕育新动能”分别被国务院扶贫办评为旅游扶贫典型案例集、国家旅游局列入《全国乡村旅游典型经验汇编》，为枣庄市被确定为全国五个旅游扶贫培训基地之一贡献了山亭力量。在扶志扶智工作上，联合山东旅游职业学院创办全市首个旅游夜校，近年来累计培训人员3650人，加强对贫困户和旅游从业者的技能培训。

## 经验与启示

1、规划先行是前提。翼云石头部落的规划获评山东省旅游项目规划创新奖，并成为了全省乡村旅游发展的典范。在乡村旅游建设过程中，从中注重具有特色和吸引力的点，以此为着力点进行相关的策划和设计，才会使乡村旅游发展更具持续性。

2、大项目带动是关键。通过找准“卖点”，引入合适的社会工商资本介入，进行了翼云石头部落示范建设的有益尝试，集中资金、政策、资源，在大项目建设上打造出一批独具山亭特色的乡村休闲度假旅游产品，发挥旅游辐射带动，延伸旅游产业链条。

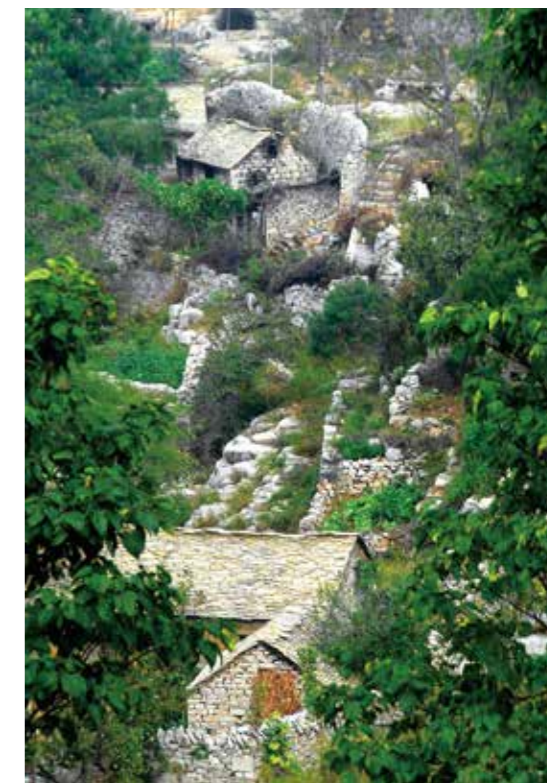
3、创新发展是动力。通过成立“山亭人家”

农家乐旅游专业合作社这一致富平台，农户可以联合企业，合理整合资源，以标准化、规模化的经营模式，加快乡村旅游的提档升级，增强旅游市场竞争力，实现乡村旅游可持续发展。

4、旅游富民是根本。坚持旅游惠民富民，通过培育休闲农业与乡村旅游示范点，积极发展农家乐、特色民宿和餐饮、文化创意设计和“四季”休闲采摘等，探索新模式发展乡村旅游，带动更多群众创业就业增收。

## 下一步计划

山亭区兴隆庄村乡村旅游扶贫模式具有良好的可持续性，精准扶贫与乡村旅游相融合推力与拉力向同一方向形成了合力，加快了旅游发展与贫困人口脱贫。该模式易复制，目前已在多个贫困地区实施类似的旅游扶贫实践。



## “ Abstract

Rural tourism poverty alleviation featuring capacity building is a good way to lift people out of poverty. Qingdao Eurasia Group assisted Xinglongzhuang village, Shanting District, Zaozhuang City, Shandong Province to embark on a sustainable poverty alleviation model of “capacity building” and explore a new way to combine building beautiful countryside with tourism poverty alleviation and development. The village was built into a national 4A-level tourism area, lifting 102 poverty-stricken households out of poverty. There are 11 large-scale catering households, more than 800 dining seats, 366 beds of 46 home inns, and 10 souvenir stores. Thirty one jobs are created for 23 households with their per capital annual income up by 18,000 yuan. The village is recognized as a national demonstration site for leisure agriculture and rural tourism and selected as a pilot entity for the “Village Memory” program in the province.

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## Challenges and Problems

Xinglongzhuang village, formerly known as “Poor Destiny Village”, is a typical mountain-locked and poverty-stricken village. It is located five kilometers northeast of the city center, bounded by Yiyun Mountain in the north and Yiyun Lake in the east. Stone houses are built on the hills of the village with the oldest constructed more than 260 years ago. As the rare and best preserved ancient rural village complex of stone houses in the Lunan area, the village is a cultural heritage and a representation of the architectural art of local residents, and was highly regarded by experts from the World Tourism Organization. Movies including the “Six Sisters of Yimeng”, “Going South”, “Red Pomegranate Flower”, “Love in Alishan”, and “Blood in Beidaihe” were shot in the village. It was also rated as one of the “Top Ten Featured Tourism Villages in Shandong”.

In the process of tourism poverty alleviation in the village, it was found difficult to kick off endogenous development with multiple challenges in labor, resources and finance. It therefore requires external assistance to develop. The economic circumstances, lack of skills and low education level of poor households made it even more difficult to combat poverty. In some cases, poor villagers would even “vie for poverty alleviation resources”, which has led to poor results.

## Measures

**1. Improving the living conditions of poor villagers by relying on the development of tourism projects.** In 2012, the village introduced Qingdao Eurasia Group to invest in the development of the Yiyun Stone Tribe Project. Eurasian Group relocated the whole village to alleviate

poverty by moving all 102 villagers to the residential buildings fully equipped with water, electricity and road facilities. The living environment of the villagers was significantly improved.

**2. Developing cooperatives innovatively to broaden the channels for the poor to increase income.** In 2013, the village established the “Shanting Family” Farmhouse Tourism Cooperative, and launched a new development model of “company + cooperative + farmers”. The villagers became the members of the cooperative by making contributions with their stone houses. The cooperative was responsible for the unified guidance of the households’ businesses and formulated standards. The members participated in the catering, accommodation and souvenir business in ways as agreed, and received dividends at the year-end.

**3. Enhancing the sustainability of rural tourism development by relying on cultural heritage.** By leveraging rich historical culture, rural folk custom and other cultural heritage, we have utilized the culture elements of Xiaozhu State in the early Spring and Autumn Period more than 2,800 years ago, and the stone tribe culture of more than 260 years old. We have also built the Xiaozhu State History and Culture Exhibition Hall, Lunan Folk Culture Exhibition Hall, Stone Tribe Memory Pavilion, Zhang Jinhu Memorial Hall, Shanting Culture and Art Museum, etc. In addition, the village is home to one provincial key cultural relics protection site and three provincial intangible cultural heritages. We hold annual festivals such as the Yiyun Stone Tribe Lantern Festival, Spring Festival Carnival, Music Carnival, Summer Theme Party and various plants picking festivals and other performance events. Shanzhamei, the annual runner-up of the Avenue of Stars Competition, performs as a resident singer and is very popular among tourists.

**4. Creating a good policy environment to pave the way for poor people to start businesses and increase income.** The first priority is funding support. The district finance department arranges eight million yuan of tourism



funds annually to award 5,000 yuan for kitchen and toilet upgrading to each poor household engaged in the development of “Shanting Family” farmhouses; 4,000 yuan to each poor household that runs businesses of leisure agriculture picking gardens and happy farms; and 3,000 yuan to each poor household that runs souvenir stores. The second priority is infrastructure construction. In conjunction with the projects of roads, environment improvement, drinking water, electricity and environmental protection, we have invested 5.03 million yuan to build a 2.1-kilometer Yiyun Tourism Avenue and opened the No.2 city bus directly to the Yiyun Stone Tribe Tourism Area. The third priority is policy support. We have issued documents such as Opinions on Accelerating the Development of Rural Tourism and Standards for the Operation and Management of “Shanting Family” Farmhouse to guide financial institutions, private companies and entrepreneurs returning to hometown to participate in rural tourism development, and to hire more talents to enhance tourism vitality.

## Results

The tourism poverty alleviation model of the village has not only enabled the poor households to increase their incomes, but also fully motivated the poor villagers and households to get rid of poverty.

First, by building the Yiyun Stone Tribe after overall relocation, 102 poor households alleviated poverty, 79

relocated households returned to start businesses, including a total of 11 large-scale family restaurants with more than 800 dining seats, 46 home inns with 366 beds, and 10 souvenir stores, with an average income increase of 30,000 yuan per household. The Yiyun Stone Tribe also hired 31 villagers from 23 households, with an average income increase of 18,000 yuan per person.

Second, developing folk tourism by leveraging the village's historical and cultural resources as a "national traditional village". In cooperation with Meihuashan provincial mountain bike training base, we have carried out festival tourism to hold six consecutive mountain bike open competitions and two sessions of Bailong Culture Festival, attracting more than 200,000 tourists.

Third, the village is honored as a national model of developing rural tourism. The model of "Tourism + Poverty Alleviation Boosts New Momentum" was respectively rated by the Poverty Alleviation Office of the State Council as a template case of tourism poverty alleviation, and was included by the National Tourism Administration in the Collection of National Rural Tourism Experience. The village also contributed to Zaozhuang City's identification as one of the five national tourism poverty alleviation training bases. We have paid particular attention to helping people increase confidence in their own ability to lift themselves out of poverty and see that they can access the education they need to do so. For this purpose, through the establishment of the first tourism night school in cooperation with Shandong Tourism Vocational College, we have trained 3,650 people and strengthened poor villagers and tourism practitioners' skills training.

## Experience and Inspirations

**1. Advanced planning is the prerequisite.** The plan of the Yiyun Stone Tribe received the Planning Innovation Award for Tourism Projects of Shandong Province and became a model for the development of rural tourism in the province. In the process of rural tourism development,

we should focus on the characteristics and attractiveness and make plans and designs accordingly, to ensure the sustainability of the development of rural tourism.

**2. The pulling effect of major projects is the key.** By identifying the "selling point" and utilizing appropriate social and commercial capital, we have made a valuable attempt in the exemplary development of the Yiyun Stone tribe. By mobilizing funds, policies and resources to develop major projects, we have created a number of rural leisure tourism products with unique characteristics of Shanting and extended the tourism value chain through the radiation effect of tourism.

**3. Innovation and development play the leading role.** The "Shanting Family" Farmhouse Tourism Cooperative was established to provide a platform to promote partnership between farmers and companies, reasonable mobilization of resources, and standardized large-scale business models. It can accelerate the upgrade of rural tourism, enhance the competitiveness of the tourism market, and realize the sustainable development of rural tourism.

**4. Enriching villagers through tourism is the fundamental objective.** We focus on benefiting and enriching villagers through tourism. Through the development of demonstration sites for leisure agriculture and rural tourism, farmhouses, styled homestays and restaurants, cultural and creative design and "four seasons" leisure picking business, etc., we have explored new models of developing rural tourism, and made it possible for more villagers to start businesses, get employed and increase income.

## Next Step

The village's poverty alleviation model through rural tourism is sustainable. The integration of precision poverty alleviation and rural tourism has formed synergy in the same direction, accelerating tourism development and poverty alleviation. This model is easy to replicate and has been implemented similarly in many poor areas.



## 河南豫西百草园：景区带村创新 “三金扶贫”模式

Yuxi Flower Park Creates "Rent + Salary + Dividend" Model of Poverty Alleviation through Tourist Site Development at Xinping Village, Lushi County, Henan Province



## “ 摘要

因交通不便，土地薄弱，长期处于闭塞落后状态，导致新坪村经济发展水平较低。2015年，卢氏豫西大峡谷旅游开发有限公司投资建设豫西百草园，通过旅游产业发展实现减贫。依托豫西大峡谷和豫西百草园的建设，采取“公司+合作社+贫困户”的模式，建设旅游扶贫基地，带动贫困户20余户脱贫；采取“公司+专业合作社+种植基地+农户（贫困户）”的方式，探索“租金”、“薪金”、“股金”的“三金”模式，每年召开豫西百草园“农民股东分红大会”给村民每人发放1000元分红，过年过节对贫困户发放米面粮油等慰问品；促进了该村寺上、汉东、汉西三个组“农家乐”的大力发展，带动了80多户农户和20多户商户发展旅游产业，周边50多名群众在景区务工。2018年底，新坪村已整村脱贫。

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## 挑战与问题

豫西百草园位于豫、秦、晋三省结合部的三门峡市卢氏县官道口镇新坪村境内。该村位于官道口镇东南10公里处，辖9个自然村，10个村民组，共有林地2000亩，耕地2200亩。新坪村是卢氏县

贫困山区的代表，群山环绕，峡谷幽深，长期处于闭塞落后状态。全村共有293户，1183口人，散居在12平方公里的沟岔中，2016年全村建档立卡贫困户共有75户263人，贫困发生率22.4%。主要是面临的主要问题是：景区核心区外占半数以上的群众还是靠天吃饭、广种薄收；围绕打赢脱贫攻

坚战，确保这些贫困人口如期脱贫；如何使当地的留守儿童、空巢老人等弱势群体更好地融入主流社会。

## 措施

豫西百草园采取“公司+农户+种植基地”的精准扶贫模式，通过旅游发展推动基础设施配套，促进周边村民减贫、脱贫。主要采取的措施有：

1、依托豫西大峡谷，构建旅游脱贫大平台。采取“公司+合作社+贫困户”的模式，建设旅游扶贫基地；同时，在豫西大峡谷景区内，安排有劳动能力的贫困户务工，带动贫困户20余户脱贫。

2、开发豫西百草园，拉长旅游脱贫新链条。为了帮助新坪村群众脱贫，市、县、镇三级政府统一意见，引入三门峡农业科技有限公司建设豫西百草园景区，以农旅项目开发、抓种植产业扶贫、促美丽乡村建设。先后流转土地2000余亩，打造山区中草药示范种植基地，并围绕农旅开发进行规划设计、开发建设。村民通过景区开发建设，原来的旧房屋得到了补偿，劳动力得到了充分利用，有两个劳动力的家庭年收入可达到十万元。

3、盘活农户资源，“三金”激发脱贫新动力。该村采取“公司+专业合作社+种植基地+农户（贫困户）”的方式，通过土地流转、旧宅、土地、宅基地等入股的方式和景区紧密联系在一起；同时，返聘不再种地的农民到景区栽植中草药、果树等。原来靠天吃饭的村民实现了租赁土地有“租金”、参加草药种植管理有“薪金”、老房屋入股有“股金”的三金收入。2017年和2018年每年召开豫西百草园“农民股东分红大会”给村民每人发放1000元分红，两年20万元，过年过节对贫困户发放米面粮油等慰问品。2018年为耿家村5个组236户群众，发放土地流转费用及务工工资100余万元。

4、以品牌为抓手，做好市场营销。豫西大峡谷景区、豫西百草园景区自开业以来，发展势头强劲，蓬勃发展，引起各方的关注。特别是2017年

刘云山、河南省委书记谢伏瞻、省长陈润儿领导到百草园考察给予了殷切希望。先后获得豫西大峡谷、豫西百草园先后获得国家AAAA级旅游景区、河南省自然资源社会实践教育基地、河南省中医药健康旅游示范基地、河南省研学旅游示范基地等称号，通过品牌宣传新坪、宣传豫西百草园。

## 成效

1、促进了当地的劳动就业，拓宽村民增收渠道。2016年全村建档立卡贫困户共有75户263人，贫困发生率22.4%。依托豫西大峡谷和豫西百草园的建设，促进了该村寺上、汉东、汉西三个组“农家乐”的大力发展，带动了80多户农户和20多户商户发展旅游产业，周边50多名群众在景区务工。2018年底，新坪村已整村脱贫。



2、村容村貌变化巨大。原来的贫困小山村卫生状况也发生了天翻地覆的变化，原来的羊肠小道变成了宽阔的水泥路；原来牛粪遍地的村庄变成了环境优美、鸟语花香的美丽乡村；木屋、栈道修葺一新，亭台水榭、茂林修竹，一派清新怡人美景。

## 经验与启示

1、“授渔式”扶贫，让村民的口袋富起来。景区通过鼓励村民参与景区建设，依靠自己的双手挣钱脱贫，实现“造血”。百草园开发项目在促进旅游大发展的同时，更促进了当地的劳动就业，村民的增收渠道宽了，创造了贫困群众租赁土地有“租金”、参加除草管理有“薪金”、房屋入股有“股金”的可复制可推广可借鉴的三金收入的旅游扶贫模式。

2、扶志与扶智，让村民的脑袋富起来。景区通过对村民进行职业技能和职业素养的培训，增强他们的就业能力和适应社会的能力，实现扶智开发；通过搭建创业创新服务平台，鼓励与引导部分有想

法、有主见的村民创业，逐步激发他们的自我价值，最终实现扶志，真正做到扶贫扶志与扶智相结合，“既富口袋，又富脑袋”。

3、农旅产业融合发展，新型村庄的蜕变。豫西百草园项目的成功运营，使新坪村由一个以种养殖为主的传统村庄转型为以农旅产业带动多元经济融合发展的新型村庄。

## 下一步计划

豫西百草园将会持续扩大规模，把中草药特色产业与生态旅游结合起来，拉长产业链条，发挥企业带动作用，形成产业扶贫辐射效应，将会带动更多的贫困村民脱贫致富，实现“富民又富企”的双赢发展。



## “ Abstract

Due to incontinent transport and poor land conditions, Xinping Village has long been in a state of isolation and backwardness with low economic growth. In 2015, Lushi Grand Canyon Tourism Development Co., Ltd. invested in the construction of Yuxi Flower Park, for the purpose of reducing poverty through tourism development. Building on the Grand Canyon and Flower Park projects, a model of “company + cooperative + poor household” partnership has been adopted in the building of tourism poverty alleviation bases, which lifted more than 20 poor households out of poverty; through the partnership of “company + professional cooperative + planting base + rural households (poor households)”, the company has explored a “rent + salary + dividend” model to increase farmers’ income. During the annual meeting of the farmer shareholders of the Flower Park, each villager could receive 1,000 yuan of dividend. In the Chinese New Year and other festivals, the company also gave rice, flour and edible oil to local poor households; the development of agritainment programs in three villager groups, i.e. Sishang, Handong and Hanxi, has inspired 80 rural households and over 20 merchants to take part in the development of the tourism industry, and provided manual labor jobs to more than 50 people from the surrounding areas. As of the end of 2018, the whole population of Xinping Village had been lifted out of poverty.

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## Challenges and Problems

Yuxi Flower Park in Western Henan is located in Xinping Village, Guandaokou Town, Lushi County, Sanmenxia City, which is the intersection point of Henan, Shaanxi and Shanxi provinces. The village, 10 kilometers southeast of Guandaokou Town, has 9 natural villages and 10 villager groups, as well as 2,000 mu of forest and 2,200 mu of arable land. Xinping Village is a typical poor village in the mountainous areas of Lushi County. Surrounded by mountains and situated in deep valleys, the village has long

been in a state of isolation and backwardness. There are 293 households and 1,183 people in the village, scattered in 12 square kilometers of ditches. In 2016, there were 75 households and 263 people in the village registered for poverty alleviation assistance, and the poverty incidence rate was 22.4%. The main challenges facing the village are as follows: more than half of the people living outside the core area of the tourist site still rely heavily on backward forms of agricultural production that require favorable weather conditions yet produce little output; winning the battle against poverty and ensuring that these people will

get out of poverty on time remains an arduous task; left-behind children, empty nesters and other vulnerable groups in the local communities need to be better integrated into the mainstream society.

## Measures

The Flower Park has adopted a model of precise poverty alleviation in the form of “company + rural household + planting base” and harnessed the power of tourism to advance infrastructure construction and promote poverty reduction and elimination of the local villagers. The main measures taken include the following:

**1. Building a platform for poverty alleviation through tourism based on the Yuxi Grand Canyon.** The model of “company + cooperative + poor rural household” has been adopted in the building of tourism poverty alleviation bases. Meanwhile, in the scenic area of the Grand Canyon, manual labor jobs have been provided to poor people that are capable of working, lifting more than 20 rural households out of poverty.

**2. Developing the Yuxi Flower Park to lengthen the**

**tourism chain for alleviating poverty.** To help the people of Xinping Village get out of poverty, the municipal, county and township governments reached a consensus to invite Sanmenxia Agricultural Science and Technology Co., Ltd. to the village to develop the Flower Park tourist site, with the aim of strengthening the planting industry and promoting the construction of beautiful countryside through the development of agricultural tourism projects. Under the project, more than 2,000 mu of land has been transferred for the construction of the demonstration base of Chinese herbal medicine in the mountainous areas, and new plans and designs have been formulated to promote the development of agricultural tourism. Through the development and construction of the tourist site, the villagers have received compensation for their old houses, and put their labor force to the best use, and households that have contributed two labor workers can earn an annual income of up to 100,000 yuan.

**3. Activating the resources of rural households to give new impetus to poverty alleviation.** Following the model of “company + professional cooperative + planting base + rural households (poor households)”, the village has

developed a close partnership with the scenic spot through stock investment in the form of circulated land, old house, land, homestead, etc. Meanwhile, farmers who no longer work on land cultivation are employed to plant herbals and fruit trees in the scenic spot. The villagers who used to leave their fate to the mercy of the nature are now able to earn three types of income: rent from land lease, salary from herbal plantation, and dividends from stock investment with their old houses. Yuxi Flower Park held two shareholders’ meetings in 2017 and 2018, during which each villager received 1,000 yuan of dividend, totaling 200,000 yuan in two years. In the Chinese New Year and other festivals, the company also gave rice, flour and edible oil to local poor households. In 2018, over 1 million yuan of land circulation fees and labor salaries were given to 236 households in five villager groups of Gengjia Village.

**4. Doing a good job in marketing based on the building of competitive brands.** Since the opening to tourists, the Grand Canyon and Flower Park tourist sites have maintained strong development momentum and attracted attention from all quarters. In particular, in 2017, Liu Yunshan, Member of the Political Bureau of the CPC

Central Committee, Xie Fuzhan, Secretary of CPC Henan Provincial Committee, and Chen Run’er, Governor of Henan Province, visited the Flower Park and shared their hope for the development of the scenic spot. The Grand Canyon and Flower Park have received a host of honorary titles, including national AAAA-level tourist attraction, the social practice and education base of natural resources in Henan Province, the health tourism demonstration base of traditional Chinese medicine in Henan Province, and the demonstration base of research tourism in Henan Province. The building of the Flower Park brand has also increased the visibility of Xinping Village.



## Results

**1. The local villagers now have more job opportunities and sources of income.** In 2016, there were 75 households and 263 people in the village registered for poverty alleviation assistance, and the poverty incidence rate was 22.4%. The construction of the Grand Canyon and Flower Park has given a boost to the development of agritainment programs in three villager groups, i.e. Sishang, Handong and Hanxi. As a result, more than 80 rural households and over 20 merchants are currently involved in the tourism industry, and more than 50 people from the surrounding areas are now working in the tourist site. As of the end of 2018, the whole population of Xinping Village had been lifted out of poverty.

**2. The village's environment has experienced significant changes.** The sanitary conditions of Xinping, a small and poor mountainous village, have also undergone tremendous changes. The narrow winding trail has turned into a wide cement road; the village buried in cow dungs has turned into a beautiful countryside in a pleasant environment, filled with bird chirps and floral fragrance; the wooden houses and plank roads have been renovated and decorated with pavilions and bamboos, offering a refreshing view to the visitors.

## Experience and Inspirations

**1. Poverty alleviation that focuses on sustainability has helped the villagers earn a higher income.** The villagers have been encouraged to participate in the construction of the scenic spots in order to get out of poverty with their own hard work. While contributing to the development of tourism, the Flower Park project also promotes the employment of local workers, and expands the sources of income for the villagers. The poverty alleviation model created, which provides poor people with the opportunities to earn rent by leasing their land, earn salary by taking part in weed control, and earn dividends by making stock investment with their houses, offers useful experience

that can be copied and replicated across the country.

**2. Intellectual support gives villagers both confidence and knowledge to change their future.** Through the training of vocational skills and professional literacy, the villagers have acquired greater capability to find jobs and adapt to the society and got better equipped with the required knowledge. By setting up a platform of entrepreneurship and innovation services, villagers with ideas and opinions have been encouraged to start their own businesses, realize their self-value, and ultimately build faith in their future. The combination of material and intellectual support gives the villagers both a rich pocket and a rich head.

**3. Integrated development of the agricultural and tourism industries has changed the village.** The successful operation of the Flower Park project has transformed Xinping Village from a traditional village dominated by animal farming into a new village with a diverse economy driven by the integration of agriculture and tourism industries.

## Next Step

Yuxi Flower Park will continue to expand its scale, combine the characteristic industry of Chinese herbal medicine with eco-tourism, lengthen the industrial chain, give full play to the leading role of enterprises, and expand the multiplier effect of the poverty alleviation campaign, thus taking more poor villagers out of poverty and creating a win-win for both the local people and the enterprise.



## 湖南怀化黄岩：“能人带村+村民众筹”的旅游扶贫新模式

A New Model of Tourism Poverty Alleviation of “Villages Led by Able Villagers + Villagers' Crowdfunding” at Huangyan, Huaihua City, Hunan



## “ 摘要

作为产业扶贫的重要途径，旅游扶贫产生的正面效应和可持续发展的积极意义已得到社会广泛认可。怀化黄岩作为湖南省五个重点推广扶贫模式之一，围绕白马千亩花海和怀化大峡谷两个核心景区展开，以旅游产业为主导，助推旅游服务和区域特色产业融合，实现“农区变景区、家园变花园、农产变特产”式发展，至2017年底脱贫人数达到208户740人；采取输造并举、多元收益、连村联创的党政统筹组织保障，以“能人带村+全民众筹”旅游扶贫模式促使当地94%的贫困户在4年间实现脱贫，实现村均集体经济增加至50万元，农民人均可支配收入增至13000元左右，贫困户人均收入增收至5000元左右，得到了党中央领导的充分肯定。

”

## 挑战与问题

怀化市鹤城区是湖南省51个省级扶贫开发重点县之一，黄岩是鹤城区的旅游扶贫重点区。黄岩旅游度假区1996年由原黄岩乡改设，属省级旅游度假区，为典型的喀斯特高山谷地，有“怀化庐山”和“鹤城西藏”之美誉。黄岩辖白马、大坪两个行政村，旅游扶贫前经济产业长期滞后，贫困人口达225户791人，贫困率近23%。

2015年以前，黄岩旅游度假区发展一直不温不火，甚至一度低迷，困境形成原因有：黄岩旅游发展规模小，游客接待量少，接待规模基数小，增长绝对数量有限；旅游资源开发水平不高，知名度不大，吸引范围有限，多数客源来自怀化本地；旅游宣传不到位，缺乏有力的推广活动，游客了解黄岩途径狭窄。

## 措施

2015年以来，新一任黄岩管理处贯彻落实怀化市委市政府的“四跟四走”（即资金跟着贫困户走，

贫困户跟着能人走，能人跟着产业项目走，产业项目跟着市场走）原则，以旅游业带动黄岩产业发展与脱贫。主要采取了以下措施：

1、农旅融合实施资源整合。围绕白马千亩花海和怀化大峡谷两个景区，以旅游产业为主导，依托高山农产品生产延季特性，助推旅游服务和区域特色产业融合，实现“农区变景区、家园变花园、农产变特产”式发展。（1）发展种养经济。大力发展特色果蔬基地，打造休闲观光农业采摘园，通过举办玉米、黄桃、蔬菜等果蔬采摘品尝节，实现“农旅共赢”。（2）推动特产销售。在景区兴建了多个土特农产品交易市场、经营店，特别是贫困村民免费提供摊位店面，满足游客“玩”的需求到“购”的需求。（3）发展民宿和农家乐。引导村民将房屋改建成高标准民宿，解除了旅游产业“吃、住”两大要素的后顾之忧。

2、党政统筹实现组织保障。（1）以“党政引领+能人带动+村民自主”实现输造并举。黄岩坚持“输血与造血”并举，逐步实现由“输造并举”向“自我造血”转变。（2）形成“务工就业+入股分红+土地流转”的多元收益。黄岩旅游扶贫模

式坚持“三变”战略，即“将农村变成景区，将农民变成旅游从业人员，将农产品变成旅游特产”，促进村民和贫困户通过务工就业、入股分红、土地流转等多种途径增收。（3）连村联创：“村+处+区”抱团脱贫。怀化黄岩采用兜底全村、带动全区、辐射全区，通过抱团脱贫的模式，探索连村联创型脱贫新路径。“村+处+区”模式旨在建立起村、乡、区三级利益联结机制，将受益主体由黄岩逐步扩大至鹤城区所有贫困户，实现抱团发展，同步脱贫。

## 成效

1、减贫效应。至2017年底，两个村合计脱贫人数达到208户740人，其中白马村135户476人，大坪村73户264人，两村贫困户仅剩17户51人。预计2019年年底白马、大坪两个村将全部实现脱贫。

2、可持续发展成效。黄岩的可持续发展成效得益于坚持“四跟四走”原则，其中，资金跟着贫困户走，黄岩投入各类资金1.1亿元；贫困户跟着能人走，白马、大坪两个村旅游产业发起人均为村支两委干部、返乡创业能手；能人跟着产业项目走，两个村实施各类农特产种植项目20余个，建成旅游景点项目10余个、续建项目20余个；产业项目跟着市场走，花海景区和大峡谷景区两景区日均接待游客合计200人以上，实现旅游收入1.2万元，带动农产品销售、旅游消费等3万元以上。

3、减贫效率提升。在余绍友和杨英兰两位能人的带领下，村民踊跃集资入股，资金积少成多，汇集的资金通过组建公司实现了景区更好的经营，促进了“资金、穷人、能人、项目、市场”的连锁集聚。

## 经验与启示

1、重视“人”在旅游扶贫工作过程中的地位和作用。一是“能人”。以余绍友、杨英兰为代表



的能人愿意作为致富带头人带领着当地贫困居民通过科学正确的方式摆脱贫困，践行了“从群众中来，到群众中去”。二是普通贫困户。黄岩的贫困户愿意在能人的带领下通过自己的双手组建公司发展旅游，各贫困户的资金积少成多，最终实现脱贫致富，做到自主脱贫。

2、实现利益联结，形成独具特色的旅游扶贫模式。在党和政府的领导下建立黄岩白马-大坪旅游产业联合党委，引进旅游策划能人、农业公司、贫困户共同入股，采取“公司+村集体+贫困户+基地”的运行模式，组建成立旅游开发有限公司，升级经营打造两个核心景区。在能人的带领下，贫困户居民通过入股分红和景区务工等多种方式实现脱贫，形成独特的旅游扶贫利益联结。

## 下一步计划

黄岩属于典型的区域级旅游次优区，全国范围具有类似等级资源的区域并不鲜见，加之黄岩扶贫模式的其他基本条件在全国也具有较为广泛的分布性，因此其扶贫经验有较大的可复制性、可借鉴性和可推广性，值得深入挖掘并推广经验。但在推广区域内要发现并善用能人，这些能人不仅要具有一定的资金和能力，并且对于当地拥有较深的地方情感，愿意带领贫困户脱贫。此外，在黄岩旅游扶贫模式推广过程中也应注意推广区域自身的特点，在推广的过程中对扶贫模式创新完善。

## “ Abstract

As an important way to achieve poverty alleviation through industrial development, tourism poverty alleviation's positive effects and significance for sustainable development have been widely recognized by the society. As one of the five key poverty alleviation models in Hunan Province, the Huangyan model is centered on two core tourism areas of Baima Flower Sea and Huaihua Grand Canyon and oriented towards the tourism industry. Through promoting the integration of tourism services and regional characteristic industries, the model has “converted agricultural areas to tourism destinations, homes to gardens, and agricultural products to specialties” and lifted 740 people from 208 households out of poverty by the end of 2017. As organized and supported by the local party committee and government, we combined grants and capacity building, helped generate various sources of income, and jointly developed multiple villages together. The tourism poverty alleviation model of “villages led by able villagers + villagers' crowdfunding” has lifted 94% of the poor households out of poverty in four years, increased the villages' collective income by 500,000 yuan on average, increased the per capita disposable income of farmers to about 13,000 yuan, and increased the per capita income of poor households by 5,000 yuan. Such achievement was highly praised by the leadership of the Communist Party's Central Committee.

”

## Challenges and Problems

Hecheng District of Huaihua City is one of the 51 provincial-level key poverty alleviation and development counties in Hunan Province. Huangyan is a key area for tourism poverty alleviation in Hecheng District. Huangyan Tourism Area was established in 1996 in succession to the former Huangyan Town. As a provincial-level tourism area featuring typical karst valley, it has the reputation of “Lushan Mountain in Huaihua” and “Hecheng's Tibet”. Huangyan governs two administrative villages, Baima and Daping. Prior to the tourism poverty alleviation, it suffered persistent

economic and industrial weakness and registered 791 poor villagers from 225 households, representing a poverty rate of nearly 23%.

Before 2015, the development of Huangyan Tourism Area had been tepid and even difficult for one period due to several reasons. First, the number of tourists was low and growing slowly due to its limited development scale. Second, the area was not well-known and unable to attract tourists outside Huaihua as its tourism resources were not well developed. Third, in lack of influential promotion events, the tourism area was not well advertised to reach more potential tourists.



## Measures

Since 2015, the new management of Huangyan Administration Office has implemented the “four-follow” initiative raised by the Huaihua Municipal Party Committee and Municipal Government (that is, the funds follow the poor households; the poor households follow the able villagers; the able villagers follow the industrial projects; the industrial projects follow the market), to promote the industrial development and poverty alleviation of Huangyan through tourism. The measures taken include the following:

**1. Mobilizing resources to integrate agricultural development and tourism.** By focusing on the two tourism areas of Baima Flower Sea and Huaihua Grand Canyon and relying on the characteristics of the extended season production of alpine agricultural products, we have put tourism in a leading position to realize the integration of tourism services and regional characteristic industries, and “convert agricultural areas to tourism destinations, homes to gardens, and agricultural products to specialties”. (1) Developing planting and breeding economy. Through developing production bases of characteristic fruits and vegetables and organizing picking and tasting festivals

such as corn, yellow peach and vegetables, we have created leisure and sightseeing gardens for win-win development of agriculture and tourism. (2) Promoting the sale of specialty products. In the tourism area, we have set up a number of markets and stores to sell local agricultural products and provided stands and stores to poor villagers free-of-charge, to meet the needs of tourists to “tour” and “go shopping”. (3) Developing homestays and farmhouses. By encouraging the villagers to convert their houses into high-standard homestays, we have resolved the two concerns of “accommodation” and “catering” of the tourism industry.

**2. Support and service provided by the party committee and government.** (1) Combining grants and capacity building under the model of “leadership of the party committee and government + entrepreneurship of able villagers + self-reliant villagers”. Huangyan has focused on combining grants with capacity building and gradually realized the transition from “combining grants and capacity building” to “endogenous development”. (2) Creating various income sources of “employment + share dividends + land transfer”. Huangyan tourism poverty alleviation model adheres to the “three conversions” strategy, that is, “converting rural areas to tourism destinations, farmers to



tourism practitioners, and agricultural products to tourism specialties”, to achieve income increase for villagers and poor households through employment, dividends, land transfer, and other channels. (3) Jointly developing multiple villages together: joint poverty alleviation by “villages + towns + districts”. Huangyan adopts the poverty alleviation model that achieves overall poverty alleviation of the village, pulls up the town, and spills over onto the district. A new path of joint poverty alleviation of multiple villages is explored. The model of “villages + towns + districts” aims to establish a three-level mechanism to align interests of villages, townships and districts, which come to benefit all

the poor households from Huangyan to Hecheng District to realize common development and simultaneous poverty alleviation.

### Results

**1. Poverty reduction.** By the end of 2017, 740 people from 208 households have been lifted out of poverty in the two villages, including 476 people from 135 households in Baima Village and 264 persons from 73 households in Daping Village. There were only 51 poor villagers from 17 households still in poverty. It is expected that both villages will achieve overall poverty alleviation by the end of 2019.

**2. Sustainable development.** The sustainable development of Huangyan is attributable to the “four-follow” initiative. Under the initiative that funds should follow the poor households, Huangyan has invested 110 million yuan in various types of funds; under the initiative that poor households should follow able villagers, the tourism projects in both villages were all founded by village party officials and businessmen returning to home villages; under the initiative that able villagers should follow the industrial projects, more than 20 agricultural special product



planting projects, 10 tourist attraction projects and 20 follow-up projects have been developed in the two villages; under the initiative that the industrial projects should follow the market, the two tourism destinations of Flower Sea and Grand Canyon attract more than 200 tourists and earn 12,000 yuan on a daily basis, creating more than 30,000 yuan sales of agricultural products and tourism services.

**3. Increased efficiency in poverty reduction.** As led by two able villagers, Yu Shaoyou and Yang Yinglan, the villagers enthusiastically raised funds to make equity contribution and accumulated funds to establish companies, which have realized better management of the tourism destinations and promoted the connection and mobilization of “funds, poor villagers, able villagers, projects, market.”

### Experience and Inspirations

**1. Paying attention to the position and role of “villagers” in the process of tourism poverty alleviation.** The first is “able villagers”. The able villagers represented by Yu Shaoyou and Yang Yinglan are willing to lead the poor households to get rid of poverty through sound and correct methods. Such practice represents the party principle of “from the masses, to the masses”. The second is the ordinary poor households. The poor households in Huangyan are willing to establish a company to develop tourism through their own hands under the leadership of able villagers. The poverty-stricken households have accumulated funds for this purpose and finally achieved endogenous poverty alleviation and income increase.

**2. Building a unique tourism poverty alleviation model by combining different interests.** Under the leadership of the party and government, we have established the Baima-Daping Joint Party Committee for the Tourism Development in Huangyan. Under the operation model of “companies + village collectives + poor households + bases”, we have introduced tourism planning talents, agricultural companies, and poor households to jointly establish tourism development companies, to upgrade the

two core tourism destinations. Led by able villagers, the poor households are able to achieve poverty alleviation by such ways as dividends and tourism jobs and have formed a unique chain of tourism poverty alleviation.

### Next Step

As a typical regional-level secondary tourism area, Huangyan's resources are common in China. In addition, other basic prerequisites of its poverty alleviation model are also widely available in China. Therefore, its poverty alleviation experience, easy to replicate, learn and promote, is worth to be thoroughly studied and promoted. However, in this process, it is necessary to identify and make good use of able villagers, who not only have funds and commercial capability, but also are deeply attached to the villages and willing to lead others to get rid of poverty. In addition, in the promotion process, we should not forget the characteristics of the region, and how to innovate and improve the poverty alleviation model.





## 西藏林芝： 旅游扶贫精准破解“美丽贫困”

Tourism Poverty Alleviation Offers Precise Solution to "Beautiful Poverty" in Linzhi, Tibet

### “ 摘要

林芝市坚持将全域旅游发展与脱贫攻坚有机结合，把旅游扶贫作为精准扶贫的重要方式，大力推进“旅游+扶贫”战略，发挥生态旅游在脱贫攻坚中的支撑引领作用。通过整合旅游资源与相关产业，带动当地贫困群众就业的“造血式”扶贫方式，拓宽旅游产业链，让贫困群众在脱贫上更有参与感，享受旅游产业发展带来的“红利”，从根本上实现稳定增收。2018年林芝市接待国内外游客713.5万人次，实现旅游收入59.22亿元，分别同比增长37.56%、30.26%。全市现有农牧民家庭旅馆570家，直接参与旅游业的农牧民群众达到1300余户8200余人，户均增收4.7万元，更多农牧民群众吃上了旅游饭、赚上了旅游钱。

”

### 挑战与问题

林芝是西藏海拔最低的地市，平均海拔约3100米，享有“西藏江南”的美誉。这里拥有全球保存最完整、全国最大的原始林区，世界第一大峡谷——雅鲁藏布大峡谷，中国最美山峰——南迦巴瓦峰，最美冰川——米堆冰川等世界级自然景观，是重要的世界旅游目的地。

但因为交通不便、远离国内主要客源地、本地资本不足、发展意识滞后等因素，林芝长期陷入贫困。经济贫困和资源富饶之间，存在着强烈反差，是典型的“富饶的贫困”。而旅游的发展，恰能推动当地资源的利用并消除贫困。然而，旅游扶贫也面临较大难题：旅游资源开发难度大；产品单一，缺乏核心竞争力；基础配套差，难以吸引游客；缺乏专业性管理人才，群众内生动力不足。

### 措施

林芝市紧紧围绕建设国际生态旅游区、全域旅游示范区和打造“地球第三极”世界品牌目标，以“两

节加一季”为依托，全力打造环景区乡村旅游示范带，推动区域脱贫。主要采取的措施有：

1、**小城镇辐射带动模式。**按照就近就便原则，让贫困群众不离乡不离土就能通过融入产业发展实现脱贫致富。确保群众在旅游开发的过程中不离乡、不离土，通过土地、房屋入股、租赁或自营等形式参与到旅游开发建设，在小镇的运营中，贫困群众通过开办家庭旅馆、农家乐等，实现旅游业与贫困村、贫困户有效连接。

2、**景区景点带动模式。**依托景区景点带动是林芝市旅游扶贫的一大亮点，通过精品龙头景区的辐射带动，林芝市有效扩大了贫困人口直接就业和间接就业人数，拓宽了贫困人口增收渠道。依托景区之势，完善景区配套服务设施，充分调动吃、住、行、游、购、娱六大旅游要素，解决当地市场需求，提升旅游服务业品质，为当地贫困群众提供就业岗位，带动脱贫增收。

3、**观光农业带动模式。**围绕产业发展思路，大力发展现代农业，建设集生态农业、观光农业、科普农业、设施农业为一体的综合体。

4、**合作社联动模式。**按照自愿联合、共同成立、



共同管理原则，林芝市成立乡村旅游合作社，通过互助发展的形式有效优化自愿配置，整合渠道供应。

## 成效

林芝市旅游产业的发展促进了当地的就业机会，拓宽了贫困人口增收渠道。2018 年林芝市接待国内外游客 713.5 万人次，实现旅游收入 59.22 亿元，分别同比增长 37.56%、30.26%。全市现有农牧民家庭旅馆 570 家，直接参与旅游业的农牧民群众达到 1300 余户 8200 余人，户均增收 4.7 万元，更多农牧民群众吃上了旅游饭、赚上了旅游钱。这些数据反映了林芝旅游扶贫的成绩，而在具体的推进过程中，林芝展现出的四套典型的旅游扶贫模式也可圈可点。

2018 年鲁朗国际旅游小镇共接待游客 111.54 万人次、实现旅游收入 6936.8 万元，鲁朗镇农牧民人均可支配收入由 2012 年小镇建设前的不足 1 万元增长到 2018 年的 2.4 万余元，鲁朗国际旅游小镇已成为林芝国际生态旅游区和全域旅游示范区建设的重要地标。

## 经验与启示

1、确立旅游产业的主导产业地位，将旅游与精准扶贫相结合。林芝市提出旅游产业“2345”发展思路，将旅游业确定为林芝的战略性支柱产业，

瞄准国际生态旅游区 and 全域旅游示范区建设两个目标，坚持把发展旅游与精准脱贫工作结合起来，帮助更多贫困群众吃上“旅游饭”，实现脱贫致富。

2、因地制宜，推进旅游扶贫和旅游富民。不同乡村采用不同模式，小城镇辐射带动、景区带村、能人带户、“企业+农户”和直接就业、定点采购、输送客源、培训指导、建立农副土特产品销售区等各类灵活多样的方式，促进贫困群众脱贫致富；开展当地居民旅游相关知识宣传教育，营造全民共建旅游、全民参与旅游、全民发展旅游的良好氛围。

3、产业融合发展合力支撑。通过发展生态游、休闲游、农村体验游等业态，实现全域旅游兴起，大批农牧民从事旅舍、藏餐、客运等行业发家致富。

## 下一步计划

1、加快旅游扶贫产业和配套设施建设。立足林芝市发展全域旅游的定位，完善各个景区游客接待中心服务设备，发挥其服务功能，储备建设一批与旅游、脱贫攻坚关联性强、带动示范强、效益高的旅游扶贫产业。进一步完善重点旅游示范村和景区的基础设施建设，如手工坊、公厕、商店等配套设施的建设，加大民宿客栈、家庭旅馆的建设管理力度和配套硬件设施，大力发掘当地民族特色，利用好非物质文化遗产，切实提升旅游品质。

2、抓实转移就业培训。完善贫困群众就业培训与转移就业台账，全面排查建档立卡未接受过培训的有劳动力贫困群众，合理安排培训内容，精准提升贫困群众技能。大力推行“企业+培训机构+贫困户”等精准培训模式，开展订单、定向培训，争取培训一个、就业一个、脱贫一户。

3、加大创新力度，打造核心吸引力。要注重在旅游开发过程中的环境保护工作，加强对景区自然资源、人文资源的保护力度，要深入挖掘当地的特色文化，加入旅游元素，打造属于当地独一无二的旅游产品，打造核心吸引力。加大人才引进力度，与专业管理团队合作，推动专业化管理。

## “ Abstract

Linzhi City focuses on inherently combing the development of all-for-one tourism with the poverty alleviation campaign, takes tourism poverty alleviation as an important way to promote precision poverty alleviation, vigorously implements the strategy of “tourism + poverty alleviation”, and leverages the supporting and leading role of eco-tourism in the poverty alleviation campaign. By mobilizing tourism resources and related industries, the city broadens the tourism industry chain and adopts the “capacity building” mode of poverty alleviation that provides employment opportunities to the local poor residents, makes them feel more involved in poverty alleviation, offers them the “dividends” brought about by the development of the tourism industry, and assists them achieve stable income increase. In 2018, the city received 7.135 million domestic and foreign visitors, and registered tourism income of 5.922 billion yuan, up 37.56% and 30.26% respectively. There are 570 family hotels owned by farmers and ranchers in the city. The number of farmers and ranchers directly involved in the tourism industry has reached more than 1,200 households with more than 8,200 people, and the average household income has increased by 47,000 yuan. More farmers and ranchers have joined the tourism industry and earned income from it.

”





## Challenges and Problems

Linzhi is the lowest-lying city in Tibet with an average elevation of about 3,100 meters and enjoys the reputation of “Jiangnan of Tibet”. Its primordial forest is the world's best preserved and China's largest. It is also home to the world's largest canyon - the Yalu Zangbu Grand Canyon, China's most beautiful mountain - Nanjia Bawa Peak, the most beautiful glaciers - Mi Du Glacier and other world-class nature scenery. All these make it an important tourist destination in the world.

However, due to challenging transportation conditions, distance from major domestic tourist sources, insufficient local capital, and lagging development mentalities, the city has been stricken in poverty for a long time. The strong contrast between economic poverty and resource abundance makes it a typical example of “abundance poverty”. The development of tourism can promote the mobilization of local resources and alleviate poverty. However, it also faces major problems including the difficulty in developing tourism resources; the tourism products lack variety and

core competitiveness; the absence of basic infrastructure makes it difficult to attract tourists; the lack of professional management talents; the local people's lack of internal motivation.

## Measures

By closely focusing on building an international eco-tourism zone, an all-for-one tourism demonstration zone and an international brand of the “world's third pole”, the city relies on the “two festivals and one season” and makes every effort to create a rural tourism demonstration belt around the scenic areas and promotes regional poverty alleviation. The measures taken include the following:

**1. The mode driven by small towns' radiation effect.** In accordance with the principle of proximity and convenience, poor villagers can engage in industrial development and achieve poverty alleviation and income increase without leaving their hometowns. To take part in the process of tourism development in their hometowns, villagers may make equity contributions with their houses

and lands or run tourism businesses on their own or by leasing properties. In the operation of the town, the poor villagers run family hotels and farmhouses. This has built a bridge connecting tourism and poor villages and households.

**2. The mode driven by scenic areas and spots.** A highlight of the city's tourism poverty alleviation is to rely on the driving effect of the tourism areas and spots. By leveraging the driving and radiation effect of the major tourism areas, the city has effectively increased the direct and indirect employment of the poor residents and broadened their income channels. To maintain the attractiveness of the scenic spots, we have improved the supporting facilities, fully mobilized the six major tourism elements of catering, accommodation, transportation, sightseeing, shopping and entertainment, met the local market demand, improved the quality of the tourism service industry, provided jobs for the local poor villagers, and promoted poverty alleviation and income increase.

**3. The mode driven by agriculture tourism.** Focusing on the development of industrial development, we have vigorously developed modern agriculture and built a complex that integrates ecological agriculture, sightseeing agriculture, popular science agriculture, and facility agriculture.

**4. The mode of cooperatives' coupling effect.** In accordance with the principle of voluntary association, joint establishment, and joint management, the city has established a rural tourism cooperative to effectively optimize resource allocation and integrate supply channels through mutually assisting development.

## Results

The development of the tourism industry in the city has boosted local employment and broadened the channels for income increase for the poor villagers. In 2018, the city received 7.135 million domestic and foreign visitors, and registered tourism income of 5.922 billion yuan, up 37.56%

and 30.26% respectively. There are 570 family hotels owned by farmers and ranchers in the city. The number of farmers and ranchers directly involved in the tourism industry has reached more than 1,200 households with more than 8,200 people, and the average household income has increased by 47,000 yuan. More farmers and ranchers have joined the tourism industry and earned income from it. Such numbers represent the achievements of poverty alleviation by tourism in Linzhi. In the implementation process, there are four typical models of tourism poverty alleviation that are remarkable.

In 2018, Lulang International Tourism Town received a total of 1,115.4 thousand visitors and registered tourism income of 69.368 million yuan. The per capita disposable income of farmers and ranchers in the town increased from less than 10,000 yuan before the town's opening in 2012 to more than 24,000 yuan in 2018. The town has become an important landmark of the Linzhi International Eco-tourism Area and the All-for-one Tourism Demonstration Zone.

## Experience and Inspirations

**1. Identifying the dominant status of the tourism industry and combining tourism with precision poverty alleviation.** Linzhi City puts forward the development idea of “2345” in the tourism industry, and identifies tourism as a strategic pillar industry. It aims at the two goals of building International Eco-tourism Area and the All-for-one Tourism Demonstration Zone, and focuses on combining tourism



development with precision poverty alleviation. More poor villagers therefore can earn their income from the tourism industry and achieve poverty alleviation and income increase.

### 2. Promote poverty alleviation and income increase through tourism and based on local circumstances.

Different modes are adopted in different villages. For example, small towns may exert radiation effect; villages may rely on scenic areas; competent individuals may help many households; “enterprise + farmers” mode may offer direct employment; fixed-point procurement; referral of visitors; trainings and guidance; establishment of agricultural and sideline products sales points; and other flexible and diversified ways to promote poverty-stricken villagers to get rid of poverty and get rich. We have carried out tourism courses and publicity activities for local residents, and created a good environment for everyone to join hands to build tourism industry.

### 3. Support provided by the integrated development of industries.

Through the development of eco-tourism, leisure tourism, rural experience tour and others, we have developed the all-for-one tourism. Many farmers and ranchers have become wealthy by managing hostel business, Tibetan food catering, passenger transport and other industries.

## Next Step

### 1. Accelerating the construction of tourism poverty



**alleviation industries and supporting facilities.** Based on the orientation of the city's development of all-for-one tourism, we will improve the service facilities of tourist reception centers in various scenic spots, give full play to their service functions, and put in pipeline a number of tourism poverty alleviation industries that are closely related to tourism, poverty alleviation, and have strong demonstration and high efficiency. Further improve the infrastructure of key tourism demonstration villages and scenic spots, such as the construction of handicraft workshops, public toilets, shops and other supporting facilities, strengthen the construction management and supporting facilities of family hotels and hostels, and vigorously explore local ethnic characteristics and leverage the non-material cultural heritage, and effectively improve the quality of tourism.

### 2. Focusing on training for transfer employment.

We will improve the employment training for poor villagers and prepare comprehensive transfer employment accounts. For the untrained but competent poor villagers, we will follow up with reasonably arranged training programs to accurately improve their skills. We will vigorously promote the precision training mode of “enterprise + training institutions + poor households”, and provide planned and targeted training, striving to lift one household out of poverty after one villager is trained and hired.

### 3. Intensifying innovation and creating core attractiveness.

We will pay attention to the environmental protection in the process of tourism development, strengthen the protection of natural and heritage resources in the tourism areas, vigorously explore the local characteristic culture, inject tourism elements, create unique tourism products belonging to the city, and create a core attractiveness. We will hire more talents, cooperate with professional management teams, and promote professional management.



## 湖南雪峰山：共享旅游经济共同体 构建共享共生共赢的减贫模式

### The Xuefeng Mountain, Hunan: The Poverty Reduction Model of the Community of Shared Tourism Economy, Featuring Sharing, Joint Development and Win-Win Results



## “ 摘要

精准扶贫已成为中国国家减贫战略方面的核心工程，然而，开展山区乡村旅游减贫的一个难点问题是如何有效整合山区特有的资源，提升资源的经济价值。湖南雪峰山生态文化旅游有限责任公司在资源整合的“+”法上探索的共享旅游经济共同体减贫模式，创建5个生态文化旅游景区，受益群众近10万人，辐射带动4镇31个贫困村3.5万余人贫困人口年平均收入为10288元，减贫率为100%。该模式被湖南省人民政府命名为“雪峰山模式”在湖南省全省进行推广，同时被国家旅游局列为“旅游减贫示范项目”向全国旅游行业进行推广，这一模式值得在更多的山区乡村群众脱贫中推广借鉴。

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## 挑战与问题

雪峰山是湖南境内最大的山，素以“天险”闻名于世，覆盖范围“四市十县”，各村落散居于大山深处，集中了湖南全省40%以上的贫困人口，是湖南省扶贫攻坚的主战场。但旅游和扶贫两张皮及资源之间的“孤岛效应”非常明显。如何跳出小

旅游，构建共享旅游经济共同体，实现景区与当地群众利益一体化，实现共享共生共赢，实现“微行为”汇成“众力量”，促使山区乡村旅游减贫实现可持续发展成为当前山区乡村旅游扶贫面临的难题。

雪峰山旅游公司注册资金1.1亿元，自2014年5月成立以来，主动联合当地党委、政府，以山水资源为依托、以贫困乡村为重点、以生态旅游为

平台、以共同富裕为目标，累计投入5亿多元，创建5个生态文化旅游景区，受益群众近10万人。通过培育农产品品牌、构建共享乡村民宿、建设特色农产品加工作坊及安排就业、扶植创业、资源入股、劳务用工、救济帮扶、组建农民专业合作社和组织传统文化表演队等方式，旅游公司与景区农民结成利益共同体，构建共享旅游经济共同体的旅游扶贫模式，探索了一种实践验证可行的脱贫模式。

## 措施

2014年开始，雪峰山旅游公司主动联合当地党委、政府，将雪峰山旅游与山区扶贫进行深度融合，切实把资源优势转化为减贫优势。主要措施如下：

**1、政府主导，共同建设。**2017年雪峰山旅游公司先后与溆浦县人民政府签订了30亿元生态旅游开发协议，并成立景区开发协调领导小组。完成投资3000万元，修建村寨公路50公里；投资500万元，维修了山背花瑶梯田景区和穿岩山景区农田灌溉渠道12条共计20余公里，改善农田灌溉面积1000多亩，解决500多人生活用水困难；投资2000万元，修建穿岩山景区的统溪河休闲小镇观光大坝和防洪大堤；投资312万元，修建大小桥梁11座。

**2、深度整合，打造品牌。**公司文化先行，对高庙文化、屈原文化、民俗文化、红色文化等和非物质文化遗产进行全力抢救、保护，“欢乐潇湘、南国雪峰”旅游品牌初步形成。2016年，“花瑶挑花”和“花瑶呜哇山歌”两项国家级非物质文化遗产在首届世界旅游发展大会“美丽中国·快乐湖南”旅游推介会上演出。雪峰山花瑶艺术团成为传播雪峰山旅游形象的名片。

**3、提升能力，授人以渔。**一方面，请进来，培训提素质。公司组织多次免费教育培训，有2500多名贫困乡村的干部群众得到了旅游知识培训；景区范围内的居民培训覆盖面达到100%；另一方面，

走出去，考察拓眼界。组织贫困乡村的干部和贫困户代表外出学习旅游管理技能，每户至少有1名代表参加，景区农户实现100%的覆盖。

**4、吸纳就业，直接帮扶。**一是景区基建，劳务式扶贫。公司在开发景区过程中，聘请员工、组织用工始终向贫困家庭倾斜。二是旅游搭台，就业式扶贫。在景区开发建设中，搭建了管理、宣传、导游、客运、餐饮、住宿等多个工作平台，拓展就业岗位400多个，共安排贫困户子女景区就业1000余人，年发放工资3000余万元。三是农产品销售，带动式扶贫。每年接待游客20余万人次，带动了当地农产品的消费，农产品销售火爆，景区内农民自家种的白菜、萝卜、土鸡、腊肉都成了抢手货。

**5、扶持创业，自己当老板。**公司累计投入400余万元支持景区内农民创业，扶持景区60多户贫困家庭建起了“农家客栈”和“农家饭庄”，参与景区的餐饮、住宿接待服务人员达300余人，年收入600余万元。还通过扶持贫困居民开发旅游商品（如花瑶合作社），与公司合作开发（如农业合作社，跨区域流转）等间接方式帮助贫困居民脱贫。

**6、引导贫困农户资产入股分红。**一是变闲置资源为可用资产。景区群众可以将山林、田地、房屋、宅基地等资产折价入股，成为公司股东，参与公司分红；二是变分散资金为规模资产。雪峰山旅游公司成立了“雪峰山贫困农民股权托管中心”，负责还贷并按年付给贫困户10%的红利，连续返利3年。





## 成效

湖南省雪峰山旅游公司所开发的景区辐射 4 镇 31 个贫困村，贫困人口为 3.5 万余人。该公司所在景区内贫困农户的年平均收入为 10288 元，超过国家人均收入不低于 3200 元的脱贫标准，减贫率为 100%。该公司构建旅游共同体，与山区贫困户共享共生的减贫模式取得了显著的成效。

## 经验与启示

湖南雪峰山共享共生减贫模式的成功经验在于以下几点：

1、将旅游与扶贫深度融合，切实把旅游的优势转化为脱贫的优势。通过旅游作为平台进行资源整合，做好做优“旅游+”的这个“+”，把旅游构建成一个共享经济平台，山区群众把自身资源融入旅游平台，旅游公司与山区群众形成一个合作共赢的利益主体。

2、引入金融资本，助力山区群众发展特色产业。公司牵线中国工商银行湖南省分行将统溪镇穿岩山景区作为湖南省小额信贷旅游产业金融精准扶贫

示范点，实施旅游产业金融精准扶贫。

3、引入现代资本经营理念，变闲置资源为可用资产、变分散资金为规模资产，成立“雪峰山贫困农民股权托管中心”。

## 下一步计划

雪峰山模式的关键不是投资者的资金实力，主要是企业主动将自身发展与扶贫攻坚有机结合的情怀。雪峰山旅游公司以企业为主体实施乡村旅游开发，构建共享旅游经济平台，为农村贫困居民开辟了一条迅速脱贫、持续致富的新路，在乡村旅游扶贫具有典型性与示范意义。雪峰山旅游扶贫的做法和经验为企业参与旅游扶贫提供了重要的参考，属于可复制的扶贫模式。在未来发展中，雪峰山旅游公司将一如既往的将扶贫作为重任，具体做到：一是引入外部战略资本，支撑共享旅游经济体的发展动能。二是深度挖掘文化资源，扩容共享旅游经济体的发展空间。三是构建高端云轻轨，增强共享旅游经济体的资源整合能力。



## “ Abstract

Precision poverty alleviation has become the central project of China's national poverty reduction strategy. However, one of the challenges in carrying out tourism poverty reduction in mountainous area is how to effectively integrate their unique resources and improve the economic value of resources. By mobilizing resources on “+” basis, Hunan Xuefeng Mountain Ecological Culture Tourism Company has explored the poverty alleviation model of the community of shared tourism economy, and developed five eco-cultural tourism areas, which has benefitted nearly 100,000 people, and covered 35,000 poor villagers from 31 poor villages of four towns, and achieved per capita annual income of 10,288 yuan and the poverty reduction rate of 100%. This model was named by the Hunan Provincial People's Government as “Xuefeng Mountain Model” and was promoted in the province. It was also listed as a “Tourism Poverty Reduction Demonstration Project” by the National Tourism Administration and promoted nation-wide. It is worth to be publicized and learned by more mountainous villages in their poverty alleviation efforts.

”

## Challenges and Problems

The Xuefeng Mountain is the largest mountainous area in Hunan. It is known as a “natural barrier” and covers “four cities and ten counties”, which are scattered in the depths of the mountain and home to more than 40% of the poor population in Hunan. It is a major front of the fight against poverty alleviation in the province. However, the “islanding effect” between tourism and poverty alleviation is obvious. In order to achieve the sustainable development of tourism poverty reduction in mountainous area, we are committed to building a community of shared tourism economy to replace scattered tourism development, combine the interests of tourism areas and local villagers, realize sharing, joint development and win-win results, and merge “individual

efforts” into “combined strengths”.

Xuefeng Mountain Tourism Company was established in May 2014 with a registered capital of 110 million yuan. Since then, by relying on natural resources, focusing on poor villages, taking eco-tourism as a platform, and aiming at common prosperity, it has made joint efforts with local party committees and governments to invest more than 500 million yuan to build five eco-cultural tourist attractions, benefiting nearly 100,000 people. By cultivating agricultural product brands, providing shared countryside homestays, developing special agricultural products workshops, fostering entrepreneurship, encouraging equity contribution through resources, creating jobs, providing relief assistance, establishing farmer cooperatives and organizing traditional cultural performance teams, the

company has built a community of interests with local villagers and a tourism poverty alleviation model of the community of shared tourism economy, which has been proven viable in practice.

## Measures

Since 2014, the company has, in cooperation with local party committees and governments, deeply aligned the tourism development of the Xuefeng Mountain with poverty alleviation, to effectively transform resource endowments into poverty reduction advantages. The main measures are as follows:

**1. Joint building under the leadership of the government.** In 2017, the company signed a 3-billion-yuan ecotourism development agreement with the Xupu County People's Government and the Tourism Development Coordination and Leading Group was established. So far, it has invested 30 million yuan to build a village road of 50 kilometers; 5 million yuan to repair 12 farmland irrigation channels of more than 20 kilometers in Shanbeihuayao terraced tourism area and Chuanyanshan tourism area, improving a farmland irrigation area of more than 1,000 acres, providing water to more than 500 people; 20 million yuan to build the sightseeing dam and flood control embankment in Tongxi River Leisure Town in Chuanyanshan tourism area; and 3.12 million yuan to build 11 bridges of different sizes.



**2. Deep integration and brand building.** By focusing on cultural heritage, the company has rescued and preserved the Gaomiao culture, Qu Yuan culture, folk culture, "red" culture and other intangible cultural heritages. The tourism brand of "Happy Hunan and Snow Mountains in South China" has taken initial shaped. In 2016, two national intangible cultural heritages, the "Hua Yao Tiao Hua" and "Hua Yao Wu Wa Mountain Song", were performed at the tourism promotion event of "Beautiful China • Happy Hunan" during the first World Tourism Development Conference. Xuefeng Mountain Huayao Art Troupe became the ambassador of our tourism industry.

**3. Capacity building.** On one hand, we have invited third party institutions to provide training to improve competency. The company organized many free training sessions of tourism knowledge, covering more than 2,500 officials and villagers in poor villages and 100% of residents in tourism areas. On the other hand, we have also organized study tours to broaden development vision. Officials and representatives of poor households from poor villages have participated in study tours to learn tourism management skills, covering at least one representative from each household and 100% of the farmers living in the tourism areas.

**4. Direct assistance by job creation.** Firstly, jobs are created by the tourism areas' infrastructure construction to alleviate poverty. In the development process of the tourism areas, priority was given by the company to employ applicants from poor households. Secondly, jobs are created by the tourism industry to alleviate poverty. In the development and construction of the tourism areas, more than 400 jobs were added in posts of management, publicity, tour guides, passenger transport, catering, accommodation, and so on. More than 1,000 people from poor households have been employed and received more than 30 million yuan annually as salary. Thirdly, the sales of agricultural products promoted poverty alleviation. With more than 200,000 visits annually, the sales of local agricultural products have boomed. The cabbages, radishes,



chickens and bacon grown by farmers in the tourism areas have become very popular.

**5. Supporting entrepreneurship and start-ups.** The company has invested more than four million yuan to cultivate farmers' entrepreneurship in the tourism areas, and supported more than 60 poor families to build "farmhouse inns" and "farmhouse restaurants". More than 300 villagers are working in catering and accommodation business in the tourism areas, making an annual income of more than six million yuan. It also helps lift poor residents out of poverty by supporting them in developing tourism commodities (such as Huayao Cooperative) and indirectly through cooperating with companies (such as agricultural cooperatives and cross-regional circulation).

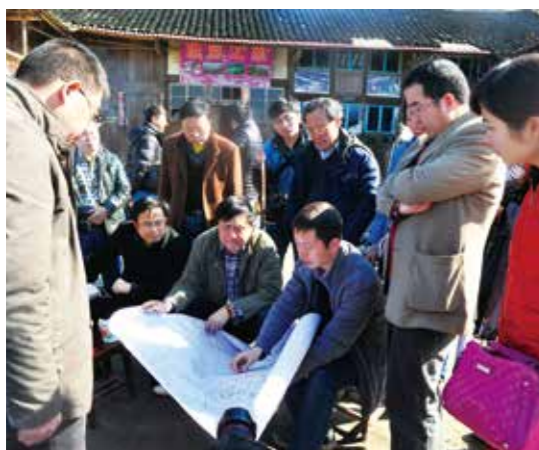
**6. Guiding the poor households to make equity contribution with their assets and receive dividends.** Firstly, we have converted idle resources into available assets. Villagers in the tourism areas may become shareholders by making equity contribution with their forests, farms, houses, lands and other assets and receive the company's dividends. Secondly, we have combined scattered funds into large-scale assets. The "Xuefeng

Mountain Equity Custody Center for Poor Villagers", established by Xuefeng Mountain Tourism Company, is responsible for repaying loans and paying 10% dividends to poor households on an annual basis for three consecutive years.

## Results

The tourism area developed by the company has a spillover effect on 31 poverty-stricken villages in four





towns, with a population of more than 35,000. The average annual income of poor villagers in the company's tourism area is 10,288 yuan, which exceeds the national poverty reduction standard of not less than 3,200 yuan, achieving a poverty reduction rate of 100%. The company has built a tourism community and achieved remarkable results in the poverty reduction model features sharing and joint development with poor households in mountainous areas.

### Experience and Inspirations

The model's success is attributable to the following reasons:

1. Deep Integration of tourism and poverty alleviation has effectively transformed the endowments of tourism into the advantages of poverty alleviation. By mobilizing resources on the platform of tourism and leveraging the "+" of "tourism +", we have built tourism into a shared economic platform, in which villagers in mountainous areas may invest their own resources and form a community with tourism companies that features cooperation, sharing and win-win results.

2. Introducing financial capital to help villagers in mountainous area develop characteristic industries. The company introduced the Hunan Branch of the Industrial

and Commercial Bank of China to take the Chuanyanshan tourism area in Tongxihe Town as a demonstration site for financial precision poverty alleviation by microfinance in Hunan.

3. By introducing the concept of modern capital management, we have converted the idle resources into available assets, and the scattered funds into large-scale assets, and established the "Xuefeng Mountain Equity Custody Center for Poor Villagers".

### Next Step

The key to the success of the Xuefeng Mountain model is not the financial strength of investors, but mainly the companies' motivation to align their own development with poverty alleviation. Xuefeng Mountains Tourism Company has taken the lead to develop rural tourism, built a shared tourism economic platform, and paved a new path for rural poor villagers to promptly get rid of poverty and increase their income. It has established an exemplary model for poverty alleviation through rural tourism. The practice and experience of this model provide an important reference for companies committed to tourism poverty alleviation. It is a replicable poverty alleviation model. As the next step, Xuefeng Mountain Tourism Company will continue to focus on the responsibility of poverty alleviation. First, we will introduce external strategic capital to keep the development momentum of the shared tourism economy. Second, we will further leverage cultural resources and expand the development of the shared tourism economy. Third, we will build high-end cloud light rails and enhance the resource mobilization capabilities of the shared tourism economy.



## 世界银行：保护传承贵州 自然与文化遗产，促进脱贫致富

### World Bank: Protecting and Inheriting the Natural and Cultural Heritage of Guizhou and Promoting Poverty Alleviation and Income Increase

## “ 摘要

随着现代生活方式的冲击，珍贵的民族文化遗产受到威胁，自然遗产和景点保护与开发不协调，旅游发展水平不高。2009 年世界银行向贵州省提供期限为 30 年的 6000 万美元贷款，用于基础设施建设、古建筑维护、民居修缮、村寨环境治理、非物质文化遗产保护和旅游发展能力建设等方面建设。为最后的火枪部落改善村寨基础设施，修缮了 20 多栋民居木楼；帮助小黄侗寨整修了旅游步道、停车场等设施，引导居民开办农家乐，助力侗歌文化保护与传承；为石桥村整修了石板步道、给水排水等设施，带领 68 户造纸户成立了古法造纸专业合作社，实现古法造纸术发扬光大；石桥村外新建非物质文化遗产长廊展示了刺绣、银饰、蜡染等多种民族工艺；帮助旧州古镇文化遗产地修缮和基础设施建设，恢复旧州古建旧貌；产生村寨项目实施小组及监督小组，成立旅游、民族文化保护等协会，让村民参与项目决策。整个项目项目覆盖安顺、黔东南、黔西南 3 个市州的 16 个市县，涉及 18 个项目点，取得了明显成效。

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## 挑战与问题

贵州地处中国西南内陆地区腹地，是中国西南地区交通枢纽，长江经济带重要组成部分。在贵州的崇山峻岭中，居住着苗族、侗族等多个少数民族，他们有着悠久的民族文化历史、动听的音乐、优美的舞蹈、美丽的服饰，银器制作、蜡染、织绣工艺精湛，世代相传。

随着现代生活方式的冲击，越来越多的年轻人走出村寨进城打工，珍贵的民族文化遗产受到威胁，面临消失的危险；自然遗产和景点保护与开发不协调；贵州旅游门户城镇设施不足；经济能力建设和项目实施支持力度不大。在此背景下，2009 年世界银行向贵州省提供期限为 30 年的 6000 万美元贷款，用于基础设施建设、古建筑维护、民居修缮、村寨环境治理、非物质文化遗产保护和旅游发展能力建设等方面建设。

## 措施

1、为最后的火枪部落改善村寨基础设施。改善岜沙苗族村寨基础设施，新修村寨石析步道、给排水排污系统、垃圾箱、旅游公厕和游客中心，修缮了 20 多栋民居木楼。

2、助力侗族大歌文化保护。项目资金帮助小黄侗寨整修了旅游步道、停车场、旅游公厕、排污系统等，满足世界各国游客不断增加的需要。还对



村民木楼进行修缮，引导居民开办了农家乐，实现侗歌文化传承和经济创收。

3、古法造纸术发扬光大。为石桥村整修了石板步道、给水管、排水沟、污水和垃圾处理、民居维修、河道和村寨环境治理、古寨门和造纸作坊遗址保护、造纸示范户房屋修缮等，带领 68 户造纸户成立了古法造纸专业合作社，统一接受订单，统一质量和对外销售。

4、展示非遗技艺促进传承。在石桥村外新建非物质文化遗产长廊展示了刺绣、银饰、蜡染等多种民族工艺。

5、恢复旧州古建旧貌。2011 年旧州镇在世行贷款的帮助下进行旧州古镇文化遗产地修缮和基础设施建设，包括西上街古民居修缮、文昌宫、天后宫和天主教堂修缮、垃圾处理、环境整治及古建筑保护、旅游培训、旅游公厕等，原汁原味地展现了明清时期旧州古镇的商业文化。

6、村民参与项目决策。通过社区动员、村民选举，产生村寨项目实施小组及监督小组，成立旅游、民族文化保护等协会，使村民参与到项目选择、设计、实施和监督的全过程。在村寨修建的小型基础设施和公共设施等固定资产归村集体所有，修缮维护的房屋归村民所有，使老百姓直接受益。

## 成效

世界银行保护传承贵州自然与文化遗产以来，项目覆盖安顺、黔东南、黔西南 3 个市州的 16 个市县，主要内容包括少数民族文化遗产保护、自然遗产和景点保护与开发、旅游门户城镇设施、能力建设和项目实施支持等方面，涉及 18 个项目点，取得了明显成效。

环境的改善，旅游的开发，给古老的岜沙村寨带来越来越多的游客，也为村民增加了额外收入。

发展旅游业保护了贵州少数民族文化和遗产，也带动村民创业和就业，带来了良好的经济效益，促进了贫困山区居民经济脱贫。



## 经验与启示

1、发挥文化遗产保护的催化剂作用。世界银行向贵州省提供贷款项目主要集中在贫困县，对贫困县来说是‘雪中送炭’，并起到了‘四两拨千斤’的撬动作用。通过世行项目与国内其他项目互为配套，一方面争取到更多国内资金，另一方面也促使配套资金进行合理使用，更快地完成项目内容建设。

2、文化遗产与保护，激活旅游产业活动。世行项目促进了当地老百姓对自身文化的认同感、自豪感、自信感，成为当地非物质文化遗产保护和传承的催化剂。在保护与传承文化遗产的基础上，引导当地居民进行旅游接待或就业，带动区域乡村旅游及各产业的发展。

## 下一步计划

世行项目是世界银行贷款在中国实施的第一个以旅游为载体的文化与自然遗产保护与发展项目，是一个综合发展项目，以帮助当地百姓脱贫致富为目的，以可持续旅游发展手段，以保护环境、文化传承、社区发展为依托。未来将继续发挥项目的带动作用，更好地保护当地的自然和文化遗产，促进旅游业发展，增加当地民众收入，帮助当地百姓摆脱贫困，实现包括少数民族在内的社区协调发展。同时，还将引导同类型贷款项目，成为保护自然与文化遗产的催化剂，从而改善民生、促进新农村建设，推动旅游业又好又快的发展。

## “ Abstract

With the impact of modern lifestyles, valuable national cultural heritage is under threat. Natural heritage and attractions suffer imbalance between protection and development as well as under-development of the tourism sector. In 2009, the World Bank provided a 30-year loan of 60 million US dollars to Guizhou Province for infrastructure construction, ancient building maintenance, residential renovation, village environmental governance, intangible cultural heritage protection, and tourism development capacity building. Investment was made to improve the village infrastructure of the last gun tribe in China, including repairing more than 20 residential wooden houses; build and rehabilitate the village road, parking lots, public toilets, and sewage network in Xiaohuang Village, encourage villagers to open homestays, and preserve and inherit the culture of the grand song of the Dong ethnic group; renovate and repair the stone trails, water supply and sewage network in Shiqiao Village and establish an ancient papermaking cooperative comprising 68 papermaking households to develop traditional papermaking skills; build a new exhibition center near Shiqiao Village to display local intangible cultural heritage, such as Miao embroidery, silver ornaments and batik making; and elect the implementation team and supervision team for the project, establish tourism associations and protection of ethnic minorities' culture, with villagers' participation in the project's decision making process. The project covers 16 cities and counties in three cities and prefectures of Anshun, Qiandongnan, and Qianxinan, involving 18 project sites, and achieved remarkable results.

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## Challenges and Problems

Guizhou is located in the hinterland of the southwestern China. It is a transportation hub in this region and an important part of the Yangtze River Economic Belt. Hidden deep in the mountains of Guizhou are many villages inhabited by Miao, Dong and other ethnic minorities. These ethnic groups have unique, centuries-old traditions, including ethnic heritage architecture, cultural landscapes, and living traditions of song, dance, crafts, and festivals. Many of the traditional crafts, still practiced with great skill, include embroidery, batik, silver ornament making, and weaving.

However, with rapid social changes and urbanization in recent years, these valuable cultures and traditions are under severe threat and in some cases face extinction. Guizhou also faces challenges due to imbalance between protection and development of natural heritage and attractions, lack of facilities in tourism gateway cities and towns, insufficient economic capacity to support projects development. Against this backdrop, in 2009, the World Bank provided a 30-year loan of 60 million US dollars to Guizhou Province for infrastructure construction, ancient building maintenance, residential renovation, village environmental governance, intangible cultural heritage protection, and tourism development capacity building.

## Measures

**1. Improving the infrastructure for the last gun tribe in China.** The Bank has improved the infrastructure of the Biasha Miao village, by building a new stone-faced footpath, water supply and drainage system, garbage bins, tourist toilets and visitor centers, and repairing more than 20 residential wooden buildings.

**2. Cultural preservation of the grand song of the Dong ethnic group.** Thanks to the project, investments were made to build and rehabilitate the village road, parking lots, public toilets, and sewers in Xiaohuang Village to

accommodate an increasing number of tourists from all over the world. Many villagers also repaired and expanded their traditional wooden houses into homestays, achieving both the inheritance of song culture and income increase.

**3. Protecting and developing traditional papermaking skills.** With funding from the project, an investment was made to improve Shiqiao Village's infrastructure, including the main stone trails, water supply, drainage system, sewerage and solid waste disposal facilities, residential house repair, river and village environment maintenance. Support was also provided to the preservation of ancient papermaking sites and demonstration households. An ancient papermaking cooperative comprising 68 papermaking households was established to take and allocate orders from clients among the member households, and manage quality control and products' sales with one standard.

**4. Displaying intangible heritage skills to promote inheritance.** Near the Shiqiao village, a new exhibition center has been built to display local intangible cultural heritage, such as Miao embroidery, silver ornaments and batik making.

**5. Restoring historical buildings in Jiuzhou.** In 2011, with funding from the World Bank, an investment was made to restore cultural heritage sites and build infrastructure in Jiuzhou Town. Such projects include the restoration of the ancient residential buildings in Xishangjie Street, Wenchanggong, Tianhougong and the Catholic Church, the building of garbage disposal facilities and tourist toilets, and organizing environmental treatment, ancient building protection, and tourism training. Such efforts have enabled full presentation of the old commercial glory of Jiuzhou during the Ming and Qing dynasties

**6. Participatory project decision-making.** Through community consultation and villagers' election, the project's implementation team and supervision team were established. Villagers are involved in the entire process from project selection, design, execution and supervision. The small-scale infrastructure and public facilities built under the project are owned by the village. The repaired and

maintained houses are owned by the villagers, so that they can benefit directly.

## Results

Since the cultural and natural heritage protection and development project was launched by the World Bank, the project has covered 16 cities and counties in three cities and prefectures of Anshun, Qiandongnan, and Qianxinan, involving 18 project sites, and focused on ethnic minority cultural heritage protection, natural heritage and scenic site protection and development, tourism gateway town facilities development, capacity building and project implementation support. Significant results have been achieved.

The improvement of the environment and the development of tourism have brought more and more tourists to the ancient village of Basha, and increased villagers' income.

The development of tourism has protected the culture and heritage of ethnic minorities in Guizhou, and also led the villagers to start their own businesses and find jobs, brought good economic benefits and promoted poverty alleviation of poor villagers in mountain-locked areas.

## Experience and Inspirations

**1. Leveraging the catalytic role of the cultural heritage protection.** The World Bank's loan projects are mainly in poor counties of Guizhou. For poor counties, such projects have provided timely and valuable support and played a significant leveraging role. By matching other domestic projects with the World Bank project, we have gained more domestic funds on the one hand and promoted the rational utilization of supporting funds on the other hand, and quickly completed the construction of supporting projects.

**2. Inheritance and protection of cultural heritage have promoted tourism development.** The World Bank

projects have promoted the local people's sense of identity, pride and confidence in their own culture and served as a catalyst for the protection and inheritance of local intangible cultural heritage. On the basis of protecting and inheriting cultural heritage, we have encouraged local residents to run tourism businesses or take tourism jobs, and promoted the development of regional rural tourism and various industries.

## Next Step

The World Bank project is the first tourism-based cultural and natural heritage protection and development project implemented by the World Bank in China. It is a comprehensive development project aiming to help local people escape poverty and increase income, relying on environment protection, cultural heritage, and community development. As the next step, we will continue to leverage the leading role of the project, to achieve better protection of the local natural and cultural heritage, promote the development of tourism, increase the income of local people, help local people escape poverty, and realize the comprehensive and coordinated development of communities including the ethnic minorities. At the same time, we will also introduce similar loan projects as a catalyst for the protection of natural and cultural heritage, thereby improving people's livelihood, promoting the construction of new types of countryside, and facilitating the sound and rapid development of tourism.



## 湖北罗田燕儿谷： 村企联建助推旅游精准扶贫

Yan'er Valley, Luotian, Hubei Province:  
Village-Enterprise Collaboration  
Supporting Targeted Poverty Alleviation  
Through Tourism

## “ 摘要

新一轮精准扶贫启动以后，燕儿谷积极参与脱贫攻坚，探索实施“五结合、六个一、七联建”的村企共建扶贫模式推动强村富民。2013年，燕儿谷公司和燕窝湾村成立了村企联合党支部，公司董事长担任联合支部书记，联合支部书记被聘为公司副总，双向交叉任职；建立“公司+集体+群众代表+专家”的决策机制；把村庄规划与景区规划、产业规划合并，编制美丽乡村整体规划；鼓励村集体和农户以各种方式投资入股燕儿谷公司，形成公司、村庄和群众共同发展的命运共同体；由公司、村委会和农户共同成立了燕儿谷农家乐联盟；整合资金3000万元进一步治理与优化燕儿谷片区6个村的人居环境；积极为返乡农民工提供就业创业条件。通过各种帮扶措施带动66户贫困户、262个贫困人口脱贫，落实了土地租赁、择岗就业、产业帮扶等脱贫措施。

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## 挑战与问题

燕儿谷景区位于湖北省黄冈市罗田县骆驼坳镇燕窝湾村，是一家集休闲、旅游、健康养老、研学教育为一体的乡村旅游产业扶贫示范综合体，景区于2012年被评为国家3A级景区，是黄冈市农业产业化龙头企业、湖北省示范农庄、湖北省十佳农庄。



燕窝湾村是国务院扶贫办、国家旅游局确定的全国旅游扶贫试点村。2010年燕窝湾村级负债近百万元，人均纯收入不足1000元，是全县出名的国定贫困村，至2014年仍有建档立卡贫困户132户397人，如何实现景区居民全面脱贫成为当前面临的核心问题。新一轮精准扶贫启动以后，燕儿谷积极参与脱贫攻坚，探索实施“五结合、六个一、七联建”的村企共建扶贫模式推动强村富民，彻底改变了燕儿谷景区的思路观念落后、产业基础薄弱、经济增长方式单一、基础设施差等问题。

## 措施

从2011年开始筹建燕儿谷公司，坚持“五个结合”、抓好“七个联合”，探索产业扶贫新机制。具体做法如下：

- 1、联合党建，筑牢产业扶贫的战斗堡垒。2013年，公司和燕窝湾村成立了村企联合党支部，



确定了乡村旅游和旅游扶贫的共同目标。公司董事长担任联合支部书记，联合支部书记被聘为公司副总，双向交叉任职。

- 2、联合决策，把握产业扶贫的行进航向。建立“公司+集体+群众代表+专家”的决策机制，就发展乡村旅游和旅游扶贫等重大决策，采取现场会议、通讯会议等形式，组织群众代表和专家共同商讨和决策。先后有华中农业大学、黄冈师范学院、黄冈市艺术学校、罗田县理工中专等学校与燕儿谷开展校企合作。

- 3、联合规划，编写美丽乡村的新版本。创新旅游规划思路，把村庄规划与景区规划、产业规划合并，编制美丽乡村整体规划。将景区发展与经济增长方式的转变高度融合，将生产、生活和生态融合，实现了“村在景中，景在村里”，民居不用搬迁，成为了景区的一部分。

- 4、联合投资，共建产业兴旺的命运共同体。鼓励村集体和农户以各种方式投资入股燕儿谷公司，形成公司、村庄和群众共同发展的命运共同体。

- 5、联合办公，打造乡村旅游的“一站式”服

务。2013年，公司出资，村委会出地，联合建设了1100平米的办公楼，既是党群服务中心，又是游客接待中心。由公司、村委会和农户共同成立了燕儿谷农家乐联盟，由村委会进行日常管理。

- 6、联合环保，构建生产生活的优美环境。2013年以来，村企联合关停了3个采石场和3个影响生态环境的养鸡场养猪场，拆除了120多间猪圈和旱厕，投资建设了3处旅游厕所，并在所有通村通组的路旁都种上了行道树，完成了河道治理、湿地改造、安全饮水等一批基础建设工程。2017年底，整合资金3000万元进一步治理与优化燕儿谷片区6个村的人居环境。

- 7、联合“双创”，培育乡村振兴的生力军。积极为返乡农民工提供就业创业条件，目前公司有固定员工78人，其中31人属于农民工返乡就业，还有7名返乡大学生。公司带动周边农户开办农家乐45家，推出了“燕儿谷美食铺子”和“九佬十八匠”等电商平台，实现村民家门口就业与创业。

## 成效

1、乡村旅游带动农民创业与就业。燕儿谷带动了农民工返乡创业与就业，仅燕窝湾村返乡农民工 147 人，开办农家乐 45 家，提供了固定员工和临时工岗位 200 多个。

2、村企联动，拓展农民经济收入渠道。2018 年公司支付土地租金 120 万元，发放 37 名固定员工工资 130 多万元，发放 100 多位季节性临时工工资 153 万元，周边群众仅土地租金和工资两项获得收益 800 多万元，每年带动农户销售竹笋、软萩粩、甜柿、腊肉、油面等特色农副产品收入 300 万元。

3、结对帮扶，落实脱贫攻坚任务。通过各种帮扶措施带动 66 户贫困户、262 个贫困人口脱贫，落实了土地租赁、择岗就业、产业帮扶等脱贫措施。



## 经验与启示

燕儿谷景区通过村企联建推动旅游扶贫的成功经验主要为：

1、产业融合，激发扶贫活力。燕儿谷充分利用好大别山地区“两山夹一沟”的特色地形，以山区自然沟域为单元，连片发掘和整合大别山沟域范围内的自然人文资源，对美丽乡村和产业发展进行整体规划。以一产为基础，实施特色种植基地建设。以二产为轴心，实施农副产品深加工及园林建设。以三产为引擎，实施休闲观光养老研学教育等全产业链。

2、探索村企共建扶贫模式，推动强村富民。燕儿谷公司积极参与脱贫攻坚，公司董事长主动担任燕窝湾村“第一书记”和发展顾问，探索实施“五结合、六个一、七联建”的村企共建扶贫模式推动强村富民。通过“五结合”（政府扶贫与企业扶贫相结合、政策扶贫与产业扶贫相结合、短期输血与长期造血相结合、扶村与扶户相结合、扶贫攻坚与企业发展相结合）、“七联合”（联合党建，联合规划，联合决策，联合投资，联合办公，联合生态

保护与环境治理，联合创造回乡创业与就业条件）构建“公司+集体+农户”的产业扶贫模式，推动乡村扶贫。

## 下一步计划

燕儿谷景区的主要做法是以“七个联合推进村企共建”，最终实现“共建基层党组织，共建美丽乡村，共建乡村旅游，共建小康村”的奋斗目标。在未来发展将始终坚持“倾听民声、服务民生、尊重民俗、疏导民怨、推进民主、聚集民心、提升民风、引领民富”的村企联建理念，抓好七个联合，当好建设美丽乡村的旗手，做一只脱贫致富奔小康的领头雁。同时，作为一个贫困山区的旅游扶贫模式，扶贫效果显著、带动示范性强，对大别山旅游扶贫、产业发展、实现乡村振兴具有较强的带动作用，值得深入挖掘并推广。

## “ Abstract

Since the start of the new round of targeted poverty alleviation, Yan'er Valley has taken an active part in the campaign, and explored the model of village-enterprise collaboration on poverty alleviation to make the village stronger and villagers richer. In 2013, the Yan'er Valley Company and Yanwowan Village established a village-enterprise joint Party branch. The chairman of the company serves as the first secretary of the joint Party branch, while the secretary of the joint Party branch is appointed as the vice-president of the company, realizing cross-holding of leading positions between the company and the village Party committee. A decision-making mechanism of “company + collective + villager representative + expert” has been established. Village planning has been combined with scenic area planning and industrial planning to make an integrated plan for the building of beautiful countryside. Rural collectives and households are encouraged to invest in Yan'er Valley Company through various means, leading to a community of common development of the company, the village and the villagers. The company, the village Party committee and the local households have jointly set up the Yan'er Valley Agritainment Alliance. A total of 30 million yuan have been invested in the management and betterment of the living environment of six villages in the Yan'er Valley community. Conditions have been created for returned migrant workers to start their own business and find jobs. Through various assistance measures, the company has lifted 66 poor households and 262 poor people out of poverty, and delivered on a host of poverty alleviation measures such as land leasing, voluntary job selection and industrial assistance.

”

## Challenges and Problems

Yan'er Valley scenic area, located in Yanwowan Village, Luotuoao Town, Luotian County, Huanggang City, Hubei Province, is a demonstration complex of poverty alleviation in rural tourism industry with integrated functions of leisure, tourism, health, old-age care, research and education. In 2012, Yan'er Valley was rated as the national 3A-level

scenic area. It is now a flagship enterprise of agricultural industrialization in Huanggang City, a demonstration farm of Hubei Province, and one of the Top Ten Farm in the province.

Yanwowan Village is a pilot village for poverty alleviation through tourism designated by the Poverty Alleviation Office of the State Council and the National Tourism Administration. In 2010, the village owed nearly



one million yuan of debt, with a per capita net income of less than 1000 yuan. It is a well-known nationally-certified poor village in the county. As of 2014, there were still 132 poor households of 397 people registered for poverty. How to take all the residents in the scenic area out of poverty has become a key challenge. After the launch of a new round of nationwide campaign of targeted poverty alleviation, Yan'er Valley has taken active measures to promote poverty alleviation and explored the implementation of the “five combinations, six ones and seven joints” model of village-enterprise collaboration in poverty alleviation to promote the development of the village and increase the revenue of the villagers, which has completely changed the backward concept, weak industrial foundation, unitary model of economic growth and poor infrastructure conditions of Yan'er Valley scenic spot.

## Measures

The preparations for the establishment of Yan'er Valley



Company started in 2011. Following the principles of “five combinations” and “seven joints”, a new mechanism of industry-based poverty alleviation was explored. The specific methods include the following:

**1. Joint Party building - building a fortress for industry-based poverty alleviation.** In 2013, the company and Yanwowan Village established a village-enterprise joint Party branch and set out the common objective of rural tourism and tourism-based poverty alleviation. The chairman of the company serves as the first secretary of the joint Party branch, while the secretary of the joint Party branch is appointed as the vice-president of the company, realizing cross-holding of leading positions between the company and the village Party committee.

**2. Joint decision-making - keeping to the direction of industry-based poverty alleviation.** The decision-making mechanism of “company + collective + villager representative + expert” has been established, under which major decisions such as rural tourism development and tourism-based poverty alleviation are discussed and made together by villager representatives and experts through on-site meetings, communication meetings and in other forms. Huazhong Agricultural University, Huanggang Normal College, Huanggang Art School, Luotian County Polytechnic Secondary School and other colleges and schools have carried out cooperation with Yan'er Valley.

**3. Joint planning - launching a new version of beautiful countryside.** Innovative ideas of tourism planning have been explored, which combines village planning with scenic area planning and industrial planning to make an integrated plan for the building of beautiful countryside. Through the harmonization of scenic spot development and transformation of growth model, production activities, people's livelihood and the ecological environment have become an integrated whole, thus creating a symbiotic relationship between the village and the scenic area. The local villagers also don't need to move to other places, as their houses are now already part of the scenic area.

**4. Joint investment - creating a community of**

**prosperous industries.** Rural collectives and households are encouraged to invest in Yan'er Valley Company through various means, leading to a community of common development of the company, the village and the villagers.

**5. Joint office work - providing “one-stop” rural tourism services.** In 2013, with investment from the company and land contributed by the village Party committee, an office building of 1,100 square meters was constructed, which now serves both as a service center for Party members and the local people, and as a tourist reception center. In the meantime, the company, the village Party committee and the local households jointly set up the Yan'er Valley Agritainment Alliance, with the village Party Committee responsible for its day-to-day management.

**6. Joint environmental protection - fostering a beautiful production and living environment.** Since 2013, the village-enterprise alliance has shut down tree quarries and three poultry and pig farms with adverse impact on the ecological environment, dismantled more than 120 pigsties and dry latrines, constructed three tourist toilets, planted roadside trees along all public roads leading to the village and villager groups, and completed a number of infrastructure projects such as river channel overhaul, wetland transformation and safe drinking water. As of the end of 2017, a total of 30 million yuan had been invested in the management and betterment of the living environment of six villages in the Yan'er Valley community.

**7. Joint organization of the “mass innovation and entrepreneurship” program - cultivating the backbone forces for promoting rural revitalization.** The company has made vigorous efforts to create conditions of employment and entrepreneurship for returned migrant workers. Currently, the company has 78 permanent employees, including 31 returned migrant workers and 7 returned university graduates. The company has inspired 45 local households to run agritainment business, and launched “Yan'er Valley Food Court”, “League of Craftsmen” and other e-commerce platforms, which have enabled the villagers to find jobs and start businesses at their doorsteps.



## Results

**1. Promoting farmers' entrepreneurship and employment through rural tourism development.** Yan'er Valley has provided incentives for returned migrant workers to start their own business and find jobs. In Yanwowan Village alone, 147 migrant workers have returned to their hometown and 45 agritainment businesses have been launched, providing more than 200 permanent and temporary jobs.

**2. Promoting village-enterprise collaboration to expand the channels of farmers' income.** In 2018, the company paid 1.2 million yuan in land rent, and distributed over 1.3 million yuan of salary to 37 permanent employees, and over 1.53 million yuan of salary to some 100 seasonal employees. Land rent and salary alone generated over 8 million yuan of income for the villagers living in the surrounding of the company. Every year, the local villagers are able to earn an income of over 3 million yuan by selling bamboo shoots, soft rice, sweet persimmon, bacon, oil noodles and other specialty agricultural and sideline products.

**3. Promoting pair-up assistance to complete the mission of poverty alleviation.** Through various assistance measures, the company has lifted 66 poor households and 262 poor people out of poverty, and delivered on a host of

poverty alleviation measures such as land leasing, voluntary job selection and industrial assistance.

## Experience and Inspirations

The Yan'er Valley scenic area has gained the following experience from its success of promoting tourism-based poverty alleviation through village-enterprise alliance:

**1. Facilitating industrial integration to generate momentum for poverty alleviation.** Making full use of the unique terrain of the Dabie Mountains, i.e. “one narrow gully sandwiched between two mountains”, Yan'er Valley has explored and integrated the natural and human resources within the gully area of the Dabie Mountains, with the natural gullies in the mountains as basic units, and made an overall plan for the building of beautiful countryside and industrial development. It has taken the agricultural industry as the foundation to promote the construction of characteristic planting bases; taken the secondary industry as the axis to promote deep processing of agricultural and sideline products and gardening; taken the tertiary industry as the engine to extend to the whole industry chain such as leisure, sightseeing, elderly care, research and education.

**2. Exploring the model of village-enterprise collaboration on poverty alleviation to make the village stronger and villagers richer.** Yan'er Valley Company has actively participated in the poverty alleviation campaign. The chairman of the company has volunteered to serve as the “First Secretary” and consultant of Yanwowan Village, and introduced the poverty alleviation model of village-enterprise collaboration, characterized by “five combinations, six ones and seven joints, to promote the prosperity of the village and villagers. Through “five combinations” (combination of government-supported poverty alleviation and enterprise-supported poverty alleviation, combination of policy-backed poverty alleviation and industry-based poverty alleviation, combination of short-term blood transfusion and long-term blood making, combination of supporting the village

and supporting the households, combination of poverty alleviation and enterprise development), and “seven joints” (joint party building, joint planning, joint decision-making, joint investment, joint office work, joint ecological protection and environmental governance, joint efforts to create conditions for returned migrant workers and university graduates to start business and find jobs), a “company + collective + households” model of industry-based poverty alleviation has been established to promote poverty alleviation in the countryside.

## Next Step

The main experience of Yan'er Valley scenic area is to “promote village-enterprise collaboration through seven joints”, and ultimately realize the goal of “jointly strengthening grass-roots Party organizations, jointly building beautiful countryside, jointly developing rural tourism and jointly building moderately prosperous villages”. Going forward, we will continue to abide by the principles of “listening to the people, serving people’s livelihood, respecting local customs, mitigating people’s grievances, promoting democracy, enhancing the unity of the society, improving public conduct and generating wealth for the people”, focus on the work of “seven joints”, and endeavor to serve as a flag bearer in the beautiful countryside campaign, and a bellwether in alleviating poverty and creating a society of initial prosperity. At the same time, as a model of tourism-based poverty alleviation in the poverty-stricken mountainous areas, the Yan'er Valley experience has produced visible results in poverty alleviation with notable demonstrative effect. Given the positive impact it has on the poverty alleviation, industrial development and rural revitalization of Dabie Mountains, the experience is worthy to be further explored and promoted on a wider scale.



## 广西龙胜：森林旅游扶贫走出全域旅游发展新路子

Longsheng, Guangxi: Forest Tourism Opens up a New Path of All-for-One Tourism Development



## “ 摘要

广西龙胜各族自治县是国家级贫困县，90%的乡镇、80%的行政村和75%的农户地处大山区和偏远地区，农村贫困问题非常突出。为改变贫困面貌，广西龙胜各族自治县明确了“生态、旅游、扶贫”三位一体的发展理念，截止2018年底全县45个贫困村如期脱贫，贫困人口由2015年初的2.9415万人减至0.2921万人，农村居民人均可支配收入由2015年底的6637元提高到2018年底的11640元，实现了发展森林旅游成果全县人民共享的良好发展局面。

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## 挑战与问题

龙胜县具有丰富的森林资源，森林覆盖率接近80%，负氧离子平均含量每立方米4980个，部分地区达到两万多，被誉为“森林氧吧”。当地政府通过“政府主导+公司+景区+农户”的扶贫模式带动贫困群众增收致富，然而由于历史原因，龙胜的森林旅游资源规划落后，布局不合理；基础设施滞后；效益辐射范围不广。针对这些问题，龙胜县

以“三高”（高标准、高规格、高要求）为切入点，积极探索出一条“森林旅游+扶贫”的好路子，助力当地贫困群众增收脱贫。

## 措施

1、高标准规划森林旅游环线。作为国家重点生态功能区的龙胜各族自治县，以“生态立县、绿色崛起”的发展理念统筹城乡发展，大力实施龙胜

森林旅游扶贫大环线项目。根据全县各民族村寨资源的分布特征和森林旅游资源的相互依存度，将森林旅游扶贫区的空间结构布局规划为“一心四廊”。森林旅游扶贫大环线促使县内的8个乡镇联动发展，覆盖面积达1500平方公里，占县域面积的59.1%，全县有3.9万群众直接和间接获益。

2、高规格建设森林旅游景区。截止2018年，县财政投入旅游基础建设资金超过30亿元，森林旅游累计投入15亿元，已建成以龙脊梯田国家湿地公园、龙胜温泉国家森林公园、花坪自然保护区、自治区级建新候鸟保护区、西江坪森林景区、森林县城景区、南山草原景区、彭祖坪森林养生景区等8大森林景区。依托8大森林景区先后建成自治区级龙脊森林乡镇、里排壮寨森林人家、大塘湾清肺庄园森林人家、甘甲石上瑶寨森林人家，平等镇平等村松树坳组森林人家、龙脊小寨村森林人家、龙脊长发村森林康养基地、白龙脊镇白石村红山森林康养基地、龙脊镇平安村玉兰康养基地、南山花卉苗木观光基地、大柳村二龙塘森林瑶浴谷森林体验基地等11处森林养生基地，森林乡村旅游区30余处，形成了全域森林旅游的大格局。

3、高要求推进森林旅游扶贫。龙胜县积极探索旅游扶贫路径，形成了“企业带动”、“景区辐射”、“村寨联盟”等扶贫模式。如龙脊梯田国家湿地公园，以“政府主导+公司+景区+农户”的模式运作，覆盖全镇10个行政村共2541户11780人，以梯田入股方式与龙脊旅游公司联营成为“股东”，旅游公司将门票收入按一定比例与群众“分红”（梯田维护费）。昔日为全县贫困典型的龙脊镇大寨村，如今成为旅游脱贫致富的先行者，2018年，全村271户，1232人获得分红670.6万，户均2.5万元人民币，人均5443.18元。周家村依托龙胜温泉国家森林公园发展旅游，全村301户中有290户从事旅游相关产业，年接待旅客量已达8万人次以上，旅游营业收入高达3150万元以上。1000余亩的布尼梯田引入专业的旅游开发公司负责景区开发，2017年以来，共有80名贫困人口在景区务工，人

均年务工收入5000元左右，直接带动贫困户38户154人脱贫致富，间接带动贫困户121户511人发展旅游致富。2000多亩勇爱有机油茶基地每年付给泗水乡周家村土地租金10.75万元，年户均增收350元；付给该乡细门村土地租金12.5万元，年户均增收280元，两个村受益贫困户共计达到了278户。基地聘请12户贫困户长期就业，每年每户收入3.5万元。同时，基地带动周边288户贫困户新种油茶750亩，带动全乡新种油茶4000亩。马堤乡张家塘苗寨，共有50户农户248人（贫困户15户），依托南山草原景区、彭祖坪森林养生景区的有利地理条件，积极挖掘传承苗族刺绣、苗族传统婚俗、品油茶等苗族独特的民族文化和非洲菊特色花卉种植业，推出森林休闲观光、生态美食及乡村民俗体验等项目，形成了“家家户户有活干，有钱赚”的良好局面。

## 成效

1、森林生态旅游发展斐然。广西壮族自治区龙胜县把旅游业作为战略性支柱产业、核心产业来发展，明确了“生态、旅游、扶贫”三位一体的发展理念，逐渐形成全县发展旅游、全民参与旅游的全域旅游发展新格局，先后荣获全球重要农业文化遗产地、广西特色旅游名县、国家全域旅游示范区创建单位、全国生态旅游示范县、全国森林旅游示



范县、中国乡村旅游创客示范基地等荣誉称号。

2、旅游扶贫工作成效显著。截止目前，农村直接从业人员达 2.1 万人，间接从业人员达 5.36 万人，森林旅游扶贫开发直接和间接带动贫困人口 2.71 万人脱贫，切实将丰富的森林资源转化为群众实实在在的收入。

3、探索形成符合当地实际发展的旅游扶贫模式。龙胜县积极探索旅游扶贫路径，形成了“企业带动”、“景区辐射”、“村寨联盟”等扶贫模式。大寨村是作为该县旅游扶贫得显著成效的缩影，2018 年旅游分红 670.6 万元，共有 271 户 1232 人获得分红，户均 2.5 万元。

## 经验与启示

龙胜县的森林旅游扶贫模式具有良好的可持续性，激发了贫困群众自主脱贫的内生动力，形成了长效脱贫产业。其成功经验和启示主要有：

一方面，“一心四廊”发展模式充分地利用了龙胜森林资源，有效带动了当地贫困群众增收脱贫，此种发展模式既把现有的森林资源保护好，

又实现了经济发展与扶贫同步进行。

另一方面，“政府主导 + 公司 + 景区 + 农户”的模式，以群众的土地入股，将闲置的土地有效整合利用起来，农民变“股民”极大地调动了贫困群众的积极性，激发了贫困群众自主脱贫的内生动力。

## 下一步计划

随着龙胜全县生态旅游扶贫大环线的建设，森林旅游扶贫模式会得到进一步的完善和提升。全国范围内，像龙胜这样森林资源禀赋优良的地区不少见。贫困现象与良好的生态资源在空间上存在较高的重合度，用好资源、做好定位，做真正于当地长期发展有益的旅游开发，对于具有优质生态旅游资源的民族地区都将是永恒的课题和挑战。龙胜森林旅游扶贫模式为这些地区尤其是民族地区的旅游扶贫开发提供了可推广、可复制的经验。



## “ Abstract

Longsheng Multi-ethnic Autonomous County in Guangxi is a national-level poverty-stricken county, with 90% of its towns, 80% of its administrative villages and 75% of its rural households located in mountainous and remote areas. Rural poverty is a pressing challenge to the county. To take the county out of poverty, Longsheng has introduced a development concept focusing on “ecology, tourism and poverty alleviation”. As of the end of 2018, all the 45 poor villages in the county had been lifted out of poverty as scheduled. The local poor population had dropped from 29,415 in early 2015 to 2,921, and the per capita disposable income of rural residents had increased from 6,637 yuan at the end of 2015 to 11,640 yuan at the end of 2018, leading to a sound development situation with the fruits of forest tourism development shared by the people of the whole county.

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## Challenges and Problems

Longsheng County is rich in forest resources, with a forest coverage of close to 80%. The content of negative oxygen ions is 4,980 per cubic meter on average, and as high as 20,000 in some areas. The county is therefore also known as the “Oxygen Bar in the Forest”. The local government has introduced a poverty alleviation model of “government + company + scenic area + rural household” to help the poor people earn a higher income. However, due to historical reasons, Longsheng’s forest tourism resources are not properly planned and distributed, infrastructure conditions are backward, and the impact on the wider region is limited. In response to these problems, Longsheng County has explored a viable path of “forest tourism + poverty alleviation”, guided by the principles of “three highs” (high standards, high specifications, high requirements), to increase the wealth of the local poor people.

## Measures

### 1. Planning forest tourism routes with high

**standards.** As part of the key national ecological function zone, Longsheng Multi-ethnic Autonomous County has pursued balanced urban-rural development in keeping with the principles of “eco-friendly and green development”, and vigorously implemented the forest tourism loop project for poverty alleviation. Based on the distribution of village resources of different ethnic groups and mutual dependence of forest and tourism resources, a special plan on the spatial structure of the forest tourism zone has been formulated, which is characterized as “one center, four corridors”. The forest tourism loop project covers eight townships in the county with an area of 1,500 square kilometers or 59.1% of the county’s total, and benefits 39,000 people across the county either directly or indirectly.

**2. Building forest tourist attractions with high specifications.** As of 2018, the county had invested more than 3 billion yuan in the construction of tourism infrastructure and 1.5 billion yuan in forest tourism. Eight forest-based scenic spots, including Longji Terrace National Wetland Park, Longsheng Hot Spring National Forest Park, Huaping National Nature Reserve, Jianxin Migratory Bird Reserve, Xijiangping Forest Scenic Area, Forest

Township Scenic Area, Nanshan Grassland Scenic Area and Pengzuping Forest Recuperation Scenic Area, have been established. Building on the eight forest-based scenic spots, the county has developed 11 provincial-level forest recuperation bases, including Longji Forest Township, Forest House of Lipai Zhuang Village, Forest House of Datangwan Refreshing Manor, Forest House of Ganjiashi Yao Village, Forest House of Songshuao Group of Pingdeng Village in Pingdeng Town, Forest House of Longji Xiaozhai Village, Forest Recuperation Base of Longji Changfa Village, Hongshan Forest Recuperation Base of Baishi Village in Bailongji Town, Yulan Recuperation base of Pingan Village in Longji Town, Nanshan Flower and Seedling Base, Erlongtang Forest Yaoyu Valley Forest Experience Base in Daliu Village, as well as more than 30 forest-based rural tourism sites, which together form a region-wide network of forest tourism.

**3. Promoting poverty alleviation through forest tourism based on high requirements.** Longsheng County has actively explored the path of poverty alleviation through tourism, and developed a host of successful poverty alleviation models such as “enterprise-driven”, “scenic area radiation” and “village alliance”. For example, the operation of Longji Terrace National Wetland Park is based on the model of “government + company + scenic area + rural household”. The project covers 2,541 households of 11,780 people in 10 administrative villages of the township, who are involved in the management of the tourist site together with Longji Tourism Company as “shareholders” through investment with their ownership of the terrace fields. The tourism company shares part of the ticket revenue with the villagers as “dividends” (terrace maintenance fee). Dazhai, formerly a typical poverty-stricken village in Longji Town, has become a pioneer of poverty alleviation through tourism. In 2018, the 271 households and 1,232 people in the village received 6.706 million yuan of dividends, with an average of 25,000 yuan per household and 5,443.18 yuan per person. Zhoujiacun Village developed tourism based on Longsheng Hot Spring National Forest Park. 290 out of the

301 households in the village are engaged in tourism-related industries, with annual tourist visits reaching over 80,000, and tourism revenue over 31.5 million yuan. A professional tourism development company has been commissioned to oversee the development of the 1,000 mu Buni Terrace Fields. Since 2017, 80 poor local villagers have worked in the scenic spot, with a per capita annual income of about 5,000 yuan, which has directly taken 38 poor households of 154 people out of poverty and delivered the benefits of tourism development to 121 poor households of 511 people indirectly. The 2,000 mu Yongai Organic Oil Tea Base pays 107,500 yuan of land rent to Zhoujiacun Village, Sishui Township each year, with 350 yuan of additional annual income received by each household; it also pays 125,000 yuan of land rent to Ximen Village, Sishui Township each year, with 280 yuan of additional annual income received by each household. Altogether, the Yongai Base has benefited 278 poor households in the two villages. The base has offered long-term jobs to 12 poor households, which delivers 35,000 yuan of annual income per household. At the same time, the base has inspired 288 poor households in the surrounding areas to cultivate 750 mu of oil-tea camellia and 4,000 mu of oil-tea camellia in the whole township. In the Miao Village of Zhangjiatang, Mati Township, 248 households of 248 people (including 15 poor households), relying on the favorable geographical conditions of Nanshan Grassland Scenic Area and Pengzuping Forest Recuperation Scenic Area, have actively explored the unique cultural legacies of the Miao ethnicity, such as Miao embroidery, traditional Miao marriage customs and oil tea appreciation as well as African chrysanthemum planting, and launched a host of tourism programs, including forest sightseeing, ecological cuisine and rural folk customs, making jobs and income available to every household.

## Results

**1. The development of forest ecotourism is making rapid progress.** Longsheng County of Guangxi Zhuang

Autonomous Region takes tourism as a strategic pillar industry and core industry. Guided by the development concept focusing on “ecology, tourism and poverty alleviation”, it has established a new approach of all-for-one tourism, which is characterized by tourism development across the whole county and involvement in the tourism industry of the whole population. Over the years, it has received many honorary titles including globally important agricultural and cultural heritage site, famous tourism county in Guangxi, founding organization of the national demonstration zone on all-for-one tourism, national demonstration county on ecological tourism, national demonstration county on forest tourism and demonstration base of rural tourism makers.

**2. The work of poverty alleviation through tourism has achieved significant results.** As of now, there are 21,000 directly employed and 53,600 indirectly employed rural population. The development of forest tourism has taken 27,100 people out of poverty either directly or indirectly, and transformed rich forest resources into real income for the local people.

**3. The model of poverty alleviation through tourism that is consistent with the actual conditions of local development has been established.** Longsheng County has actively explored the path of poverty alleviation through tourism, and developed a host of successful poverty alleviation models such as “enterprise-driven”, “scenic area radiation” and “village alliance”. Dazhai Village is a showcase of the achievements the county has made in promoting poverty alleviation through tourism. In 2018, the village received 6.706 million yuan of dividends from tourism development, which were shared by 271 households of 1,232 people, with the average amount of 25,000 yuan per household.

## Experience and Inspirations

Longsheng County has developed a sustainable model

of poverty alleviation based on forest tourism, which has motivated the poor people to escape poverty with their own efforts, and led to a poverty alleviation industry with long-term impact. Its successful experience and inspirations are as follows:

First, the “one center, four corridors” model has ensured full and proper utilization of Longsheng’s forest resources and created favorable conditions for the local poor people to get out of poverty. Such a development model has both protected the existing forest resources and contributed to synchronized progress of economic development and poverty alleviation.

Second, the model of “government-led + company + scenic spot + rural household” allows the villagers to make stock investment with their land and puts the idle land resources to effective use. The identity shift from farmers to “shareholders” has boosted the incentives of the local people and motivated the poor people to escape poverty with their own efforts.

## Next Step

With the construction of the eco-tourism loop project in Longsheng County, the poverty alleviation model of forest tourism will be further improved and enhanced. Like Longsheng, there are many other places with excellent forest resources in different parts of the country. In many cases, poverty and sound ecological resources are overlapping in space. Making good use of resources, setting an appropriate goal, and developing tourism in a way that is truly beneficial to the long-term development of the local community will be an eternal subject and challenge for ethnic regions with high-quality eco-tourism resources. Longsheng’s forest tourism model has provided an experience of tourism poverty alleviation that can be promoted and replicated in these regions, especially in areas with the concentration of ethnic minorities.



## 云南世博集团：推动哈尼梯田遗产保护与旅游减贫融合发展

Expo Tourism Group Explores New Ways to Promote Integrated Development of Heritage Protection and Tourism Poverty Alleviation at Yunnan Yuanyang Hani Rice Terraces

### “ 摘要

由于交通条件、资源保护等限制，导致元阳哈尼梯田景区经济发展水平薄弱，旅游发展滞后。2008年，元阳县政府邀请云南世博旅游控股集团有限公司共同参与元阳梯田旅游项目的合作开发，通过旅游产业发展实现减贫。云南世博集团依托世界文化遗产——哈尼梯田，利用高山稻作景观与哈尼族文化历史文化，发展具有民族特色的生态旅游，促进第三产业人员就业，聘用当地员工10年累计支付工资薪酬7100多万元；雇佣农户年度支付用工费用90万元左右；带动当地群众依托自有房产、资源等自主创业，参与旅游发展，受益建档立卡户500余户，2000余人，引导和扶持255户旅游经营户，减贫工作取得显著成效。

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### 挑战与问题

元阳哈尼梯田位于国家级贫困县元阳县，具有1300年的历史，先后成功申报国家湿地公园、全球重要农业文化遗产保护试点、全国重点文物保护单位、世界文化遗产、国家AAAA级旅游景区。

品牌也带来了相关的政策及法规的约束，使“保护优先”成为哈尼梯田的首要任务，对景区工程性建设有严格的限制，对旅游开发也偏重于文化遗产的宣传教育性活动，因此处理好保护与发展的关系成为景区发展的首要难题。元阳哈尼梯田景区以高山稻作为主，世代农耕，农业经济收入低，综合经济产值不高；世居哈尼、彝等少数民族，普遍教育程度不高，主动脱贫意识不强，没有意识把自己的文化打造成为商品吸引游客；哈尼梯田山高坡陡，交通瓶颈突出，旅游基础设施薄弱，梯田景观季节性等客观因素也成为景区发展面临的难题。

### 措施

2008年，按照“政府主导+公司管理+市场

运作”模式，元阳县人民政府邀请云南世博旅游控股集团有限公司共同参与元阳梯田旅游项目的合作开发，通过旅游产业发展推动旅游基础设施配套，促进周边村民减贫、脱贫，主要采取的措施有：

1. 加大旅游服务设施建设，增强景区核心吸引。10年间世博集团累计投入23316万元用于游客服务中心、旅游景点、旅游交通、观景点、旅游标识标牌等的建设。

2. 拓宽当地社会就业渠道，提供旅游就业机会。公司成立后聘用当地人员作为公司员工，90%以上





为本地人；公司流转核心区梯田 320 亩，雇佣当地农户参与耕种，为当地农户提供二次就业机会。

3、践行梯田保护行动，解决保护与发展难题。公司每年从门票收入中提取 10% 作为哈尼梯田景区资源费交给元阳县政府，2016 年将提取比例提升到 30%，用于遗产区元阳梯田景区保护。同时，公司流转梯田 320 亩，共计投入 121 万元，对流转梯田进行旱改水治理、水田管护、水渠维护等工作。

4、延长乡村产业发展链，引导与扶持农民参与旅游经营。旅游产业开发引入了大量游客，引导老百姓利用闲置房屋发展旅游业，大量的人力转入服务，农副产品用于交易，大大增加农民收入。

5、景区交通、村寨样貌及基础设施持续改善，优化社区居住环境。10 年累计投入资金 34 万元已实现元阳哈尼梯田景区所有村寨四通（通水、通电、通路、通讯），整体上改变了村寨风貌和人居环境。

6、元阳农副产品帮销带动周边农民致富。华侨城下属企业光明集团制定红米帮销计划，利用现有销售渠道进行市场拓展，入村、入户收购梯田鸭，联动上海市场进行梯田鸭帮销。截至目前为止，2700 多只梯田鸭顺利入沪，受益建档立卡户 300 余户，1200 余人。

## 成效

1、哈尼梯田旅游产业的发展加大了周边村民的就业机会。一是聘用 200 余名当地员工，10 年累计支付工资薪酬 7100 多万元，梯田流转项目雇佣农户，年度支付用工费用 90 万元左右；二是通过梯田农产品红米、梯田鸭、刺绣品等旅游商品的开发与销售，受益建档立卡户 500 余户，2000 余人。

2、哈尼梯田旅游产业的植入发展带动景区交通、村寨样貌及基础设施持续改善。目前已经实现元阳哈尼梯田景区所有村寨四通（通水、通电、通路、通讯）。

3、引导和扶持村民参与旅游开发经营。目前自主经营酒店 35 个、客栈 180 个、农家乐 17 个、饭店 23 个，共计 255 个经营户。发展稻鱼鸭生态种养模式 3 万亩，实现水稻产量 1095.44 万公斤、鱼 100.7 万公斤、养鸭 20 万只、产蛋 6900 万枚；示范区亩产值达 11617.6 元，辐射带动区亩产值达 8280 元。在梯田核心区发展水果种植总面积 13000 亩，预计可实现产值 1.45 亿元以上。茶叶产量达 456.51 吨，实现产值 887.31 万元。

## 经验与启示

元阳梯田以旅游产业发展带动减贫的成功经验主要为：

一是通过旅游产业发展，引入游客，引导群众推动农业生产、家庭物业经济与乡村旅游相结合，把依靠以种植为主的农业发展理念转变到一产与三产融合发展上来，刺激和带动当地服务业发展，提高当地经济水平。

二是着力推动景区生态文明建设示范，推进宜旅乡村基础设施建设，统筹旅游与高山生态扶贫搬迁、特色效益农业、美丽宜居乡村建设融合发展。旅游产业发展使得政府公共配套增加，优化、美化社区老百姓生活环境，改善交通、医疗、教育等条件，提高生活质量和幸福感。

三是旅游产业发展促进更多青壮年返乡就业和创业，保护传统农耕文化，让梯田保护永续传承。采取“稻-鱼、稻-鸭”与精准扶贫、哈尼梯田品牌创建相结合的模式，“公司+基地+农户+市场”的“四合一”模式，大力扶持景区群众参与开发。

四是通过原产地农副产品帮销，上联市场、下接农户，形成产、供、销一条龙的产业链条，解决老百姓种养殖积极性差、销售难的问题，真

正通过企业、产业带动贫困户实现自力更生脱贫不返贫。

## 下一步计划

元阳哈尼梯田引入公司发展形式，具体做到：世界文化遗产申报成功提升元阳哈尼梯田景区知名度；世界级品牌吸引大量游客、企业、商人、学者、艺人等进入景区，引发元阳哈尼梯田保护及开发的热潮；旅游产业发展带动当地经济发展并促进梯田保护、开发；旅游产业扶贫新模式建立，根据市场化的需求和要求，建立原产地经济模式。从而，实现推动遗产保护与旅游产业融合发展，提升哈尼梯田价值，带动群众围绕旅游业就业、创业，促进当地经济发展、助力脱贫。该项目是在政府的引导下，通过引入大型旅游公司，在遗产保护与旅游产业融合发展的基础上，实现景区居民产业脱贫之路，具有良好的复制推广性。



## “ Abstract

Due to the limitations of traffic conditions and resource protection, the Yuanyang Hani Rice Terraces tourist spot is struggling with weak economic conditions and slow tourism development. In 2008, the government of Yuanyang County invited Yunnan Expo Tourism Group Holdings., Ltd. to participate in the development of the Yuanyang Rice Terraces tourism project with the aim of reducing poverty through tourism development. Building on the UNESCO World Cultural Heritage site – Hani Rice Terraces, Yunnan Expo Tourism Group has developed an ecotourism product with distinctive ethnic features of the local community, which focuses on presenting the landscape of alpine rice cultivation and the Hani culture. The project has boosted local jobs in the tertiary industry, paying over 71 million yuan of wages and salaries to the local employees in the past 10 years. The rural households employed under the project make about 900,000 yuan of labor payment every year. Local residents have been mobilized to set up business with their own housing property and resources and contribute their share to tourism development. To date, the project has benefited more than 500 registered households with over 2,000 people, and provided guidance and support to 255 households involved in the tourism business. The project has been highly successful in promoting poverty alleviation.

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## Challenges and Problems

Yuanyang Hani Rice Terraces are located in Yuanyang County, a poverty-stricken county with a history of 1,300 years. It has successfully applied for the status of national wetland park, pilot project for the protection of globally important agricultural and cultural heritage sites, key cultural relics site under state protection, UNESCO World Cultural Heritage site, and national AAAA-level tourist attraction.

The popularity of the tourism brand also brings with it policy and legal restrictions, which makes “protection first” the priority task in the development of the Hani Rice Terraces. The construction of the scenic spot is subject to strict restrictions, and more emphasis is placed on boosting the public awareness of cultural heritage protection in

tourism development. Therefore, properly balancing the relationship between protection and development has become the primary challenge in the development of the scenic spot. Alpine rice is the most popular variety in the Yuanyang Hani Terraces. Rice cultivation, which has been



the dominant economic activity for the locals over many generations, produces low economic revenues and output. Hani, Yi and other ethnic minorities that permanently reside in the region are less educated and lack the motivation to get out of poverty. They have not realized that they can make their culture into tourist products. In addition, the Hani terrace fields are high and steep. Traffic bottlenecks, weak tourism infrastructures, seasonal features of the terrace landscape and other factors have made the development of the scenic spot even more difficult.

## Measures

In 2008, following the model of “government initiative + company management + market operation”, the People’s Government of Yuanyang County invited Yunnan Expo Tourism Group Holdings., Ltd. to participate in the development of the Yuanyang Rice Terraces tourism project. The project aims to promote the construction of tourism infrastructures and help local farmers get out of poverty through tourism development. The measures taken include the following:

**1. Expanding the construction of tourism service facilities to boost the key tourist appeal of the scenic spot.** Over the past 10 years, the Expo Tourism Group has invested 233.16 million yuan in the construction of tourist service centers, tourist attractions, tourist transportation, viewing platforms and tourist signs.

**2. Broadening the channels of employment to provide tourism jobs for the local communities.** More than 90% of the staff employed by the company after its establishment are locals. Local rural households have been hired to cultivate the 320 mu of terraced fields transferred to the company in the core area, which creates secondary employment opportunities to the local farmers.

**3. Carrying out the terrace protection campaign to overcome the difficulties in protection and development.** Every year, the company pays the Yuanyang County Government 10% of its ticket revenue for using the Hani

terrace resource. In 2016, the share of the revenue paid to the government was raised to 30%, to be used on the protection of the terrace scenic spot in the world heritage site. At the same time, the company transferred 320 mu of terraced fields, and invested a total of 1.21 million yuan in the drought control, paddy field management, canal maintenance and other work on the transferred terraced fields.

**4. Promoting the extension of the rural industrial chain to guide and support farmers’ participation in tourism management.** With the development of the tourism industry, tourists have been attracted to the scenic spot in large numbers, and the local people are also given the incentive to develop tourism with their houses in idle use. As a result, a substantial amount of labor forces have moved to the services industry, and agricultural and sideline products have turned into goods for trading, both of which lead to significant increase in farmer’ income.

**5. Improving the transportation, village environment and infrastructures in the scenic spot and creating a better living environment for the local communities.** With a total investment of 340,000 yuan made in the past 10 years, all the villages in the Yuanyang Hani Terraces scenic spot now have access to water, electricity, roads and telecommunication services. The look of the villages and the living environment of the local people have been transformed for the better.

**6. The trade of agricultural and sideline products generates high revenues for the local farmers.** Guangming Group, an enterprise affiliated to the OCT Group, has designed a special marketing plan for Yuanyang, which expands the market opportunities for local farmers through existing sales channels. Under the plan, the Guangming Group goes to Yuanyang and purchases ducks farmed in the terraced fields from the local villages and households, and helps the farmers sell them to Shanghai. Up to now, more than 2,700 ducks have been sold from the terraced fields to Shanghai, benefiting more than 300 registered households with over 1,200 people.





## Results

1. The development of tourism industry around the Hani Terraces has increased the job opportunities for the residents of nearby villages. First, the project has employed more than 200 locals, paying over 71 million yuan of salaries in the last 10 years, and rural households employed under the terrace transfer project receive about 900,000 yuan of labor payment every year. Second, the development and marketing of agricultural products such as red rice and terrace ducks as well as embroidery and other tourism products have benefited more than 500 registered households of over 2,000 people.

2. The development of tourism industry around the Hani Terraces has contributed to the continuous improvement of transportation, village environment and infrastructures in the scenic spot. Currently, access to water, electricity, roads and telecommunication services is made available in all the villages of the Yuanyang Hani scenic spot.

3. Local villagers have been encouraged to participate in tourism development and operation with guidance and support. The scenic spot now has 255 self-employed

tourism businesses, including 35 hotels, 180 B&Bs, 17 agri-tainment sites and 23 restaurants. A total of 30,000 mu of land has been used for eco-friendly rice cultivation and fish and duck breeding, producing 10.9544 million kg of rice and 1.007 million kg of fish, keeping 200,000 ducks, and laying 69 million eggs. The output value has reached 11,617.6 yuan per mu in the demonstration area, and 8,280 yuan per mu in the extended area. The total area of fruit planting in the core terrace fields has reached 13,000 mu, with an estimated value of over 145 million yuan. The output of tea has reached 456.51 tons, with a total value of 8.8731 million yuan.

## Experience and Inspirations

The development of tourism industry around the Hani Terraces has discouraged the outflow of local migrant workers, and provided sufficient labor force and original cultural landscape for the development of terrace tourism. Through tourism training, the quality of culture in the local communities has continuously improved, and the local villagers have developed the awareness and capability of

poverty alleviation, leading to a healthy cycle of scenic spot, heritage protection and community development. The successful experience of the Yuanyang Rice Terraces in promoting poverty alleviation through tourism development include the following:

First, attracting tourists through the development of tourism industry, encouraging local residents to integrate agricultural production and household property economy with rural tourism, transforming the model of cultivation-based agricultural development into the integrated development of primary and tertiary industries, stimulating and driving the development of local service industries, and raising the local economic level.

Second, advancing the demonstration of ecological enhancement in the scenic spot, promoting the construction of tourism-friendly infrastructure in the countryside, and coordinating the integrated development of tourism with relocation programs in the mountainous regions for poverty alleviation purposes, characteristic and profitable agriculture, and construction of beautiful and livable countryside. The development of the tourism industry has increased the public services provided by the government, enhanced and uplifted the living environment in the local communities, improved the transportation, medical treatment, education and other conditions, and raised the quality of life and level of happiness.

Third, the development of tourism industry has inspired more young and middle-aged people to look for jobs and start their own business back in their hometown, and kept the traditional farming culture under effective protection to ensure the sustainability of the terrace fields. The model of integration of “rice-fish, rice-duck” with targeted poverty alleviation and the Hani terrace brand as well as the “four-in-one” model of “company + production base + rural household + market” have been adopted to support the participation of the general public in the development of the scenic spot.

Fourth, through the marketing of agricultural and sideline products of origin, a one-stop industrial chain connecting production, supply and marketing, from the rural households in the upstream to the market in the downstream, has been established. By partnering with businesses and industries, the project has addressed the problem of lack of motivation in agricultural farming and the difficulties farmers face in selling their products, and truly enabled the poor households to achieve self-reliance and avoid relapse into poverty.

## Next Step

The introduction of corporate operation to the Yuanyang Hani Rice Terraces has delivered the following outcomes: the successful application of the World Cultural Heritage status has increased the visibility of the Hani Rice Terraces scenic spot; with this world-class brand, the scenic spot has attracted a large number of tourists, enterprises, businessmen, scholars and pop stars, triggering a surge in public interest in the protection and development of the Yuanyang Hani Rice Terraces; the development of tourism industry has given a boost to the local economy and the protection and development of the terrace fields; a new model of poverty alleviation has been established in the tourism industry and the economic model of origin has been launched based on market demand and requirement. Going forward, the integration of heritage protection and tourism development will help enhance the value of the Hani terraces, and inspire more local residents to look for jobs and start businesses in the tourism industry, thus contributing to the economic growth and poverty alleviation in the region. Following the guidance of the government and through the partnership with a large tourism company, this project has explored a new path of poverty alleviation based on the integration of heritage protection and tourism development, with a high possibility of success when being replicated.



## 宁夏六盘山：隆德联社“文化旅游系列贷”助力精准扶贫

Longde Cooperative Supports Precision Poverty Alleviation with “Cultural Tourism Series Loans” at Liupanshan Region, Ningxia

### “ 摘要

金融扶贫是扶贫开发的重要组成部分，是促进农民增收、农业增效和城乡经济协调发展的重要举措。隆德县农村信用合作社聚焦生态农业及红色旅游等地方特色产业，创新推出“六盘山文化旅游系列贷”金融支持产业发展的扶贫新模式，共投放 15.25 亿元“六盘山文化旅游系列贷”贷款，支持全县 1299 个经营主体，4395 余户 2 万余贫困人口创业、就业，走出了一条金融支持的“造血式”可持续发展之路。

”

### 挑战与问题

隆德县位于六盘山西麓，拥有得天独厚的自然环境、人文资源，先后荣获“中国书法之乡”、“全国避暑休闲百佳县”、“全国休闲农业与乡村旅游示范县”，有“天然药库”美称。

受自然条件、人文社会、生态移民和新型城镇化等因素的影响，很多自然村规模较小并且较为分散，产业发展不均衡，贫困人口占比较大，经济发展滞后。如何发挥金融扶贫力量帮助贫困户发展特色产业脱贫致富成为亟待解决的问题。

### 措施

隆德县农村信用合作社（以下简称“隆德联社”）作为隆德县金融扶贫的领军者，创新“六盘山文化旅游系列贷”金融扶贫模式。主要采取的措施有：

1、创新推出“六盘山文化旅游系列贷”支持产业发展的扶贫新模式。通过搭建“政府+银行+贫困户+产业”的金融扶贫合作平台，出台“担保+风险补偿+多贷多存”的风险防范和激励政策，

创建“金融扶贫示范区+产业示范园+农户示范点”的带动圈，丰富“金扶贫+六盘山系列贷”信贷产品，推动“网点+终端”普惠金融，形成“贷款发展产业、产业拉动脱贫”的金融扶贫模式。

2、深挖资源优势，支持文化旅游特色产业。隆德联社主动推动文化旅游产业融合发展及创新，帮助贫困户做好“农业+”“田园+”文章，开办农家乐，经营绿色农场，果蔬采摘，中药材特产加工销售，开发文旅创意等产业由贫困户亲自参与进来。比如盘龙山庄创始人鲍彪虎，从 10 年前贷款 1





万元到享受 570 万元“六盘山文旅贷”，隆德联社鼓励引导贫困户参与到盘龙山庄建设中，提供 100 多个就业岗位，带动基建、种养、文创、交通运输等 28 个产业 3000 余贫困户发展，已脱贫 2300 户，剩余 700 余人均处于脱贫基准线。

3、金融助力提后劲，破解金融扶贫“融资难”。引进隆德县融资担保公司、固原中小企业信用担保公司、固原广元担保公司等中介机构提供担保。定期开展“政银企农担合作座谈会”，形成“政府+银行+企业+农户+担保公司”的合作模式，实现金融扶贫无缝对接。

4、提升服务建信用，破解金融扶贫“融资慢”。一是成立党支部、青年先锋队及网点宣讲小组，让金融扶贫工作“走上街头”、“深入田间地头”、“融入涉农企业”。二是深入推进“信用户”、“信用村”、“信用乡（镇）”创建活动，已全面完成全县 99 个村 10414 户建档立卡贫困户的评级授信工作，建档立卡贫困户评级授信覆盖率 100%。三是在各营业网点设立“精准扶贫”、“小额农户贷款”绿色通道，形成小额信贷业务流程“一站式”

服务。四是实行“5+2、白+黑”的延时工作模式，成为县域金融机构精准扶贫模范标杆。

5、对准症结“下良药”，破解金融扶贫“融资贵”。一是对建档立卡贫困户执行基准贷款利率。二是对建档立卡贫困户中的攻坚户，实施一户一策，一户一业的精准脱贫方案，已为单身、残疾的建档立卡贫困户注入产业脱贫资金 344 户 1349 万元，为 60--65 岁的贫困户发放贷款 149 户 543 万元，为已释放黑名单户发放贷款 172 户 712 万元。三是用“一个金融产品”带动“两个中药材种植圈”，建设“三个冷凉蔬菜种植基地”，形成“四个养殖产业群”，发展“五条全域旅游带”，全力支持建档立卡贫困户脱贫致富。四是向好水乡中台村派驻第一书记和驻村工作队，结对帮扶，力帮 82 户 328 人摘掉“穷帽子”。

## 成效

1、产业精准扶贫。累计发放“六盘山文化旅游系列贷”贷款 27861 户 15.25 亿元，存量“系列贷”贷户 8689 户、5.51 亿元，贷款覆盖面达到 40.63%，户均获贷 6.34 万元。支持 1299 余户贫困户自主创业，带动 6500 余人在家门口就业，帮助 4000 余户建档立卡贫困户脱贫。

2、普惠金融。近年来陆续投资 2000 万元升级改造现代化综合性物理网点 14 个，建立二级便民金融服务点 10 个，一级便民服务点 1 个，助农取款点 99 个，改造升级便民服务点 78 个，县域



金融服务 100% 全覆盖。

3、打开“扶贫扶智”新局面。扶贫先扶智，共开展“农民讲习所金融知识辅导”114 场，普及金融政策、知识及致富信息 120 余项，惠及全县 99 个贫困村 5 万余人。

4、金融助学、就业扶贫。自 2015 年以来陆续招聘 22 名贫困大学毕业生加入农信社队伍。同时，组织开展资助贫困大学生捐款活动，为 1100 余名贫困大学生捐资助学 410 万元。

## 经验与启示

创新“六盘山文化旅游系列贷”金融扶贫模式，用金融力量支持休闲农业与乡村旅游精品工程、乡村生态文化旅游品牌培育行动、乡村文旅创意产品开发行动和“旅游+”提质行动。隆德联社金融扶贫的成功经验主要有：

一是发展产业是实现脱贫的根本之策。根据贫困地区的特色产业优势，通过信贷资金支持贫困户发展特色产业，支持小微企业建成规模化的产业项目。

二是金融扶贫要从思想上拔掉“穷根”。“六盘山文化旅游系列贷”金融模式的推广，转变了广

大贫困户守穷不举债，“扶贫贷款=救济资金”，只借不还的错误观念，克服了“等政策、靠政府、要资金”的陈旧思想，树立了全民信用体系。

三是金融扶贫必须发挥协作引领作用。“六盘山文化旅游系列贷”金融扶贫模式充分发挥出政府、金融部门之间的协作和基层村组织、农村新型经济组织、“两个带头人”的引领作用，发挥行业部门资金整合和基层党组织、村委会熟悉农户情况的优势，发挥信用社机制灵活、覆盖面广的优势。

## 下一步计划

经过三年的发展，隆德联社“六盘山文化旅游系列贷”金融扶贫模式从探索走向成熟，我们认为，“六盘山文化旅游系列贷”金融扶贫模式易推广、可复制。金融支持贫困地区可持续发展，首先要把握信贷资金投入具有市场潜力的产业中，确保产业“扶得起、扶得稳”。其次要根据不同地区、不同贫困户的实际情况，因户施策，提供差异化、精准化的金融服务。最后要加强基础性金融服务，以信用建设为重点，塑造良好金融生态环境，使扶贫到款“放得出、收得回”，形成良性循环，有效巩固脱贫成效。

## “ Abstract

Poverty alleviation through financial inclusion, an important part of poverty alleviation and development, is an important measure to increase farmers' income, agricultural efficiency and coordinated urban and rural economic development. The Longde County Rural Credit Cooperative focuses on local industries such as eco-agriculture and “red tourism”, and launched a new poverty alleviation model through the development of the “Liupanshan Cultural Tourism Series Loans” to provide financial support. A total of 1.525 billion yuan was lent to support 1,299 business entities and, consequently, more than 20,000 poor villagers from 4,395 households are employed. We have built a path of sustainable development and capacity-building underpinned by finance.

”

## Challenges and Problems

Longde County is located in the western foothills of Liupanshan Mountain. With a unique natural environment and cultural heritage, it is honored as “the Town of Chinese Calligraphy”, “the Top 100 National Summer Leisure County”, “the National Demonstration County of Leisure Agriculture and Rural Tourism”, and “a Natural House of Medicine”.

However, due to natural conditions, cultural and social factors, ecological immigration and the new model of urbanization, many villages are small and scattered, featuring unbalanced industrial development, sizable poverty-stricken population, and economic underdevelopment. It became vital to leverage the role of finance to promote poverty alleviation and help poor households develop distinctive industries to get rid of poverty and increase incomes.

## Measures

The Longde County Rural Credit Cooperative

(hereinafter referred to as the “Longde Cooperative”), as the pathfinder of poverty alleviation through financial inclusion, has innovatively developed the “Liupanshan Cultural Tourism Series Loans” as a financial poverty alleviation model. The measures taken include the following:

**1. Innovatively launching the “Liupanshan Cultural Tourism Series Loans” as a new model of poverty alleviation to support industrial development.** Through the establishment of a financial poverty alleviation cooperation platform combining “government + bank + poor household + industry”, the introduction of risk prevention and incentive policies combing “guarantee + risk compensation + more loan for more deposit”, we have created a driving circle of “financial poverty alleviation demonstration zone + industry demonstration park + farmer demonstration site”, varified the credit products of “Jinfu Loan + Liupanshan Loan”, promoted the financial inclusion model combing “points + terminals”, and formed a financial poverty alleviation model in which loans boost industry development and, in turn, poverty alleviation.

**2. Fully mobilizing resources to support cultural tourism industry.** Longde Cooperative promotes the

integrated development and innovation of cultural tourism industry, assists poor households in leveraging “agricultural +” and “landscape +” development by opening farmhouses, operating green farms, engaging in businesses of fruits and vegetables picking, processing and selling Chinese herbal medicines and local specialties, developing cultural and creative industries etc. For example, Bao Biaohu, founder of the Panlong Mountain Villa, started with a loan of 10,000 yuan 10 years ago and now has access to 5.7 million yuan credit line under the program of “Liupanshan Cultural Tourism Series Loans”. Longde Cooperative encouraged the poor households to participate in the building of the Panlong Mountain Villa, which provided more than 100 jobs. More than 3,000 poor households increased income from 28 industries including infrastructure construction, breeding, cultural and creative industry, and transportation. 2,300 villagers were consequently lifted out of poverty and the remaining 700 villagers reached the poverty alleviation baseline.

**3. Tackling “funding difficulties” with financial services in the financial poverty alleviation efforts.** Longde County Finance Guarantee Company, Guyuan SME Credit Guarantee Company, Guyuan Guangyuan Guarantee Company and other intermediary agencies have been introduced to provide guarantees. We have regularly carried out seminars attended by government, bank, business and farmer representatives and formed a cooperation model featuring “government + bank + enterprise + farmers + guarantee company” to achieve a seamless integration of financial poverty alleviation.

**4. Improving service quality and credit building to accelerate the financing process.** First, by establishing party branches, youth pioneer teams and publicity teams at cooperative outlets, we have brought the financial poverty alleviation work “to the streets”, “into the field”, and “into agriculture-related enterprises”. Second, we have further promoted the building of “credible clients”, “credible villages” and “credible towns” and completed the credit rating program covering 10,144 households in 99 villages

of the county and 100% of the registered poor households. Third, we have set up fast channels of “precise poverty alleviation” and “small-scale farmer loans” at each outlet to provide “one-stop” service for microfinance business. Fourth, we have extended working hours to “5+2” and “day + night”, which has become the benchmark for precision poverty alleviation in the county’s financial institutions.

**5. Lowering the cost of finance by targeted solution.** First, we implemented the benchmark lending rate for the registered poor households. Second, we provided precision poverty alleviation plans for deeply impoverished households on a case-by-case basis. 13.49 million yuan was loaned to the 344 households of unmarried and disable poor villagers for industrial development; 5.43 million yuan was loaned to the 149 households of poor villagers aged between 60 and 65; and 7.12 million yuan was loaned for the 172 households of villagers released from blacklist. Third, with one financial product, we drove two Chinese herbal medicine planting clusters, constructed three cold vegetable planting bases, built four breeding industry groups”, and developed five all-for-one tourism belts, to fully support the registered poor households in poverty alleviation. Fourth, we sent a first party secretary and a resident team to Zhongtai Village of Haoshui Town, to help the 328 villagers of 82 households to alleviate poverty.

## Results

**1. Precision poverty alleviation through industrial development.** Under the “Liupanshan Cultural Tourism Series Loans” program, 1,521 million yuan of accumulative loans have been issued to 27,861 households, with the balance of loan standing at 551 million yuan covering 8,689 households. The loan coverage reached 40.63% and averaged 63,400 yuan per household. It supported 1,299 poor households in starting their own businesses, provided more than 6,500 local jobs, and lifted more than 4,000 registered poor households out of poverty.

**2. Inclusive finance.** In recent years, we have invested

20 million yuan to upgrade 14 modern and integrated service outlets, established 10 second-grade financial service points, 1 first-level financial service point, 99 rural withdrawal points, and upgraded 78 community service points. The county achieved 100% coverage of financial services.

**3. A new model of “poverty alleviation by knowledge”.** We have held 114 events of “financial knowledge counseling for farmers”, offering more than 120 items of financial policies, knowledge and business information, benefiting more than 50,000 people from 99 poor villages.

**4. Financial support for education and poverty alleviation through employment.** Since 2015, we have employed 22 university graduates from poor households to join Longde Cooperative. In addition, we have organized donations for poor college students, and donated 4.1 million yuan to more than 1,100 poor college students.

## Experience and Inspirations

By innovating the financial poverty alleviation model of “Liupanshan Cultural Tourism Series Loans”, we have used financial strength to support leisure agriculture and rural tourism boutique projects, rural eco-cultural tourism brand cultivation schemes, rural cultural tourism creative product development schemes and “tourism +” quality improvement initiatives. Longde Cooperative’ successful experience in financial poverty alleviation mainly includes:

**First, industrial development is the fundamental strategy to achieve poverty alleviation.** Based on the local endowments, the poor households are supported by loans to develop distinctive industries, and small and micro enterprises are supported to build scalable industrial projects.

**Second, financial poverty alleviation must get rid of the “poor roots” from the mind.** Through the promotion of the “Liupanshan Cultural Tourism Series Loans”, we have changed the poor villagers’ old ideas that poor family

shall not borrow debts, poverty alleviation loan equals to relief fund and does not require repayment, and they can just wait for, rely on and ask for government’s policy and fund. A county-wide credit system has been built up consequently.

**Third, financial poverty alleviation requires collaboration and leading roles.** The financial poverty alleviation model of the “Liupanshan Cultural Tourism Series Loans” gives full play to the collaboration between the government and the financial sector, the leading role of grassroots village organization, the rural new economic organization and the “two leaders”, and leverages fund mobilization of industries and the grassroots party organizations and village committees’ close awareness of farmers’ circumstances, and gives full play to the advantages of the flexibility and wide coverage of the credit cooperative.

## Next Step

After three years of development, the financial poverty alleviation model of the “Liupanshan Cultural Tourism Series Loans” of Longde Cooperative has shifted from the experimental stage to the mature one. We believe that this model is easy to promote and replicate. In such efforts, we must first grant loans to industries with market potential to ensure that the industry is able to “stand up and stand firmly”. Secondly, based on the circumstances of different regions and different poor households, it is necessary to provide differentiated and accurate financial services. Finally, it is necessary to strengthen basic financial services, focusing on credit building and creating a sound financial environment so that poverty alleviation loan can be “granted and recovered” and a virtuous circle can be formed to effectively consolidate the efforts of poverty alleviation.



## 字节跳动：山里 DOU 是好风光，抖音成为文旅扶贫新抓手

### Byte Dance: “Amazing Mountains on Douyin” - Culture Tourism for Poverty Alleviation

## “ 摘要

由于宣传推广、市场价值挖掘、平台搭建等原因，导致贫困地区经济发展受限。2018年，字节跳动发起“山里DOU是好风光”文旅扶贫项目，通过流量倾斜、人才培养、产品扶持和抖音认证四个方面投入及运营，实现科技赋能精准扶。字节跳动利用人工智能实现贫困地区旅游信息精准分发，助推稻城亚丁当年接待人数首次突破100万；通过创意策划打造全新的文旅品牌，在被帮扶的贫困地区开展新媒体运营人才培养，为多个国家级贫困县培训近8000人；与贫困县携手发起抖音挑战赛，联合平台网红达人共同参与抖音挑战赛，创作创意短视频，并引导全平台用户关注扶贫地区的好景好物，实现合作景区的旅游人数平均提升50%以上，惠及近10万贫困人口，脱贫成效显著。

”

## 基本概况

字节跳动成立于2012年，旗下拥有今日头条、抖音、火山小视频等多款互联网产品，公司产品和服务已覆盖全球150个国家和地区、75个语种，曾在40多个国家和地区排在应用商店总榜前列。抖音短视频通过应用人工智能技术为用户创造丰富多样的玩法，已成为当下最受用户欢迎的互联网产



品之一。

为积极响应党中央和国家关于打赢脱贫攻坚战战的决策部署，字节跳动结合自身业务，利用互联网技术优势，在抖音短视频平台发起“山里DOU是好风光”文旅扶贫项目，以抖音短视频为平台，通过为贫困县定制景点推广方案、发起抖音短视频挑战赛，传播贫困县的美景美食、民俗文化，来带动当地旅游增收。字节跳动聚焦深度贫困地区，认识到贫困地区因为资金缺乏，在宣传推广上面难以大量投入，导致获取客源比较困难；资源多样，但市场价值挖掘不足，人才短缺；产业发展平台不足，发展氛围差等因素，成为制约贫困地区脱贫的难题。

## 措施

2018年，抖音发起“山里DOU是好风光”文旅扶贫项目，通过流量倾斜、人才培养、产品扶持和抖音认证四个方面投入及运营，实现科技赋能精

准扶贫，助力脱贫攻坚。主要采取措施有：

1、利用人工智能实现精准分发，让更多潜在用户发现优质景区。字节跳动基于大数据和人工智能的算法优势，通过精准分发打通贫困地区流量获取的通道，让信息活水更加公平的流向贫困地区，让更多喜欢旅游的潜在用户发现这些景区，带动更多网友从旅游信息消费者转变为旅游产品的消费者，拉动当地旅游增收，推动当地旅游产业发展。2018年11月29日，字节跳动在四川省甘孜州稻城县举办发布会，宣布启动“山里DOU是好风光”文旅扶贫项目，并授予稻城“抖音美好打卡地”的认证，助推稻城亚丁当年接待人数首次突破100万。

2、通过创意策划和人才培养，探索“造血式”的文旅扶贫模式。字节跳动深入挖掘当地文化内涵、自然风光、风物特产的差异化卖点，通过创意策划打造全新的文旅品牌，赋予更高市场价值；同时，字节跳动还在被帮扶的贫困地区开展新媒体运营人才培养，通过培训当地景区的工作人员、本地自媒体成为网红达人，帮助贫困地区建立能够持续进行内容创作、获取流量的人才队伍，探索“造血式”的文旅扶贫模式。2018年9月下旬，字节跳动联合山西省永和县宣传部，制定新的品牌传播定位“乾坤夕照”，组织抖音上流量达人用独特的创意表现“乾坤夕照”的美，实现由线上传播引流向线下转化为实际收益。

3、发挥平台优势，多途径为贫困地区引流，打造网红打卡地。字节跳动充分发挥平台优势，与贫困县携手发起抖音挑战赛，联合平台网红达人共同参与抖音挑战赛，创作创意短视频，并引导全平台用户关注扶贫地区的好景好物，鼓励平台用户到贫困地区开展旅行打卡，在平台内形成“带动式”扶贫的良好氛围。2018年9月，字节跳动联合河南省栾川县旅工委，共同发起“奇境栾川抖起来”抖音挑战赛活动，字节跳动邀请13位抖音达人前往栾川实地体验拍摄，视频内容展现当地特色景点、特色美食。

## 成效

“山里DOU是好风光”文旅扶贫项目得到了旅游业界认可，在2019中国旅游产业发展年会上，字节跳动被授予“2018中国旅游影响力社会责任企业TOP10”，成为唯一非旅游行业的获奖企业。

字节跳动文旅扶贫项目已经在河南栾川、山西永和、四川亚丁、贵州荔波、河北涞源县等多个贫困县落地实施，为多个国家级贫困县培训近8000人，为贫困地区的景点提供开屏资源超过10次，官方抖音挑战赛7个，招募抖音网红达人到贫困地区拍摄超过超过100人次，粉丝覆盖超过2000万，共产生景区挑战赛视频超过5000条，累计为贫困地区提供近50亿次曝光，塑造抖音文旅美好打卡地5个，投入线上、线下资源超过3000万元。挑战赛推广期间，合作景区的旅游人数平均提升50%以上，惠及近10万贫困人口。





## 经验与启示

1、培训当地“网红”，持续传递贫困地区美景好物。通过新媒体运营、IP打造、电子商务等一系列免费课程培训，字节跳动带动更多旅游相关从业者通过抖音平台发布内容，和地方政府一起打造贫困地区的景区“网红达人”，利用持续内容创作、活动策划的方式，展现贫困地区的美景民俗，吸引游客体验打卡，实现“输血式扶贫”向“造血式扶贫”转变。

2、以文旅扶贫为切入点，带动当地多产业融合发展。字节跳动将今日头条的“山货上头条”扶贫项目和“山里 DOU 是好风光”文旅扶贫项目进行有机结合，积极和地方政府梳理当地具有明确带贫机制的农业产业，通过文旅内容带动当地农产品的线上销售，助力贫困地区的农产品上行，实现线上线下直接销售，让农产品变商品，农家房变客房，从而让贫困户享受到旅游业增长带来的红利。

3、优先将新技术应用到贫困地区，科技推动文旅产业发展。依托抖音等产品不断发展的技术，

字节跳动在落地实施“山里 DOU 是好风光”项目时，将公司最新研发的 Top view 开屏、AR 虚拟场景、POI 等各种先进技术应用用于贫困地区的景区推广，取得了显著成效。

## 下一步计划

字节跳动结合自身的技术特色和平台优势，利用人工智能技术为精准扶贫赋能，探索文旅融合的特色扶贫模式。“山里 DOU 是好风光”文旅扶贫项目将继续贯彻造血式扶贫、带动式扶贫和精准式扶贫的理念，从流量倾斜、人才培养、产品扶持和抖音认证等方面入手，让更多贫困地区的美景走向全国，进而走向世界，让贫困地区旅游信息实现更高效的分发和更精准的触达，使得更多三农从业者和贫困地区从中获益，助力脱贫攻坚和乡村振兴战略。

## “ Abstract

Due to the lack of publicity and promotion, insufficient excavation of market values, platform building and other factors, poor regions often face restrictions in economic development. In 2018, Byte Dance launched the culture tourism project of poverty alleviation, “Amazing Mountains on Douyin”, which harnesses the power of AI technology to promote the campaign of targeted poverty alleviation in the four areas of data flow pooling, talent training, product building and Douyin certification. With AI application, Byte Dance has realized precise distribution of tourism information in the poor regions, increasing the number of tourists in Yading, Daocheng to over 1 million for the first time; created new culture tourism brands, and provided training for new media operators in the poor regions, training nearly 8,000 people for several national-level poor counties; working together with poor counties to hold Douyin challenge competition, inviting celebrities on the Douyin platform to record creative videos for the competition, and encouraging the users on all platforms to follow the nice views in the target regions. The project has delivered significant results in poverty alleviation, increasing the number of visitors in the local tourist sites by more than 50% and benefiting nearly 100,000 poor people.

”

## Basic Information

Founded in 2012, Byte Dance is the owner of several popular online products such as Toutiao, Douyin (Tik Tok) and Huoshan. It currently provides products and services in 150 countries and regions worldwide, covering 75 languages, and has ranked among the top of the app stores in more than 40 countries and regions. Douyin, which creates a variety of entertainment forms for its users with AI technology, has become one of the most popular products for Internet users today.

In response to the decision made by the Party Central Committee and the state government on winning the battle against poverty, Byte Dance has launched a poverty alleviation project titled “Amazing Mountains on Douyin”

on its video-sharing platform based on its own business and the application of Internet technology. Through the Douyin platform, it has made customized plans for the promotion of tourist sites in poverty-stricken counties and organized mini-video challenge competition to promote the local scenery and cuisine and traditional culture of these counties, and increased the tourism revenue of the local communities. Byte Dance understands that these areas, which are in a state of abject poverty, have difficulty in attracting tourists due to lack of funds and investment in tourism promotion; the market values of their diverse resources cannot be fully tapped and talents are in short supply; insufficient platforms for industrial development and poor development atmosphere have only made it even more difficult for them to get out of poverty.

## Measures

In 2018, Douyin launched the poverty alleviation project “Amazing Mountains on Douyin”, which includes four main components: data flow pooling, talent training, product building and Douyin certification. It aims to harness the power of science and technology to achieve targeted poverty alleviation. The key measures taken include the following:

### 1. Introducing high-quality tourist spots to potential consumers through AI-powered data flow distribution.

Byte Dance has an advanced algorithm based on big data and AI, which opens the channel of data acquisition to poverty-stricken areas through accurate distribution, and spreads information more equitably to these areas, so that more potential tourism fans can discover these tourist spots, and change from tourism information consumers to tourism product consumers. As a result, the project increases local tourism revenue, and gives a boost to the development of local tourism industry. On 29 November 2018, Byte Dance held a press conference in Daocheng County, Ganzi Prefecture, Sichuan Province, announcing the launch of the “Amazing Mountains on Douyin” cultural tourism poverty alleviation project, and awarded Daocheng the certification of “Must-Visit Place on Douyin”, which pushed the number of visitors in Yading, Daocheng above the 1 million mark for the first time in that year.

### 2. Exploring the “blood-making” model of poverty alleviation through creative planning and personnel training.

Byte Dance has made vigorous efforts to explore distinctive selling points in local culture, natural scenery and local products, and create new brands of cultural and tourism products with higher market value. At the same time, it has offered training courses for new media operators in poverty-stricken areas. By training the employees of local tourist sites and local we-media owners into popular opinion leaders on the Internet, the project has brought up a group of local personnel who can continuously create new contents

and attract data flow, and established a “blood-making” model of poverty alleviation through culture tourism. In late September 2018, together with the Publicity Department of the Party Committee of Yonghe County, Shanxi Province, Byte Dance introduced a new brand communication strategy known as “Sunset Glow on Heaven and Earth”, and invited Douyin celebrities to present the beauty of “Sunset Glow” with their creative minds, thus turning the data flow generated through online communication into real income offline.

### 3. Leveraging the advantage of the Douyin platform and taking multiple means to direct data flow into poor regions and cultivate must-visit destinations for online opinion leaders.

Making full use of its platform advantages, Byte Dance has worked with poor counties to launch the Douyin challenge competition, and invited online opinion leaders to take part in the competition by creating mini-videos. It encourages Douyin users to follow the nice views and products in the poor regions, and travel to these areas as tourists, thus creating a pleasant atmosphere inside the platform. In September 2018, together with the Tourism Industry Committee of Luanchuan County, Henan Province, Douyin launched the “Wonderland in Luanchuan” challenge competition, and invited 13 Douyin celebrities to Luanchuan to make videos on the local tourist spots and specialty foods.

## Results

The “Amazing Mountains on Douyin” project has gained wide recognition in the tourism industry. At the Annual Meeting of China’s Tourism Industry 2019, Byte Dance was awarded the “Top 10 Chinese Companies in Tourism Influence and Social Responsibilities 2018”, becoming the only award winner in the non-tourism industry.

Byte Dance has launched its culture tourism project of poverty alleviation in several poor counties, such as

Luanchuan of Henan Province, Yonghe of Shanxi Province, Yading of Sichuan Province, Libo of Guizhou Province and Laiyuan County of Hebei Province. It has trained nearly 8,000 people in a number of national-level poor counties, provided open-screen resources more than ten times for tourist sites in the poor regions, organized seven official Douyin challenge competitions, and recruited more than 100 online opinion leaders to record video in the poor regions, attracting over 20 million fans. The competition has produced more than 5,000 video clips on the tourist sites, providing nearly 5 billion exposures for the poor regions, cultivated five must-visit places on Douyin, and invested more than 30 million yuan in online and offline resources. During the promotion of the challenge competition, the number of tourists visiting the scenic spots increased by more than 50% on average, benefiting nearly 100,000 poor people.

## Experience and Inspirations

### 1. Training local “online opinion leaders” to promote the beautiful things in the poor regions.

Through a series of free training courses such as new media operation, IP creation and e-commerce, Byte Dance has inspired tourism professionals to publish contents on the Douyin platform, and work with local governments to bring up “online celebrities” for the scenic spots in the poor regions, using continuous content creation and activity planning to present the beautiful scenery and folk customs of the poor regions and attract tourists to the must-visit places, thus realizing the transformation from “blood-transfusion poverty alleviation” to “blood-making poverty alleviation”.

### 2. Taking culture tourism as the vehicle of poverty alleviation to promote multi-industry integration in the localities.

Combining “Mountain Farm Products on Toutiao”, the signature poverty alleviation project of Toutiao, with “Amazing Mountains on Douyin”, the culture tourism project of poverty alleviation, Byte Dance has

worked with local government to choose the agriculture industry with clear potential of poverty alleviation. Through the application of culture tourism contents, the project has boosted the online sales of local agricultural products, supported the sales of agricultural products in the poor regions, and realized direct sales both online and offline, turning agricultural products into commodities, and rural houses into guest houses, so that poor households can enjoy the full benefits brought by the growth of the tourism industry.

### 3. Applying new technologies to the poor regions on a priority basis, and using science and technology to promote the development of cultural and tourism industries.

Relying on the technological progress of Douyin and other products, Byte Dance has applied its latest technologies such as Top View, AR and POI in promoting the scenic spots in the poor regions during the implementation of the “Amazing Mountains on Douyin” project, and achieved significant results.

## Next Step

Based on its own technology strengths and platform advantages, Byte Dance has harnessed the power of AI technology to promote the campaign of targeted poverty alleviation, and explored a distinctive model of poverty alleviation featuring culture-tourism integration. The “Amazing Mountains on Douyin” poverty alleviation project will continue to follow the principles of blood-making, catalytic and precise poverty alleviation, focus on the four components of data flow pooling, talent training, product building and Douyin certification, introduce the beautiful scenery of the poor regions to the whole country and to the world, and achieve more efficient distribution and more accurate access of tourism information in the poor regions, so as to deliver the benefits to more farmers and the wider poor regions and contribute to the poverty alleviation campaign and the rural revitalization strategy.





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