



旅游让世界和生活更美好  
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世界旅游联盟旅游减贫案例 2018  
WTA BEST PRACTICE IN POVERTY ALLEVIATION THROUGH TOURISM 2018



# 世界旅游联盟 旅游减贫案例 2018

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POVERTY ALLEVIATION  
THROUGH TOURISM 2018

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**WORLD TOURISM ALLIANCE**

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# 前言

# Foreword

减少贫困一直是全人类共同面对且亟待解决的重要议题，受到国际社会的广泛关注。联合国在《2030年可持续发展议程》中将“在全世界消除一切形式的贫困”作为17个可持续发展目标之首，并提出到2030年时消除极端贫困的目标。中国政府也高度重视减贫工作，提出了打赢脱贫攻坚战三年行动计划，目标是到2020年在现行标准下全国农村贫困人口实现脱贫。

近年来，旅游业已成长为世界经济发展势头最强劲和规模最大的产业之一，因其具有见效快、就业门槛低以及产业关联广等特点，被认为是促进经济增长和减缓贫困的重要工具。旅游在世界减贫事业中正从边缘走向中心，旅游在贫困地区经济社会发展体系中已从辅助角色转为关键推动力量，而减贫也成为旅游发展的重要使命和美好愿景。

世界旅游联盟(WTA)自成立以来，就将自身定位为旅游减贫事业的倡导者，并将“旅游促进减贫”作为联盟使命之一。为践行联盟使命和社会责任，联盟于2018年9月9日在中国杭州举办以“减贫与发展——世界旅游业的共同愿景”为主题的“世界旅游联盟·湘湖对话”活动，交流旅游减贫经验，探讨和推动旅游业在减贫事业中的责任和作为。

为倡导旅游促进发展带动减贫的理念，发挥典型案例的示范带动效应，世界旅游联盟联合中国国际扶贫中心和世界银行，共同发起“WTA旅游减贫案例2018”发布活动。从相关国际组织、联盟全球会员、中国文化和旅游部、国务院扶贫办公室、各省级旅游部门等多渠道广泛征集旅游减贫案例。本次征集活动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为标准，经过专家组的遴选审议，最终确定12个“WTA旅游减贫案例2018”入选案例和17个入围案例。这些案例为减少贫困、创造就业、改善居民生活条件和地方经济做出了巨大贡献。世界旅游联盟将继续减贫案例的研究工作，完善案例模型，建议在今后的项目设计中引入设置参照组的系统性社会经济指标基础调查和影响评估机制。

世界旅游联盟愿与国际社会充分合作，致力于为政府、行业协会和企业等多元主体搭建更加有效的平台，不断完善世界旅游减贫的合作机制，改善全球旅游治理体系，推动全球旅游业可持续发展，履行以旅游促进和平、旅游促进发展、旅游促进减贫的使命，诠释人类命运共同体的内涵。

Extensively concerned by the international community, poverty reduction has been an important issue facing the whole world and an urgent problem that needs to be solved. *The UN 2030 Agenda for Sustainable Development* placed “ending poverty in all forms everywhere” on the top of its 17 sustainable development goals, and set the goal of “eliminating extreme poverty by 2030”. The Chinese government has also attached great importance to poverty reduction, and worked out the three-year action plan of winning the tough battle of poverty alleviation to make country's poor rural population measured by current standards get rid of poverty by 2020.

Over recent years, tourism has become one of the fastest-growing and largest industries in world economy. Characterized by fast effects, low employment threshold and wide industrial relevancy, tourism is referred to as an important means of boosting economic growth and alleviating poverty. Tourism is advancing from margin to center and has transformed from a supporting role into a key driver in economic and social development in poverty-stricken areas. Meanwhile, poverty reduction has become an important mission and good vision of tourism development.

Since its establishment, World Tourism Alliance (WTA) has served as an advocator for poverty reduction through tourism and taken “Promoting Poverty Reduction through Tourism” as one of its missions. To perform its mission and social responsibility, on September 9 in 2018 WTA will host “WTA Xianghu Dialogue” in Hangzhou with the theme “Poverty Alleviation and Development—Shared Responsibilities of World Tourism Community”, to exchange experience in poverty reduction through tourism, communicate the responsibility and role of tourism in poverty reduction.

## 入选案例

### Selected Cases

To advocate the concept of promoting development and poverty reduction through tourism and give play to the demonstrative and driving effects of typical cases, WTA has initiated “WTA Best Practice in Poverty Alleviation through Tourism 2018” in association with International Poverty Reduction Center in China and World Bank, collecting relevant cases from international organizations, WTA members, Ministry of Culture and Tourism of People’s Republic of China, State Council Leading Group Office of Poverty Alleviation and Development, provincial tourism departments and other channels. This program is based on principles of fairness and justice and is evaluated through quantifiable standards such as poverty reduction effects, innovation, reproducibility, positive social impact and sustainability. Through selection and review by expert panel, 12 cases were selected and 17 shortlisted. In recognition of great efforts made under these case studies to reduce poverty, create jobs, improve living conditions of residents and local economy, we encourage future cases to include in project’s design a systematic socioeconomic baseline and impact evaluation with control groups included.

WTA is willing to work with international community to build a more effective platform for governments, industrial associations, enterprises and other entities, constantly perfect the mechanism of global cooperation in poverty reduction through tourism, improve global tourism governance system, promote the sustainable development of global tourism, perform the mission of promoting peace, development and poverty reduction through tourism, and interpret the connotation of the community of shared future for mankind.

## [引言]

旅游扶贫工作开展至今，已经使得千百万的贫困人口依托旅游产业的发展脱贫致富，改善生活。然而，在旅游扶贫的实际过程中，还存在政府管理不协调、政策支持明显滞后、人力资源匮乏等问题。目前，制约旅游扶贫发展的主要问题有以下几个方面：第一，乡村旅游扶贫简单地等同于旅游开发。旅游扶贫不仅要得到区域经济效益的最大化，更为主要的目的是帮助和扶持弱势群体。但在部分景区开发和经营的过程中，当地大量的贫困人口被排斥在旅游行业之外。第二，乡村旅游开发过于城市化。部分乡村贫困地区的旅游开发简单地仿照其他旅游景区，进行开山、修路、建民宿，兴建各类旅游娱乐设施，最终形成了“千村一面”的城市化发展格局，失去了乡村旅游所特有的“乡土性”特征。第三，旅游营销力度欠缺。在乡村旅游扶贫早期开发成长起来的乡村旅游目的地，多以村民自发式经营为主要的运营模式，这种营销影响力薄弱，使乡村旅游扶贫开发工作陷入瓶颈。各地针对这些问题如何解决也进行了一些探索，金寨县小南京探索了旅游扶贫的新模式，对于解决以上问题提供了一种思路。

## | 扶贫模式介绍

### 1. 金寨县小南京村基本情况

金寨县地处皖西边陲、大别山腹地，是著名的革命老区和将军县，也是全国重点连片扶贫攻坚主战场。小南京村位于金寨县城近郊，总面积 15.5 平方公里，辖 46 个村民组，1585 户 6068 人。过去的小南京村，人多地少而贫瘠，资源十分匮乏，曾是一片穷乡僻壤。为促进经济发展，帮助贫困人口脱贫致富，地方政府科学规划引导，因地制宜，准确定位，大力发展乡村旅游，走出了一条乡村旅游脱贫致富的成功之路，并成功创建国家 4A 级旅游景区和乡村旅游扶贫示范区。

### 2. 小南京乡村旅游扶贫示范区基本情况

小南京乡村旅游扶贫示范区景区总体规划占地 7500 亩，旅游商业建筑面积 30 万平方米，总投资 23 亿元。该景区以精准扶贫示范、浓厚的乡村气息、丰富的体验文化，吸引游人来此感悟中华传统农耕文化。小南京村是金寨打造新能源扶贫示范县发展战略和“三色”旅游新名片的重要组成部分，也是大别山集中连片扶贫开发示范区的缩影，更是辐射全县、带动周边的重要经济跳板。2014 年确定为“省级美丽乡村示范村”，2015 年荣获“中国乡村旅游模范村”“安徽省级卫生村”，并成功争创为“国家 4A 级乡村旅游扶贫示范区”景区，2016 年被农业部授予“中国美丽休闲乡村”。



## 安徽金寨小南京村：多措并举、融合发展旅游扶贫

Xiao Nanjing Village, Jinzhai County, Anhui Province: Multiple Measures and Integrated Development of Pro-poor Tourism

## 实施过程

### 1. 因地制宜，合理规划，打造美丽乡村环境

规划先行，科学、系统、高标准的编制了《小南京村村庄建设规划》《小南京乡村旅游扶贫示范区旅游总体规划》，完成“一心、一环、三轴、多点”的规划布局，力争将小南京打造成为生态效益、经济效益、社会效益相协调，集生态体验观光区、优质农业示范区、美好乡村示范区、扶贫开发示范区、光伏新能源示范区五位于一体的旅游观光型美好乡村。大力推进“三清、四拆、五化、一貌”为主的农村环境综合整治，杜绝大拆大建，争取项目资金近 1000 万元，先后实施并完成了水泥路、柏油路、生态停车场、自来水管网、民俗文化广场等基础设施的建设，将小南京打造成自然古朴、整洁优雅、宜居宜游的美丽乡村。

### 2. 完善设施，做靓精品，大力发展乡村旅游

投资近亿元的史河大桥和村内部通道，打通了小南京乡村旅游的快车道，投入资金 700 余万元建设了小南京村旅游形象大门、旅游标识系统、旅游厕所、游客服务中心、特殊人群服务室等基础设施。坚持典范引领的思路，结合本地乡村风情和民俗特点，投入资金 2000 余万元，打造了以“二十四节气”农耕文化为核心的金禾体验园。保留建设了榨油坊、豆腐坊、米酒坊、挂面坊、泡菜坊、田园超市、农家采摘等体验项目，农家院落恢复了传统大别山区夯土房屋的风貌，非常完美地将自然村落改造成独具大别山特色的露天农耕文化博物馆和教育体验基地。

### 3. 融合发展，多措并举，促进群众增收致富

在发展小南京乡村旅游带动脱贫的实践中，一手抓完善基础设施，提升乡村旅游环境，一手抓产业发展，将之作为提高村民经济收入、壮大村集体经济，实现和谐永续发展的主要途径。一是推进土地流转稳定增收，小南京村共有耕地 5414 亩，其中 800 多亩为滩涂地和荒坡地，种植比较效益低下，为提高经济效益，以村委会名义流转土地 7200 亩，用于发展光伏发电、采摘观光农业和中药材基地等。二是推进农民就业实现增收，光伏产业园、生态观光园、金禾体验园等项目常年可提供约 700 个就业岗位。三是推进旅游“1+N”带动增收，采用旅游“1+N”精准扶贫模式，指导农家小院业主与 5 户以上贫困户建立密切合作关系，在用工、餐桌上安全食品供应、旅游商品加工等方面签订收购协议，带动贫困户实现增收。四是推进金融支持促进增收，对有就业能力而无单独发展能力的贫困户，采取扶持大户的形式，给予合作社、大户创业扶贫贷款支持，同时要求每贷款 5 万元，大户要结对支持 1 户贫困户，采取年度分红、反租倒包、保底工资的形式，在保障贫困



户就业的同时保障贫困户享受扶贫资金收益。五是推进光伏扶贫长效增收，对无劳动能力的贫困户，推进实施光伏扶贫工程，每户投入 24000 元建设 3KW 分布式光伏电站，其中政府扶持 16000 元，贫困户自筹 8000 元，无力自筹的，政府协调小额贷款解决，贫困户从发电收益中逐年偿还。

## 成效评价

### 1. 多渠道促进贫困户增收

小南京旅游扶贫模式通过就业、土地流转和分红等多种手段提高了贫困人口收入，极大地降低了贫困人口的数量。在就业方面，小南京旅游扶贫示范区解决了周边 200 多户农户稳定就业，平均每户收入可达 2 万元以上；在土地流转方面，引进新天地现代农业、桂氏石斛、郎氏猕猴桃等多家知名企业进驻，每亩每年流转费在 600 到 700 元，流转年限 30 年左右，实现了稳定增收，并促进农民从土地上解放出来成为产业工人；在分红方面，目前全村共安装光伏电站 94 个，每户年增收在 3000 元以上。

### 2. 实现了绿色可持续发展

小南京村景区坚持贯彻开发和保护相结合的原则，大力倡导绿色开发、绿色项目、绿色经营、绿色消费，尽可能地维护和营造良好的自然生态环境和社会人文环境，实现了景区的经济、社会、生态环境效应的良性循环。

### 3. 基础设施和公共服务大幅改善

通过发展旅游业，小南京村大力实施整村推进和基础设施建设，从而改善居民生活质量，彻底解决重点贫困村的贫困落后面貌，为贫困人口彻底摆脱贫困、实现脱贫致富奠定了坚实。

## 成功经验

### 1. 政府引导，社区参与

小南京村在开展旅游扶贫工作的过程中，首先需要政府的规划引导，通



过政府的协调管理，使扶贫工作少走弯路，顺利进行。同时引导社区居民对旅游业有更深的认识，在他们认识到了旅游业带来的利益之后，他们会积极主动的参与其中，为旅游业的发展献力献策，尽心尽力，这不仅有利于当地居民从旅游业中获得更多对等的利益，更有利于可持续发展理论的实施，促进旅游可持续发展。

### 2. 强化产业，持续发展

小南京旅游扶贫示范区的产业结构以扶贫为导向，着重发展劳动力密集型、就业门槛低的旅游要素产业区段。示范区着重发展旅游体验、旅游餐饮、旅游购物等劳动力密集型的旅游要素产业区段，尤其着重发展乡村民俗体验、特色餐饮和地方旅游纪念品等就业门槛低的旅游要素产业。

### 3. 注重生态环境保护

小南京村坚持树立可持续发展观，开发过程中坚决不以牺牲环境为代价，必须掌握适度开发原则，营造自然生态舒适的旅游环境，保证自然生态环境与旅游资源开发的和谐发展，坚持适度开发、长远盈利的发展理念。

### 4. 重视人力资源开发

小南京乡村旅游示范区通过加强和各大专院校、科研机构及相关部门的横向联系，通过建立旅游高级人才智库，吸纳广大专家学者作为旅游发展顾问。同时，加强景区员工的理论知识学习，为景区培养一批优秀的管理人员和从业人员。

## | 推广价值

乡愁气息浓厚、现代科技感强烈的小南京乡村旅游扶贫示范区倍受国内外游客青睐，2017年全村游客量达46.69万人次，创综合收入1.1亿元。目前，示范区已成为金寨县“旅游富县”战略和乡村旅游扶贫工程的典范，为老区精准脱贫提供了可操作、可复制的样本工程。小南京旅游扶贫示范区的旅游发展，能够带动周边乡镇、县市，在安徽省乃至全国范围内能够起到一定的示范作用。



### [Introduction]

Since the project of poverty reduction through tourism has been carried out, millions of impoverished people has ended poverty and become better off. However, during the project implementation, following problems occurred, such as the mismanagement of local governments, lagging-behind policy supports, and a lack of human resources. The current major problems are as follows: First of all, people simply regard poverty alleviation through tourism as developing tourism. Poverty alleviation is not just a tool to boost regional economy, its aim is to help and assist the vulnerable group. However, in some poverty-stricken areas, a large number of impoverished people have been excluded during the development and operation of village tourist sites. Secondly, tourism development in some villages is much like urbanization. Some village and poverty-stricken areas only simply copy other tourist sites by building roads, hotels and recreation facilities on mountains. In the end, those villages appear to be the same as other villages, as an idiom of “a thousand villages with one appearance” described. Thirdly, the lack of tourist sales promotion: during the process of poverty reduction, most tourists sites are operated by villagers themselves, and their operation model and sales promotion are less known by the society, which is the bottleneck of the model of poverty reduction through tourism. Through trials and errors, we believe there are several solutions to this issue and poverty reduction through tourism needs another model and a new thinking.

## | I. Introduction of Poverty Reduction Model

### 1. Overall situation of Xiao Nanjing Village in Jinzhai County

Situated at the western outskirts of Anhui province and at the heartland of Dabie Mountains, Jinzhai County is a famous old revolutionary base area and is also known as the “County of Generals”. It is the main battlefield for poverty reduction in contiguous poverty-stricken areas. Xiao Nanjing Village is located on the suburb



of Jinzhai County. It has a total area of 15.5 km<sup>2</sup>. There are 46-village groups in the village, including 6,068 people from 1,585 households. In the past, the village has a large population but its arable lands were small and barren. Poor families, struggling at the edge of subsistence, often lacked the resources to grow food.. To promote economic development and poverty reduction, the local government took scientific measures that were in accordance with local conditions and made exact targeted plans. It chose to implement the plan of promoting village tourism and successfully helped people end the poverty. It has successfully created a national-standard tourist site in the village and Xiao Nanjing Village has become a good example of poverty reduction through village tourism

## 2. Xiao Nanjing Demonstration Area on Poverty Reduction through Village Tourism

Xiao Nanjing Demonstration Area on Poverty Reduction through Village Tourism spans 7,500 mu (about 1,236 acres) with a total investment of 2.3 billion yuan. Its commercial and tourist building covers an area of 300,000 m<sup>2</sup> (about 75 acres). It boasts of both age-old culture and agricultural tradition and is a good example of targeted poverty reduction. Numerous tourists come to experience Chinese traditional farming culture. Xiao Nanjing Village has become an important part in Jinzhai County's development and poverty reduction strategy and it is the new name card of "three colors" (red for

tour of revolutionary old base, green for environmental-friendly tour, blue for clean and blue sky, which can be enjoy by visitors during the tour) tourism. Xiao Nanjing is also the epitome of poverty reduction demonstration areas among contiguous poverty-stricken areas in Dabie Mountains, which has inspired its neighboring villages in the county to make new progress. In 2014, Xiao Nanjing was honored with the title of Anhui's Beautiful Exemplar Village. In 2015, it was awarded with the tile of Chinese Tourism Exemplar Village and the title of Anhui's Cleanest Village. In the same year, it successfully competed for the title of Chinese AAAA Tourist Site and Poverty Reduction Exemplar Area. In 2016, the Ministry of Agriculture honored Xiao Nanjing with the title of Chinese Beautiful Village.

## II. Implementation Process

### 1. Suitable measures and reasonable plans to create a beautiful village environment

The village's first priority was to make high-standard, scientific and systematic plans such as *Xiao Nanjing Village Construction Plan* and *The Overall Plan of Xiao Nanjing Demonstration Area on Poverty Reduction*. The plans featured "one center, one ring road, three axes and several key points". The village was designed to be a beautiful five-in-one area for sightseeing and travel, whose five functions include ecological experience, agricultural demonstration, clean and beautiful village exemplar, poverty alleviation demonstration, and PV new energy demonstration. The village greatly pushed forward the comprehensive environmental treatment policy of "three cleaning, four demolition, five transformation, and one appearance". Under such policy, mass demolition and construction were prohibited. With a project investment of nearly 10 million yuan, the village built concrete roads, gravel roads, ecological parking lot, water pipelines, a Folk

Cultural Square and other infrastructures. In this way, Xiao Nanjing has become a natural, clean, elegant and beautiful village with a traditional vintage, and is suitable for live and travel.

### 2. Improving infrastructure to build a leading brand of village tourism

With an investment of nearly 100 million yuan, the newly renovated Bridge on River Shi and village passages sent Xiao Nanjing to the expressway of village tourism development. With an investment of more than 7 million yuan, Xiao Nanjing upgraded its tourist facilities such as main village gate, tourist signs, public toilet, tourist service center, and service rooms for disadvantaged people. It sticks to the principle of following good examples and combining local rural culture with folk culture during its construction of Jinhe Experience Garden. "The 24 Solar Terms"-themed Jinhe Experience Garden received a total investment of more than 20 million yuan. The garden contains a oil mill, a tofu house, a rice wine mill, a noodle workshop, a pickle shop, a rural supermarket, a picking farm and other experience projects. In the garden, rural courtyards were restored to traditional rammed earth houses of Dabie Mountains. In this way, the rural village was successfully built into an open cultural museum and agricultural education demonstration base.



### 3. Integration of different development models and measures to increase income

In practice, the government took two major measures to end poverty in Xiao Nanjing through village tourism. Firstly, upgrading infrastructure, improving village tourist environment. Secondly, promoting industrial development, taking it as the main method to increase income of farmers and enlarge collective economy while realizing a harmonious and sustainable development. The specific measures to increase income of poor households are as follows: 1) Rural land-use right transfer: Xiao Nanjing Village has 5,414 mu (about 892 acres) of arable lands. Among them, 800 mu of lands are either mudflats or sloping wild lands, which have a low comparative efficiency of farming. To improve economic interests, 7,200 mu of land was transferred in name of the village committee to develop photovoltaic power station, building fruit picking gardens and traditional medicine growing farm. 2) New jobs: Photovoltaic industrial park, ecological tourist park, and Jinhe Experience Park are able to provide approximately 700 jobs in total annually. 3) Tourism "1+N": this targeted poverty reduction model is operated as follows: the local government will instruct owners of each rural family inn to do business with more than 5 poor households. Owners will sign contracts with poor household, on employment, supply

of safety food, tourism commercial processing and other matters. Through businesses exchange, poor households are able to earn an income. 4) Financial support: for poor households with working ability but could not find jobs on their own, the government took a trickle-down measure, which provided loans to co-operatives and rich households on condition that each of them coupled with one household for every 50,000 loan. Poor households not only got jobs but also directly benefited from the poverty reduction funds through annual dividends, land rent and guaranteed pay floors. 5) PV poverty alleviation project for long-term prosperity: poor households without working ability could join the poverty reduction project participated by photovoltaic companies. Every household could put a capital of 24,000 yuan to build a 3KW distributed photovoltaic power station. Local government will assist each household with 16,000 yuan and the remaining amount need to be financed by poor households themselves. Those who were not able to finance could opt to micro-loan, which was intermediated by the local government. The repayment will be made annually from revenues of the electricity generation.

### III. Project Evaluation

1. Promoting poverty reduction with multiple methods

Xiao Nanjing increased the income of poor households by measures such as providing jobs, distributing dividends, and promoting land-use right transfer. It greatly reduces the number of poor population. As for employment, Xiao Nanjing Demonstration Area on Poverty Reduction through Tourism has provided steady jobs to more than 200 local rural households and households in neighboring villages. Each household earns an income of more than 20,000 yuan every year. As for the land-use right transfer,

renowned companies such as New Tiandi Agriculture, Gui's Dendrobium, Lang's Kiwi Fruit were introduced to Xiao Nanjing Village. They provide 600~700 yuan as transfer fee to farmers with a 30-year term. Therefore, farmers have been upgraded to industrial workers and have a steady income. In terms of dividends, the village has set up 94 photovoltaic power stations, which generate 3,000 yuan annually for each household.

2. A green-oriented and sustainable development have been achieved

Xiao Nanjing Village Tourist Site sticks to the principle of combining development with protection to greatly promote green-oriented development, green projects, environmental friendly operations and green consumption. It tries its best to form a natural and sound ecological and cultural environment in the community. A virtuous cycle for economic, social, ecological benefits is well achieved.

3. The significant improvement of infrastructure and public service

Seizing the opportunity of tourism development, Xiao Nanjing Village upgraded its infrastructure and village environment in a whole. As a result local life standard improves and the poor and backward condition in key poverty-stricken village is uprooted. This lays a solid foundation to end poverty in this area.

### IV. Successful Experience

1. Combining government guidance with community participation

Government guidance is the most important thing in the process of poverty reduction through tourism. With the coordination and management of local government, works on poverty reduction will make few detours and get a smooth start. At the same time, when the community residents fully understand the tourism



development model and know that the model could bring them benefits, they will actively take part in the project and contribute their wisdom whole-heartedly. When local residents get more benefits from tourism development, the policy of sustainable development will be implemented smoothly, and the two factors will continue to facilitate each other.

2. Strengthening the industry with sustainable development

The industrial structure of Xiao Nanjing Demonstration Area on poverty reduction through Tourism is poverty-reduction oriented. It focuses more on providing labor-intensive and low-requirement jobs, which are what the tourist industry does. The area also regards the development of village and folklore culture, and the sale of local specialty and souvenir as its first priority, because such business has low requirements for workers.

3. Putting more attention on environmental

protection

With sustainable development as guideline, Xiao Nanjing Village has never sacrifice environment in the process of its development. It follows the principle of appropriate development to build a natural, ecological and comfortable tourist environment and to keep a harmonious balance between environmental protection and tourism resource development. It also adheres to principle of reasonable development for long-term benefits.

4. Focusing on human resource development

By increasing communication with institutions of higher education, scientific institutes and relevant departments, by building an advanced tourism talent pool, Xiao Nanjing demonstration area of village tourism has invited a large number of experts and scholars to be its tourism development advisors. Meanwhile, it encourages the staff of the tourist sites to study theoretical knowledge, thus fostering a batch of excellent managers and workers.

### V. The Value of Promotion

In Xiao Nanjing village, one can savor the rural setting amid facilities of the modern world. Hence, it has become a popular destination for worldwide travellers. In 2007, it attracted more than 466,900 tourists and generated revenue of 110 million yuan. Xiao Nanjing has become a trailblazer for similar poverty reduction projects and its success is also a proof to Jinzhai's strategy of "enriching the county through tourism development". As a signature project, Xiao Nanjing village is easy to be copied and operated by other old revolutionary base areas. Xiao Nanjing Demonstration Area on Poverty Reduction through Tourism not only facilitates the development of neighboring counties but also serves as a good example for Anhui Province and other parts of China.

## 重庆武隆区：“旅游+N”多产业融合发展

Wulong District, Chongqing Municipality:  
“Tourism+N” Multiple Industries Integration  
Development

### [引言]

重庆市武隆区不仅自然风光全国少有，历史文化也是源远流长。武隆是全国唯一一个同时拥有“世界自然遗产”“国家5A级景区”“国家级旅游度假区”“国家绿色旅游示范基地”“联合国可持续发展城市示范奖”5块金字招牌的县区。拥有丰富的自然资源和人文资源的武隆区通过全区抓旅游、创建“旅游+N”的“武隆模式”，加快旅游升级发展、带动发展、融合发展，不断延伸和壮大旅游产业链条，同时拓展多种渠道增加贫困居民收入，提高了居民生活水平，降低了地区贫困发生率，为全国其他贫困地区的发展提供了借鉴意义。因此，研究重庆市武隆区旅游扶贫具有极强的现实意义。



### | 扶贫模式介绍

在对武隆区实际发展状况进行充分调研的基础上，当地政府提出了“山水之城·美丽之地”目标定位和“行千里·致广大”价值定位，按照“深耕仙女山，错位拓展白马山，以点带面发展乡村旅游”的部署，大力发展生态旅游产业，加速绿色崛起、富民兴区，探索出一条贫困山区旅游扶贫的新路子。武隆区通过旅游与文体“联姻”、旅游与地产“联建”、旅游与农业“联合”、旅游与商贸“联动”等多种“旅游+N”模式，加快旅游升级发展、带动发展、融合发展，大力发展休闲度假、纳凉避暑、康体运动、会议会展、养老养生等旅游业态，不断延伸和壮大旅游产业链条。

旅游与文体“联姻”，成功打造了“印象武隆”山水实景演出、国际山地户外运动公开赛、仙女山露营音乐节等一批文化体育产品，成为武隆旅游的重要名片。文化产业突破3亿元，占全区GDP的3.04%。

## “武隆模式”的实施过程

### 1. 发挥资源优势、比较优势和后发优势，找准扶贫开发的突破口

资源就是财富，合理利用资源就能创造更多财富，武隆将资源优势变为产业优势，旅游业已成为全区的战略性主导产业，作为统筹扶贫开发、实现脱贫致富、统筹城乡发展的重要抓手。区委区政府不断优化发展思路，着力打造“美丽中国”的山区型县域样板，提出了到2020年成功创建国家级优质旅游示范区，基本建成世界知名旅游目的地的宏伟目标。武隆从战略高度把旅游作为全局性、长期性的永续产业，争取通过全域旅游创建，实施全域性扶贫带动，形成全产业链旅游服务，让旅游惠及更多民众，让贫困山区老百姓早日脱贫致富。

### 2. 坚持全区抓旅、全民兴旅、旅游富民，让一切创造社会财富的源泉充分涌流

武隆区探索建立“政府主导、市场主体、部门联动、全民兴旅”的工作模式，形成“大旅游、大联动、大产业、全民做”的浓厚氛围。

开展“全民营销”。组织全县27个乡镇街道、128个区级部门和企事业单位，组建16个旅游宣传营销集团，在全国100多个大中城市和东南亚国家开展组客营销。

组织“全民服务”。牢固树立“游客是上帝”和“处处是美景、人人是形象、事事系发展”的理念，书记、区长带领全区干部群众，人人都当服务员，为游客提供全方位、人性化的服务，游客满意度连年位居重庆首位。

倡导“全民创业”。鼓励农民发展小加工、小手工、小养殖、小修理、小运输、小中介、小餐饮、小旅店、小农场、小林场涉旅“十小企业”。鼓励有条件的组建旅游企业，如旅行社、酒店、旅游服务公司等。截止目前，全区发展涉旅工商户5621家，涉旅企业530余户，其中，小微企业425家。

## “武隆模式”的成效评价

直辖初，地区生产总值仅为10.2亿元，其中产业占47.1%，传统农业占据“半壁江山”，农民人均收入仅为1482元。2017年，接待游客2800万人次，以旅游为主导的服务业对全区经济增长的贡献率达到50%，农村常住居民人均可支配收入达117765元，增速连续6年居重庆市区县前列；全区3.1万农户、近7万农民靠旅游吃饭；旅游扶贫消除贫困村48个、贫困人口3.2万余人。武隆区始终践行“旅游扶贫的一切努力都是为了老百姓收入增长”的宗旨，十分注重旅游的辐射带动和群众的增收致富。

### 1. 探索廊道带动型增收模式

按照“建一处景点、引一批企业、活一带经济、富一方群众”的思路，确立了仙女山旅游扶贫带、白马山旅游扶贫带、石桥湖旅游扶贫带、桐梓山旅游扶贫带4个旅游黄金廊道，建成集交通组织、空间整合、产业集聚、形象展示等为一体的扶贫开发示范区。仙女山、白马山片区成为全市旅游扶贫的典型，仙女山片区7个乡镇、50个行政村、近5万农民人均纯收入12000元以上。

### 2. 探索集镇带动型增收模式

整合资金5.9亿元，大力推进高山生态扶贫搬迁，依托旅游集镇建成移民新村169个，搬迁安置10951户、38331人。引导高山移民和集镇居民大力发展家庭公寓、快捷酒店、商品销售、特色美食等旅游商贸服务。如双河镇木根村地处仙女山贫困片区，平均海拔1350米，是全市首批乡村旅游扶贫示范村。近年来，该村依托良好的生态资源和全市高山蔬菜示范基地的带动，大力发展休闲农业和乡村旅游扶贫，成为全区首批脱贫和首个基本小康的行政村。

### 3. 探索景区带动型增收模式

高度重视景区原住民的生产生活，在景区进出通道等区域建设专门的创业区和农特产品销售一条街，引导景区周边农民发展特色小吃、特色农家、农产品销售、旅游商品销售等商业，景区及周边2万农民通过旅游实现了直接或间接就业。据统计，仅芙蓉洞、仙女山景区从事涉旅“第二职业”的农民达1500余人，年收入都在5万元以上。以“印象武隆”为例，公司近300余名演职人员中有220人是当地农民，人均年收入达4万元以上。

### 4. 探索专业合作社带动型增收模式

加大乡村旅游专业合作建设，成功创建了赵家、双河、白马、仙女山、火炉等乡村旅游合作社，其中赵家乡乡村旅游专业合作社被评为全国“合作社+农户”旅游扶贫示范项目，在全国旅游扶贫工作大会上，作为“合作社+农户”模式唯一的代表交流发言，介绍其成功经验。目前，赵家乡乡村旅游专业合作社共计有农户会员119家，2017年，专业合作社接待游客40万人次，旅游收入7600余万元，解决本乡富余劳动力500余人就业，全乡共有30户148人通过办农家乐脱贫，在乡特色农业旅游企业中务工脱贫的62户253人，为游客提供产品脱贫的125户438人。

## “武隆模式”的成功经验与推广价值

### 1. 坚持融合发展的路径，形成多点支撑大格局

武隆突破一产、二产和三产的界限，推进旅游与文化、体育、商业、交通、





农业、工业等相关部门和行业的融合，将部门联合和产业融合作为旅游发展新的增长点，形成多点支撑、融合发展的“大旅游、大市场、大产业”格局。

没有文化的旅游就没有灵魂，没有生命力。传统的自然旅游资源观赏游留不住游客的脚步，必须围绕“休闲、度假、观光”定位，按照“文旅融合”思路，丰富和延伸旅游业态。

### 2. 坚持富民增收的宗旨，破解旅游、扶贫“2张皮”现象

武隆区建立大旅游大扶贫工作新格局，广开就业渠道，增加农民收入，创新多种增收模式、让老百姓实实在在享受旅游发展红利。通过廊道带动型增收模式、集镇带动型增收模式、景区带动型增收模式、专业合作社带动型增收模式，真正把“富民增收”作为发展旅游的出发点和落脚点，增强旅游产业的辐射联动效应，鼓励城乡居民特别是贫困农民积极参与旅游服务，尽力为群众搭建创业就业平台，让老百姓获得更多实惠。

做强旅游产业，最重要的是让普通农户老百姓增收致富。紧紧利用旅游扶贫这个抓手，在做大做强旅游事业的同时，让更多贫困农户分享旅游经济发展的红利，破解旅游、扶贫“2张皮”现象。

### 3. 坚持生态优先的理念，推动旅游产业绿色发展

生态旅游资源是武隆最靓丽的名片，也是武隆科学发展的核心资源。武隆拥有它，就会拥有一切；失去它，就可能失去所有。全区始终秉承“森林是武隆的命根子”“生态是武隆最大的财富，最大的资源”的理念，心怀敬畏爱护武隆一山一石、一草一木、一鸟一兽和江河溪流，坚持在保护中发展，在发展中保护，既要绿水青山亦要金山银山。

生态旅游扶贫是连接生态保护与减贫的有效桥梁，是绿色减贫创新最有效途径。各地在规划旅游扶贫发展时，除了关注旅游产业的经济效益外，应严格划定生态红线，守护绿水青山，推动旅游产业绿色发展。

## [Introduction]

Wulong District of Chongqing has not only rare natural scenery, but also a long history. Wulong is the only county-level district in China that has five gold medals in the “World Natural Heritage”, “National AAAAA Level Scenic Spot”, “National Tourism Resort”, “National Green Tourism Demonstration Base” and “United Nations Sustainable Development City Demonstration Award”. Wulong District, which has abundant natural resources and human resources, has established a “Wulong model” of “Tourism+N” through tourism-centered in the whole region, accelerating tourism upgrading and development, driving development, integrating development, and continuously expanding and enlarging the tourism industry chain. At the same time, by expanding various channels to increase the income of poor residents, the district improves the living standards of residents, reduces the incidence of poverty in the region, and provides reference for the development of other poverty-stricken areas in China. Thus, it is of great practical significance to study tourism poverty alleviation in Wulong District of Chongqing.

### I. Introduction of Poverty Alleviation Model

On the basis of a thorough investigation of the actual development of Wulong District, the local government put forward the target orientation of “A City of Mountain and Water: Beautiful Land” and the value orientation of “Take a Thousand Miles to the Masses”. According to the “Deep Cultivation of Fairy Mountain, Dislocation to Expand White Horse Mountain”, in the development of rural tourism with a point-to-face approach, we will vigorously develop the eco-tourism industry, accelerate the rise of green areas, enrich the people, and explore a new way to help the poor in poverty-stricken mountainous areas. Wulong District accelerates tourism development and promotes development through “joint-marriage” between tourism and culture, “joint-construction” between tourism and real estate, “joint-cooperation” between tourism and agriculture, “joint-interaction” between tourism and commerce and other “tourism+N” modes. Wulong District vigorously develops tourism in leisure vacation, appreciation of the cool summer, healthy sports, conference and exhibition, physical endowment health, and continues to expand and expand the tourism industry chain.

“Joint-marriage” between tourism and culture. Wulong District has successfully created several cultural and sports products such as landscape performance of “Impression of Wulong”, International Mountain Outdoor Sports Open, Fairy Mountain Camping Music Festival, which have become important business cards for Wulong’s tourism. The cultural industry broke through 300 million yuan, accounting for 3.04% of the region’s GDP.



The picture shows the performance scene of “Impression of Wulong”. Nearly 200 performers are local farmers, with an average annual income of 40,000 yuan.

## II. Implementation Process of “Wulong Model”

1. Making Full Use of Resource Advantages, Comparative Advantages and Late-developing Advantages, and Identify Breakthroughs in Poverty Alleviation and Development

Resource means wealth, and rational use of resources can create more wealth. Wulong will turn resource advantages into industrial advantages. Tourism has become a strategic leading industry in the region and has been regarded as an important method in coordinating poverty alleviation and development, achieving poverty alleviation and coordinating urban and rural development. The district committee and district government continuously optimized the development ideas, focused on creating a mountainous county model of “beautiful China”, and proposed to achieve the grand goal of successfully establishing a national-level high-quality tourism demonstration

zone and basically building a world-renowned tourist destination by 2020. From a strategic height, Wulong regards tourism as a global and long-term sustainable industry, strives to create a global tourism industry, implements global poverty alleviation, and forms a whole industry chain tourism service, so that tourism benefits more people and makes people in poverty-stricken mountain get rid of poverty as soon as possible.

2. Adhering to the Principle that Whole Region Attaches Great Importance to Tourism, All People Enjoy Travelling, Tourism Enriches the People, and let all the Sources of Creating Social wealth Flow in Full.

Wulong District explores the establishment of a working model of “government-led, market-oriented, departmental interaction, and all-people tourism”, forming a strong atmosphere of “big tourism, big interaction, big industry, and all people”.

Wulong District Carries out “national marketing.” Organize 27 township streets, 128 district-level departments and enterprises and institutions in the county, set up 16 tourism publicity and marketing groups, and conduct group customer to market in more than 100 large and medium-sized cities in China and Southeast Asian countries.



Wulong District Organizes “all-people service.” Firmly establish the concept of “tourist is God” and “everywhere is beauty, everyone stands for the image, and everything connects development”. The secretary and the district head lead the cadres and the masses in the district to know that everyone is a waiter and to provide the visitors all-round and humanized services. Tourist satisfaction ranked first in Chongqing for years.

Wulong District Advocates “all-people entrepreneurship.” Encourage farmers to develop “ten small enterprises related with tourism”, like small processing, small handicrafts, small breeding, small repairs, small transportation, small intermediaries, small restaurants, small hotels, small farms, small forest farms. Encourage the formation of tourism enterprises, such as travel agencies, hotels, and travel service companies. Up to now, the region has developed 5,621 travel-related industrial and commercial enterprises and more than 530 travel-related enterprises, including 425 small and micro enterprises.

## III. Achievement Evaluation of “Wulong Model”

At the beginning of the direct administration, the regional GDP was only 1.02 billion yuan, of which 47.1% was in the first industry. Traditional agriculture accounted for “half of GDP” and the per capita income of farmers was only 1,482 yuan. In 2017, 2,800 tourists visited here and tourism-oriented service industry contributed to 50% of regional economic growth, and per capita disposable income of rural residents reached 117,765 yuan. The growth rate has been in the forefront of Chongqing's urban counties for six consecutive years; there are 31,000 rural households and nearly 70,000 farmers in the region relying on tourism to live; tourism poverty alleviation eliminates 48 poverty-stricken villages and more than 32,000 poor people. Wulong District has always practiced the purpose of “all

efforts of tourism poverty alleviation aim for the income growth of ordinary people”, and pays great attention to the radiation of tourism and the income growth of the masses.

1. Exploring the corridor-driven growth model

In accordance with the idea of “building a scenic spot, introducing a group of enterprises, inspiring the economy, and enriching the masses”, the Fairy Mountain Tourism Poverty Alleviation Zone, the Baima Mountain Tourism Poverty Alleviation Zone, the Shiqiao Lake Tourism Poverty Alleviation Zone, and the Tongzi Mountain Tourism Poverty Alleviation Zone were established as tourism golden corridors. A poverty alleviation and development demonstration zone has been built integrating traffic organization, spatial integration, industrial agglomeration and image display. The Fairy Mountain and Baima Mountain Areas have become the typical example of tourism poverty alleviation in the city. The average net income of nearly 50,000 farmers in 7 townships, 50 administrative villages in the Fairy Mountain area is over 12,000 yuan.

2. Exploring the model of increasing income by the towns

The integration of funds of 590 million yuan, the district vigorously promotes the alpine ecological poverty alleviation, relying on tourism towns to build 169 new immigrant villages, relocate and resettle 10,951 households, 38,331 people. Guide mountain migrants and market town residents to develop tourism business services such as family apartments, express hotels, merchandise sales, and specialties. For example, Shuanghe Town Mugen Village is located in the poverty-stricken area of Fairy Mountain, with an average elevation of 1,350 meters. It is the first batch of rural tourism poverty alleviation demonstration villages in the city. In recent years, relying on good ecological resources and the city's alpine vegetable demonstration base, the village has vigorously developed leisure agriculture

and rural tourism to help the poor, becoming the first administrative village in the region to get rid of poverty and the first to reach the basic well-off.

### 3. Exploring the model of scenic area to increase the income

We attach great importance to the production and life of the aborigines in the scenic spot, and build a special entrepreneurial zone and a special product sales street in the area such as the entrance and exit passages of the scenic spot, and guide the farmers around the scenic spot to develop commercial snacks, special farmhouses, agricultural product sales, tourism products sales, etc. Around 20,000 farmers have achieved direct or indirect employment through tourism. According to statistics, only 1,500 farmers engaged in the “second occupation” of Furong Cave and Fairy Mountain Scenic Area, the annual income is more than 50,000 yuan. Take “the Impression of Wulong” as an example, among the nearly 300 performers of the company, 220 are local farmers, and the per capita annual income is more than 40,000 yuan.

### 4. Exploring the model of professional cooperatives to drive revenue-growth

Intensify cooperation in rural tourism, and successfully established rural tourism cooperatives such as Zhaojia, Shuanghe, Baima, Xiannvshan, and Furnace. Among them, Zhaojiaxiang Rural Tourism

Professional Cooperative was rated as a national “cooperative + farmer” tourism poverty alleviation demonstration project. At the National Tourism Poverty Alleviation Work Conference, the only representative of the “Cooperative + Farmers” model exchanged speeches and introduced their successful experiences. At present, Zhaojia Township Rural Tourism Professional Cooperative has a total of 119 rural household members. In 2017, professional cooperatives received 400,000 tourists and the tourism income was more than 76 million yuan. It solved the employment of more than 500 people in the township. There are 30 households with 148 people in the township got rid of poverty, there are 62 households with 253 people working in poverty-stricken rural tourism enterprises got rid of poverty and 125 households with 438 people got rid of poverty by providing tourists products.

## IV. Successful Experience and Promotion Value of “Wulong Model”

### 1. Adhering to the path of integrated development and form a multi-point support pattern

Wulong breaks through the boundaries of the primary, secondary and tertiary industries, promotes the integration of tourism and culture, sports, commerce, transportation, agriculture, industry and other related departments and industries, and integrates sectoral integration and industry as a new tourism development. The growth point will form a pattern of “big tourism, big market, big industry” with multiple support and integration development.

There is no soul and no vitality when there is no culture in tourism. The traditional natural tourism resources can't keep the tourists' footsteps. They must focus on the positioning of “leisure, vacation and sightseeing” and enrich and extend the tourism industry according to the idea of “integration of culture and travel”.



### 2. Adhering to the purpose of enriching the people and increasing income, and crack the phenomenon of “two skins” for tourism and poverty alleviation

Wulong District has established a new pattern of large-scale tourism poverty alleviation work, broadening employment channels, increasing farmers' income, innovating various income-growth models, and allowing ordinary people to enjoy the tourism development dividend. Through the corridor-driven growth mode, the mode of increasing income by the towns, the mode of scenic area to increase the income, the model of professional cooperatives to drive revenue-growth, the district really regards the “enrichment of the people” as the starting point and foothold of tourism development, enhance the radiation linkage effect of the tourism industry, encourage urban and rural residents, especially poor farmers, to actively participate in tourism services, and try their best to build a platform for entrepreneurs to find employment, so that ordinary people can get more benefits.

To strengthen the tourism industry, the most important thing is to let ordinary farmers increase their incomes. Tightly take advantage of the tourism poverty alleviation, while making the tourism industry bigger and stronger, the district lets more poor farmers

share the dividend of tourism economic development, and crack the phenomenon of tourism and poverty alleviation.

### 3. Adhering to the concept of ecological priority and promote the green development of tourism industry

Ecotourism resources are the most beautiful business cards in Wulong and the core resources for Wulong's scientific development. If Wulong owns it, he will have everything; if he loses it, he may lose everything. The whole region has always adhered to the concept that “the forest is the lifeblood of Wulong” and “the ecology is the biggest wealth and the greatest resource of Wulong”. Protect everything in Wulong with awe. Adhere to the development in protection and protect in development, becoming richer while protecting the environment.

Eco-tourism poverty alleviation is an effective bridge connecting ecological protection and poverty alleviation, and it is the most effective way for green poverty reduction innovation. When planning tourism poverty alleviation development, in addition to paying attention to the economic benefits of the tourism industry, we should strictly define the ecological red line, protect the environment, and promote the green development of the tourism industry.





## 河北涞水野三坡：“双带四起来” 旅游减贫新模式

Yesanpo, Laishui County, Hebei Province:  
Tourism Poverty Alleviation New Model “Double  
Drive Factors and Four Establishments”

### [引言]

当前中国乡村旅游市场处于一个快速发展的阶段，旅游扶贫具有强大的市场优势。根据中国社科院舆情实验室发布的《中国乡村旅游发展指数报告》，2016年，中国乡村旅游人次达到13.6亿，平均全国每人一次，乡村旅游收入达到4000亿以上。而且，相较于其他扶贫模式，旅游扶贫具有门槛低、见效快、就业容纳能力强的特点。通过发展贫困地区的旅游，既能带动农户就业，又能向外界推广本地的特色，这是实现乡村可持续发展的有效方式。

近些年，国家出于对旅游扶贫的高度重视，出台了一系列相应的政策，各地也在逐渐探索开发符合本地实际的旅游模式。本文以河北省保定市涞水县为例，介绍其借助野三坡的旅游资源优势，形成的“双带四起来”的旅游减贫新模式。

### | 涞水及野三坡旅游扶贫概要

#### 1. 涞水县基本情况

河北省保定市涞水县位于北京西南，总面积1650平方公里，其中山区、丘陵占80.3%，是典型的山区县，是燕山-太行山集中连片特困地区县，是河北省确定的环首都扶贫攻坚示范区9个重点县之一。由于基础差、底子薄，涞水县发展相对落后，2012年初统计，全县还有贫困人口10万人。

#### 2. 野三坡景区旅游扶贫基本情况

涞水县旅游资源丰富，特别是拥有国家5A级旅游景区、世界地质公园、国家级风景名胜区——野三坡景区。在野三坡520平方公里范围内，大自然鬼斧神工，造就了百里峡、白草畔、鱼谷洞、龙门天关、拒马河、金华山等七大景区80多个景点。野三坡景区范围内涉及五乡镇七十多个贫困村，立足良好生态和独特的旅游资源，当地转变思路大力发展旅游，把旅游业作为带动脱贫的有效途径。

### | 涞水县旅游扶贫实施过程

#### 1. 涞水县野三坡景区管理委员会主导实施该地旅游扶贫

河北野三坡景区自1985年开发建设，景区管委会作为涞水县委、县政府的派出机构，承担着诸多政府职能，负责野三坡景区的规划、开发、建设、管理和运营，始终坚持保护中开发、开发中保护的原则，坚持旅游富民。三十多年来，经过开发初期、二次创业、精品景区建设、灾后重建、旅发大会、提档升级等多个发展阶段，景区基础设施大幅提升，旅游环境愈加舒适，景区覆盖面积由500平方公里扩展到了700平方公里，先后荣获了“世界地质公园”“国家级风景名胜区”“国家5A级旅游景区”“国家森林公园”“国



家文化产业示范基地”“国家全域旅游示范区首批创建单位”“全国旅游系统先进集体”等多个荣誉称号。

## 2. 探索“双带四起来”旅游减贫新模式

依托野三坡景区旅游优势产业，实施旅游带动脱贫，当地政府探索形成了“双带四起来”的旅游减贫新模式，即景区带村、能人带户；把产业培育起来，把群众组织起来，把利益连接起来，把文化和内生动力弘扬起来。初步形成民宿旅游带动、工商资本带动、旅游合作社带动、自然资源带动、驻村帮扶带动、龙头企业带动 6 种具体模式。2016 年以来，带动 62 个村、5715 人实现脱贫。

### (1) 景区带村：实施“七带”举措

一是以旅游规划带村。与野三坡景区总体规划相衔接，编制各村旅游扶贫规划，确立旅游扶贫目标定位、旅游功能设施、新业态项目等。目前已有 33 个村编制完成并纳入旅游总规当中。二是以旅游业态带村。借势河北省旅发大会，突出旅游带动脱贫，打造了 10 余个新业态项目。三是以基础设施带村。按照国家 5A 级旅游区标准，加快构建旅游扶贫基础设施支撑体系。尤其借势承办省旅发大会，新建、改造旅游路 35.8 公里、桥梁 13 座；铺设、改造输水管网 1.51 万米；对 15 个村的电网实施了改造。四是以旅游环境带村。与美丽乡村建设相统筹，着力改善乡村旅游环境。2016 年以来，投入 7 亿多元，在野三坡景区 31 个村实施了美丽乡村建设。同时大力推进厕所革命，改造厕所 10000 个，并建立了全覆盖的乡村垃圾处理体系。五是以旅游培训带村。按照“培训一人、就业一人、脱贫一家”的工作思路，针对贫困群体开展技能培训，带动贫困群众融入新业态。在百里峡艺术小镇建立了 5 个培训基地，已开展培训 18 期 680 人次。六是以旅游营销带村。把旅游扶贫村全部纳入全域旅游示范区总体布局，把特色小镇、旅游村全部纳入智慧景区系统和精品旅游线路，与核心景区统一管理、统一推介、统一营销。七是以资



产平台带村。立足旅游资源与生态资源共享，涞水县政府投入 1000 万元旅游扶贫基金，入股河北野三坡旅游投资有限公司，山区扶贫对象每人获得股份，每年分红 1000 元。

### (2) 能人带户：实施“四带”举措

一是法人带。引进工商资本和旅游管理公司，通过股份分红及流转土地、农宅，吸纳就业等形式，与贫困户实现利益联结；成立股份制合作社，贫困人口全部入社参股，带动增收；发展农家乐，吸纳贫困群众就业，野三坡景区农家乐经营法人已达 2203 家。目前全县已有 4834 名贫困群众纳入法人带动体系。二是回乡创业带。进一步加大政策支持和项目资金扶持力度，吸引大多数在外务工人员回乡发展农家游等产业，带动当地贫困群众就业创业。野三坡大景区有意回乡创业人员达 800 余人，其中贫困人口 100 余人。三是先富群体带。先富裕起来的农户为贫困群众提供就业岗位，手把手培训旅游技能，增加贫困群众的工资性收入或经营性收入。目前富裕户已带动贫困群众 1004 人。四是党员带。鼓励引导党员与贫困群众结对子，实施“点对点”帮扶，带动贫困群众脱贫。现在 2120 名党员已结对帮扶 5598 名贫困群众。

### (3) 激发群众动力和产业活力，做到“四起来”

通过“双带”，激发了群众动力和产业活力，做到了“四起来”。一是把产业培育起来。打造了一批旅游新业态，成立了 23 家旅游扶贫合作社，新建或改建了 800 家旅游农家院，发挥了有力的扶贫带动作用。二是把群众组织起来。强化基层党组织和政府部门服务群众职能，有组织地开展技能培训、设置公益岗位、支持自主经营、回乡创业，以多种形式提高群众组织化水平。三是把利益联结起来。通过县级旅游资产收益扶持平台和旅游扶贫合作社，实现了资产到户、权益到户。四是把文化和内生动力弘扬起来。坚持物质脱贫与“精神脱贫”两手抓，尊重乡村文化，注重历史传承，着力培育新时期乡风民风，彻底打破了贫困乡村“久困成习”的生活方式。



## | 成效评价

### 1. 形成多种带动当地发展的模式

经过多年探索，野三坡旅游扶贫初步形成 6 种带动当地发展模式。即以松树口、大龙门村为代表的民宿旅游带动模式；以南峪、计鹿村为代表的工商资本带动模式；以吕家铺村为代表的旅游合作社带动模式；以北峪塔村为代表的自然资源带动模式；以福山口村为代表的驻村帮扶带动模式；以龙云岭食品有限公司为代表的龙头企业带动模式。

### 2. 提供工作岗位，增强贫困户的内生发展能力

贫困户最终脱贫致富还是需要自身的努力，政府需要激发群众的内生发



展能力。野三坡旅游景区的发展，带动了周边多个乡镇的发展，打造了一批旅游新业态，例如成立旅游扶贫合作社、新建旅游农家院等。

### 3. 该旅游扶贫模式得到多方认可

目前河北省野三坡景区带动的贫困村、贫困人口，贫困群众享受的分红收益，景区内美丽乡村覆盖面均在全国名列前茅，被中央政治局确定为“十大扶贫模式”之一。

## | 成功经验与政策启示

### 1. 利用资源优势，形成“双带四起来”的旅游减贫新模式

依托野三坡景区旅游优势产业，涞水县实施旅游带动脱贫，探索形成了“双带四起来”的旅游精准扶贫模式，即景区带村、能人带户；把产业培育起来，把群众组织起来，把利益连接起来，把文化和内生动力弘扬起来。初步形成民宿旅游带动、工商资本带动、旅游合作社带动、自然资源带动、驻村帮扶带动、龙头企业带动 6 种具体模式。

### 2. 该模式易于操作，并且能够带动地方可持续发展

河北野三坡景区“双带四起来”旅游减贫模式，可直接复制，适合在更大范围领域内推广，百姓满意度高，易于操作，并且完全契合世界旅游联盟“旅游促进减贫”的宗旨，能带动地方可持续发展，能形成可持续发展的良性循环效果，符合生态环保理念。

### 3. 发动全社会力量参与乡村振兴

社会参与是乡村振兴的重要力量和关键，乡村振兴战略的实施最终要靠一大批人才来推动。中央一号文件提出要汇聚全社会力量，强化乡村振兴人才支撑，把人力资本开发放在首要位置。涞水县调动企业家、本土能人、大学生等社会力量参与乡村的发展，通过他们的学识、思想、资源等优势共同建设美丽乡村。

## [ Introduction ]

At present, China's rural tourism market is in a stage of rapid development, and tourism poverty alleviation has a strong market advantage. According to the *China Rural Tourism Development Index Report* released by the Public Opinion Laboratory of Chinese Academy of Social Sciences, in 2016, the number of rural tourists in China reached 1.36 billion and rural tourism income of more than 400 billion. Moreover, compared with other poverty alleviation models, tourism poverty alleviation has the characteristics of low threshold, quick effect and strong employment capacity. It can not only drive the employment of farmers, but also promote local characteristics to the outside world through developing tourism in poor areas, which is an effective way to achieve sustainable rural development.

In recent years, China has attached great importance to tourism poverty alleviation and has introduced a series of corresponding policies. All areas are gradually exploring and developing tourism models that are in line with local conditions. Taking Laishui County of Baoding in Hebei Province as an example, this article introduces the new tourism poverty alleviation model by using the advantage of the tourism resources of Yesanpo National Park.

## I. Summary of tourism Poverty Alleviation in Laishui County and Yesanpo National Park

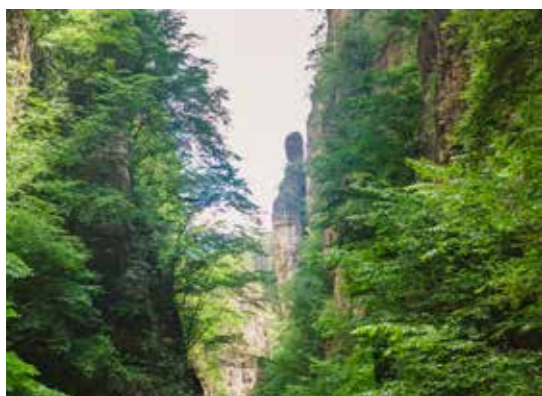
### 1. Basic Conditions of Laishui County

Laishui County of Baoding in Hebei Province is located in the southwest of Beijing with a total area of 1,650 square kilometers, where mountainous areas and hills account for 80.3%. It is a typical mountainous county and It is among contiguous poverty-stricken areas of Yan Mountain-Taihang Mountain and one of the nine key counties of poverty reduction demonstration zone determined by Hebei Province. Due to poor and weak foundation, the development of Laishui County is relatively backward. According to statistics in early 2012, there were still 100,000 poor people in the county.

### 2. Basic Condition of Tourism Poverty Alleviation in Yesanpo Scenic Area

Laishui County enjoys abundant tourism resources, especially the national AAAAA-level tourist scenic area, world geopark, and national-level tourist attraction -Yansanpo Scenic Area. Within 520 square kilometers of Yesanpo, nature has made a great effort to create more than 80 scenic spots in seven scenic areas including Baili Gorge, Baicaoan Forest, Yugu Cave, Longmen Heaen Pass, Juma River and Jinhua Mountain. Yesanpo Scenic Area covers more than 70 poverty-stricken villages of five towns. Based





on good ecological and unique tourism resources, local government transform their ideas to vigorously develop tourism, and make tourism an effective way to drive poverty alleviation.

## II. Implementation of Tourism Poverty Alleviation in Laishui County

1. The Implementation of Tourism Poverty Alleviation led by the Management Committee of Yesanpo Scenic Area in Laishui County

Hebei Yesanpo Scenic Area has been developed and constructed since 1985. As the dispatching agency of the Laishui County Party Committee and the government, the Management Committee of Yesanpo Scenic Area undertakes many government functions and is responsible for the planning, development, construction, management and operation of Yesanpo Scenic Area. The committee insists the principles of development with protection, and adhere enrich the people through developing tourism industry. Over the past 30 years, after various stages of development, such as early development, new undertaking, construction of boutique scenic areas, post-disaster reconstruction, World Conference on Tourism for Development and upgrading of the project, the infrastructure of the scenic spot has been greatly improved, and the tourism environment has become more comfortable. The

coverage area of the scenic spot is expanded from 500 square kilometer to 700 square kilometers and has won many honorary titles including the world's geological park, national-level scenic spot, national AAAAA-level tourist attraction, national forest park, national cultural industry demonstration base, the first round of national tourism demonstration zone of all-for-one tourism, and the national advanced group of tourism system.

2. Exploring the new model of tourism poverty alleviation of “double drive factors and four establishments”

Based on the tourism advantageous industry in Yesanpo Scenic Area and local government implements tourism poverty alleviation and explores a new model of “double drive factors and four establishments”. That is, the scenic areas drives villages and talents drive households; developing the industry, organizing the masses, connecting interests, and promoting culture and endogenous impetus. Six specific models have been initially formed, including the driving of the B&B, industrial and commercial capital, tourism cooperatives, natural resources, the mechanism of stationing, and the leading enterprises. Since 2016, 62 villages and 5,715 people have been lifted out of poverty.

(1) Scenic areas drives villages: Implementation of the "seven driving" initiative

The First driving is to drive village with tourism planning. It is linked with the overall planning of Yesanpo Scenic Area, compiling poverty alleviation plans for each village, and establishing tourism poverty alleviation target, tourism function facilities, and new business projects. At present, poverty alleviation plans for 33 villages have been completed and incorporated into the general tourism regulations. The Second driving is to drive the village by tourism. Through taking advantage of the Conference on Tourism for Development in Hebei Province and highlighting

poverty alleviation driven by tourism, more than 10 new business projects have been created. The third driving is to drive the village by infrastructure. It's important to accelerate the construction of the tourism poverty alleviation infrastructure support system in accordance with the national AAAAA level tourist area standards. In particular, taking the advantage of the opportunity of hosting the provincial tourism conference, 35.8 kilometers of tourist roads and 13 bridges have been built and renovated; the water supply network of 1.51 million meters has been laid down and renovated with the transformation of the power grids in 15 villages. The fourth driving is to drive the village by the tourist environment through coordinating with beautiful countryside construction and focusing on improving the rural tourism environment. Since 2016, more than 700 million yuan has been invested to implement beautiful countryside construction in 31 villages of Yesanpo Scenic Area. At the same time, the toilet revolution was vigorously promoted with renovation of 10,000 toilets, and a fully covered rural garbage disposal system was established. The fifth driving is to drive the village by tourism training. In accordance with the working ideas of “training one person, employing one person, and lifting one family out of poverty”, the skills training

for the poor groups were conducted to help the poor people integrate into the new industry. Five training bases have been established in the art town of Bailixia Gorge, and 18 sessions of 680 people have been trained. The sixth driving is to drive village by tourism marketing. All the tourism poverty alleviation villages will be included in the overall layout of the all-for-one tourism demonstration zone, and all the characteristic towns and tourist villages will be included in the smart scenic area system and boutique tourism routes, with unified management, promotion and marketing in the core scenic areas. The seventh driving is to drive the village by the asset platform. Based on the sharing of tourism resources and ecological resources, the Laishui County government invested 10 million yuan as tourism poverty alleviation funds, and invested in Hebei Yesanpo Tourism Investment Company. Each targets of the mountain poverty alleviation can obtain shares with an annual dividend of 1,000 yuan.

(2) Talents drive households: Implementation of the "four driving" initiative

The first way is driven by the legal person, through introducing industrial and commercial capital and tourism management companies, and realizing



interest connection with poor households through share dividends and transfer of land, farmhouses and employment; through establishing joint-stock cooperatives, all the poor people can participate in the company and increase their income; developing farmhouses can advance employment of poor people. The number of legal persons in the farms of Yesanpo Scenic Area has reached 2,203. At present, 4,834 poor people in the county have been included in the legal person-driven system. The second way is driven by hometown entrepreneurship. This includes further increasing policy support and project funding support, attracting most migrant workers to return to their hometowns to develop tourism and other industries, and driving local poor people to work and start businesses. There are more than 800 entrepreneurs in the Ye Sanpo Grand Scenic Area who intend to return to their hometowns to start their own businesses, including more than 100 poor people. The third way is driven by the first rich group. The wealthy farmers can provide jobs for the poor, provide their tourism skill training, and increase the wages or operating income of the poor. At present, wealthy households have driven 1,004 poor people. The fourth way is driven by the party members. This consists of encouraging the party members to match up with the poor people, implementing "peer-to-peer" assistance, and driving the poor to lift themselves out of poverty. Now 2,120 party



members have matched up with 5,598 poor people.

(3) Encouraging people's power and industry vitality to achieve "four developments"

Through the "double driving factors", the people's power and industry vitality have been stimulated and "four developments" have been achieved. The first is to develop the industry. We have created a number of new tourism formats, establishing 23 tourism poverty alleviation cooperatives, and building or rebuilding 800 tourist farmhouses, which have played a powerful role in poverty alleviation. The second is to organize the masses. This includes strengthening grassroots organizations and government departments to serve the masses, organizing skills training, setting up public welfare posts, supporting self-employment and returning home to start businesses, and improving the organization level of the masses in various forms. The third is to connect interests together. Through the county-level tourism asset income support platform and tourism poverty alleviation cooperatives, the asset-to-household and equity-to-household households have been realized. The fourth is to promote culture and endogenous impetus. We should adhere to the material poverty alleviation and "psychological poverty" at the same time, respecting the rural culture, paying attention to historical inheritance, and focusing on cultivating the folk customs in the new era, in order to completely break the lifestyle of "poor custom for long time" in the poor villages.

### III. Performance Evaluation

1. Forming a variety of models that drive local development

Through years of exploration, the tourism poverty alleviation of Yesanpo has initially formed six kinds of local development models including tourism driving model represented by Songshukou and Dalongmen

Village, industrial and commercial capital driving model represented by Nanyu and Jilu Village, tourism cooperatives represented by Lvjiapu Village, natural resource driving model represented by Beiyuta Village, stationing support driving model represented by Fushankou Village and the leading enterprise driving model represented by Longyunling Food Company.

2. Providing jobs to enhance the endogenous development capacity of poor households

The poor households still rely on themselves to get rid of poverty and become rich. The government needs to stimulate the people's endogenous development capabilities. The development of the Yesanpo Scenic Area has driven the development of many surrounding towns, and has created a number of new types of tourism industry, such as the establishment of tourism poverty alleviation cooperatives and the construction of new tourism farmhouses.

3. Such tourism poverty alleviation model has been recognized by many parties

At present, the dividend income enjoyed poor villages, poor populations driven by Yesanpo Scenic Area in Hebei Province, and the beautiful countryside coverage rank among the best in the country, which has been identified by the Central Political Bureau as one of the "Top Ten Poverty Alleviation Models".

### IV. Successful Experience and Policy Enlightenment

1. Using the advantages of resources to form a new model of tourism poverty alleviation

Based on the tourism advantageous industry in Yesanpo Scenic Area and local government implements tourism poverty alleviation and explores a new model of "double drive factors and four establishments". This

model includes the scenic areas drives villages and talents drive households, developing the industry, organizing the masses, connecting interests, and promoting culture and endogenous impetus. Six specific models have been initially formed, including homestay, industrial and commercial capital driving, tourism cooperatives driving, natural resources driving, driving of village stationing support and the leading enterprises.

2. This model is easy to implement and can drive local sustainable development

The tourism poverty alleviation model of "double drive factors and four establishments" of Yesanpo Scenic Area in Hebei Province can be directly replicated and suitable for promotion in a wider range of areas with high satisfaction of people, which is easy to operate, and fully compatible with the purpose of World Tourism Alliance "Tourism for Poverty Reduction". This can promote local sustainable development, form a virtuous cycle t, and conform to the concept of ecological and environmental protection.

3. Mobilizing social forces to participate in rural revitalization

Social participation is an important force and key to rural revitalization. The implementation of the rural revitalization strategy will ultimately rely on a large number of talents to promote. The No. 1 Central Document proposes to bring together the strength of the whole society, strengthen the talent support of rural revitalization, and put human capital development as priority. Laishui County mobilizes entrepreneurs, local talents, college students and other social forces to participate in the development of the countryside, and build beautiful countryside with their knowledge, ideas and resources.

## 河南栾川重渡沟：水 + 竹、农家特色旅游扶贫

Chongdugou, Luanchuan County, Henan Province:  
Water + Bamboo---Rural Pro-poor Tourism

### 重渡沟风景区的基本情况

重渡沟风景区距九朝古都洛阳 98 公里，位于栾川县东（北）部的山区，因东汉光武帝二度伊水至此而得名。全村共有 378 户 1595 人，总面积 30 平方公里。重渡沟一年四季山泉喷涌，金鸡河、滴翠河两条河流发源于此，原始森林遮天蔽日，森林覆盖率达 95% 以上，特别是沟内的万亩竹林，更是一道靓丽的风景线。夏季平均气温在 21℃ 左右，空气清新宜人，每立方厘米负氧离子含量达 68000 个，是一处理想的避暑度假胜地和乡村旅游休闲胜地。

为带动当地群众脱贫致富，开发新的经济增长点，1996 年，由潭头镇政府出资在重渡沟成立了潭头旅游开发公司，并于 1999 年 7 月 10 日正式投入运营。2005 年栾川县委、县政府对重渡沟风景区进行开发经营管理体制改革，现为民营股份制企业，十几年来，经过不断的探索和实践，依托当地独特的自然资源和农家民俗文化，发展成为河南乃至整个中原地区的主要旅游热点景区和乡村旅游目的地。

### 重渡沟风景区发展乡村旅游的资源优势

重渡沟乡村旅游资源得天独厚，尤其是“水、竹、家庭宾馆”三大乡村旅游资源享誉中原。重渡沟水资源丰富，数百道山泉汇成了金鸡河和滴翠河，两大河流常年不息，百余条瀑布形态各异，构成了一幅特有的北国水乡画面。重渡沟有野生竹林一万余亩，遍布沟沟岔岔。河道两旁，自然形成数千米竹林幽径，是中国北方地区一处绝无仅有的竹林氧吧。重渡沟民俗资源积淀深厚，400 余家家庭宾馆或依溪而建、或傍山而立，其特色鲜明，被誉为是“中国家庭宾馆第一村”。



## 重渡沟风景区乡村旅游扶贫的发展模式

重渡沟 1997 年开始开发，1999 年 7 月 10 日对游人开放，开放之后重渡沟最让人感到头痛的事情就是游客在景区游玩没地方吃住。自己建宾馆没钱，引资建宾馆，由于重渡沟的前景当时还不被看好，所以没人投资，吃住已成为制约重渡沟发展的瓶颈。另一方面开发乡村旅游并非为单单赚几个门票钱，而是要带动当地农民脱贫致富，推动区域经济发展作为根本目的。在探索这两方面的出路问题上，重渡沟找到了旅游开发和带动当地农民脱贫致富的最好交叉点，就是利用重渡沟居民散落的特点建家庭宾馆。

公司采取员工和农户搞一帮一带，再采取“公司+村组+农户”运作模式，大力发展以“吃农家饭、住农家院、观农家景、享农家乐、购农家物”为核心的乡村旅游，按照“建设风格古朴化、服务管理规范化、内部设施现代化、外部环境田园化”的标准，开创了“统一设施、统一接待、统一价格、统一结算”的家庭宾馆管理新模式，探索出了一条“以旅助农、以旅促农、以旅富农”的乡村旅游发展新路子，为山区广大群众打开致富之门找到一把金钥匙。从开发之初的 10 余家家庭宾馆、200 来张床位到现在的 400 余家家庭宾馆、14000 余张床位。重渡沟风景区依靠乡村旅游带动广大群众脱贫致富，推动新农村建设、拓宽农副产品产销渠道、促进农村经济转型的发展模式，被旅游界誉为“重渡沟现象”。其依靠乡村旅游发展，带动和促进家庭宾馆“集群式”发展的做法，被编入中国义务教育“教科书”。

## 重渡沟风景区发展乡村旅游扶贫的主要做法

充分发挥资源优势，唱响竹乡水韵品牌。

做好“水”文章。重渡沟风景区丰富的山水资源形成了著名的金鸡河、滴翠河。为做好水文章，1999 年，景区打出了“既有重渡沟，何须下江南”和“水乡竹韵重渡沟”品牌，并先后投资 1.3 亿元，建成了碧波荡漾的关公湖、重渡沟乡村漂流和重渡沟竹筏漂流，江南韵味十足的竹香水街、体验互动型“亲水乐园”及水打轮、水打磨、水波球、垂钓等水上娱乐项目，这些水上娱乐项目不仅填补了豫西伏牛山区乡村旅游项目的空白，而且也为河南省乡村旅游增加了新的亮点。

唱响“竹”字戏。重渡沟风景区有数万亩竹林，为点竹成“金”，景区利用“公司+村组+农户”的方式筹措开发资金，建设成了数十里竹林长廊、数千米竹林幽径等景观，开发竹筒米饭、竹制办公用品、竹制旅游纪念品、纯粮酿造的竹筒老酒、清淡高雅的竹叶清茶等系列旅游商品 180 多个，精美的竹桌、竹凳、竹椅、竹花蓝、竹花筐等深受游客喜爱，其中以重渡沟村命



名的竹编工艺品曾荣获“中国农业博览会金奖”。

凸显农家特色。景区以农家体验为核心，鼓励当地村民开发建设家庭宾馆，推出了乡村农家游，吸引游客前来“吃农家饭、住农家院、观农家景、享农家乐、购农家物”。从景区开发之初 5 家家家庭宾馆 50 张床位，旅游接待收入 5 万元。发展到 2017 年底家庭宾馆 400 余家，其中精品民宿 59 家，四星级家庭宾馆 9 家，三星级农家宾馆 118 家，不同档次的农家宾馆可同时接待 1.4 万名游客住宿就餐。

## 重渡沟风景区乡村旅游的主要成效

1. 带动当地村民脱贫致富。通过发展乡村旅游，重渡沟村 95% 以上的农民开始从事家庭宾馆服务接待，全村的 300 亩耕地流转给公司，由公司向村民按当年市场价格每亩地每年补贴 1000 斤小麦，把农民从土地上解放出来变为旅游从业者和服务者。重渡沟村由过去的贫困村一跃成为现在河南省新农村建设示范村而名扬全国。2017 年景区共接待省内外游客 78.5 万人次，实现旅游业直接收入 1.5 亿元，上缴税金 670 余万元，重渡沟村户均收入 18 万元，人均收入 2.1 万元。

2. 拓宽了农业产业化的产销渠道。一业兴带来百业旺。重渡沟景区乡村旅游的成功开发，带动和拓宽了重渡沟村及周边乡镇村的农业产业化的产销渠道，拉长了农副产品的产、供、销链条，也为绿色农业的产品开发创造了无限商机。比如，重渡沟村和周边乡村盛产品种多样，营养丰富的山野果，原来无人问津，现在这些山野果已变成了香悖悖、抢手货。目前，类似的农副产品加工厂，在重渡沟村和周边乡镇已达 10 多家，年产值达 9600 多万元。

3. 促进了社会和谐和村风文明。十几年的乡村旅游开发，不仅让重渡沟

村民的“钱袋子”鼓了起来，而且村民们的思想素质、道德修养、文明程度都有了大幅度提高，村组自发成立了业余文艺演出队，还能自编自演一些反乡村旅游开发、体现农民新生活、抵制不良陋习、倡导文明新风的文艺节目进行演出，在丰富群众业余文化生活的同时，也在潜移默化中滋养和培育着社会主义的文明新风。

4. 加快了新农村建设的步伐。乡村旅游让重渡沟村富了起来，也使重渡沟村的容貌发生了翻天覆地的变化。一是民居环境显著改善。通过景区开发，群众致富能力增强，把多余的资金用于提升改造家庭宾馆。现在，重渡沟村人均居住面积达 100 平米以上，远远超过全国平均水平。二是村容更加整洁。在全村安装路灯 150 盏，景区内旅游公路全部铺成了油路，对巷道进行硬化，硬化率达到 100%。

5. 倾力打造国家旅游度假区，全面实现重渡沟风景区乡村旅游品质的转型升级。2016 年 12 月 13 日，重渡沟风景区与栾川县委、县政府成功签约，十年内投资 40 亿元，打造以重渡沟风景区为中心，辐射栾川县秋扒乡的鸭石村、狮子庙镇的长庄村、翁峪村、三联村、赤土店镇的公主坪村等 6 个村范围的国家旅游度假区。

总投资 40 亿元，计划三年内投资超五亿元，使重渡沟国家旅游度假区的旅游服务接待、基础设施建设、综合服务能力达到国家 4A 级景区标准，具备开业接待能力，带动当地 200 余户群众参与旅游产业发展。旅游服务，新增床位达到 4000 张。五年内投资额达到 10 亿元，使度假区内的各项设施达到国家度假区一流水平，度假区内农家宾馆的总床位数达到 2 万张以上，服务设施、商业设施、娱乐设施全面投用。十年内投资额达到 40 亿元，度假区内的总床位数达到 36000 张，年接待游客突破 150 万人次，实现社会效益 15 亿元。

重渡沟国家旅游度假区建设，必将推动重渡沟乡村旅游建设更好发展，必将实现重渡沟乡村旅游由观光型向休闲度假型的全面转型，也必将实现山区农民脱贫、减贫，从而实现全面建成小康社会的目标。



## I. Overview of Chongdugou Scenic Spot

Chongdugou Scenic Spot is 98 kilometers away from Luoyang, the ancient capital of nine dynasties. Located in the mountainous area of (north) east of Luanchuan County, it is named after the story of Emperor Guangwu of the Eastern Han Dynasty's crossing Yishui River twice (Chongdu means crossing a river twice). The village has a total of 378 households and 1,595 people, with a total area of 30 square kilometers. The mountain springs are gushing all the year round. Both Jinji River and Dicui River originate here. The ancient forest covers the sky, with forest coverage rate as high as 95%. The bamboo forest of 10,000 acres is particularly beautiful scenery. The average temperature in summer is about 21℃. The air is fresh and pleasant, and the negative oxygen ion per cubic centimeter reaches 68,000. Chongdugou is an ideal summer resort for rural tourism and leisure.

In order to drive the local people to get rid of poverty and to develop new economic growth points, the Tantou Tourism Development Company was established in 1996, funded by the Tantou Town Government, and officially put into operation on July 10, 1999. In 2005, the Luanchuan County CPC Committee and the county government carried out the reform of the development and management system of the Chongdugou Scenic Spot, and now it is a private joint-stock enterprise. Over

the past ten years, after continuous exploration and practice, relying on the local unique natural resources and farm folk culture, it has become a main popular tourist attraction and rural tourism destination in Henan and even the whole central China.

## II. Resources Advantages of Chongdugou Scenic Spot to Develop Rural Tourism

Chongdugou owns unique rural tourism resources. The three rural tourism resources of "water, bamboo, family guesthouses" are particularly famous in central China. It is rich in water resources, with hundreds of mountain springs flowing into the Jinji River and Dicui River, which flow all the year round. More than 100 waterfalls in different shapes form a distinct image of the northern water paradise. There are more than 10,000 acres of wild bamboo forest in Chongdugou, which is all over the gullies and valleys. On both sides of the river, thousands of meters of bamboo groves naturally form a secluded path, which is a unique bamboo forest oxygen bar in the north of China. There are profound folk resources in Chongdugou. More than 400 family guesthouses are built along the river or near the mountains, with distinctive features, and are known as the "No. 1 Village of Chinese Family Guesthouses".



### III. Development of Rural Pro-poor Tourism in Chongdugou Scenic Spot

The development of Chongdugou began in 1997. It was opened to visitors on July 10, 1999, the biggest challenge after which was that the tourists had no places to eat and live. The villagers had no money to build their own hotels, and no one wanted to invest because the prospect of Chongdugou was not optimistic then, so food and housing became a bottleneck restricting the development. On the other hand, the development of rural tourism is not only to earn money, but also to drive the local farmers out of poverty, and to fundamentally promote the regional economic development. In the exploration of these two issues, Chongdugou found the best intersection of tourism development and driving the local farmers out of poverty, and that is, to use the scattered residential houses of Chongdugou to build family guesthouses.

The company has distributed its staff among farm households to help the latter, adopted the operation mode of "company + villager group + farm household", and vigorously developed the rural tourism with the core of "eating farm food, living in farm houses, watching farm scenery, enjoying farm fun, and purchasing farm products". In accordance with the standards of "simple construction style, standardized service management, modernized internal facilities, and idyllic external environment", a new model of "unified facilities, unified reception, unified price, and unified settlement" has been created for family guesthouse management, and a new way of rural tourism development featuring "help rural areas by tourism, promote agriculture by tourism, and enrich farmers by tourism" has been explored. A golden key has been found to open the door to prosperity for the villagers in mountainous areas. In the beginning of the development, there were only over 10 family guesthouses with 200 beds, and now there are



over 400 family guesthouses with more than 14,000 beds. Relying on rural tourism to drive the villagers to get rid of poverty and become rich, the Chongdugou Scenic Spot strengthens the construction of the new rural areas, widens the production and marketing channels of the agricultural and sideline products, and promotes the rural economic transformation. Its development mode is known as the "Phenomenon of Chongdugou" by the tourism industry. Its practice of relying on the development of rural tourism and promoting the "cluster" development of family guesthouses has been compiled into the "textbook" for compulsory education in China.

### IV. Main Practices of Rural Pro-poor Tourism Development in Chongdugou Scenic Spot

1. Making good use of "water". Chongdugou Scenic Spot is rich in mountain and water resources, forming famous Jinji River and Dicui River. In order to make good use of water, the scenic spot has established the brands of "since there is already Chongdugou, why go down to the south of the Yangtze River" and "Chongdugou, Water Village with Bamboo Rhythm" in 1999, and successively invested 130 million yuan to build the rippling Guangong Lake, the Chongdugou Rural Rafting, and the Chongdugou Bamboo Rafting, as well as the water entertainment projects such as the Bamboo

Water Street with the style of the south of the Yangtze River, the interactive experiential "Water Paradise", water wheel, water buffing, water ball, fishing and so on, which have not only filled in the blank of the rural tourism projects in the Funiu Mountain area in the west of Henan Province, but also add new bright spots for rural tourism in Henan Province.

2. Giving full play to the "bamboo". There are tens of thousands of acres of bamboo forest in Chongdugou Scenic Spot. In order to turn the bamboo into "gold", the scenic spot has raised funds for development in the way of "company + villager group + farm household", and has built the bamboo forest corridor of dozens of miles and the bamboo forest paths of thousands of meters. In addition, more than 180 series of tourist products, such as bamboo tube rice, bamboo office supplies, bamboo tourist souvenirs, pure grain brewed bamboo tube wine, and elegant bamboo leaves tea, have been developed. The exquisite bamboo tables, bamboo stools, bamboo chairs, bamboo flower baskets, and bamboo flower crates are deeply loved by the tourists. Among them, the bamboo weaving handicrafts named after Chongdugou Village have won the "Gold Award of China Agricultural Exposition".

3. Highlighting farm features. The scenic spot takes the farm family experience as the core, encourages local villagers to develop and construct family guesthouse, and launches the rural farm house tour, attracting the tourists with "eating farm food, living in farm houses, watching farm scenery, enjoying farm fun, and purchasing farm products". At the beginning of the development of the scenic spot, there were 50 beds in 5 family guesthouses, and the income from tourism reception was 50,000 yuan. Up to the end of 2017, there are more than 400 family guesthouses, including 59 boutique guesthouses, 9 four-star family guesthouses and 118 three-star farm guesthouses. The

farm guesthouses of different grades can accommodate 14,000 tourists for lodging and dining at the same time.

### V. Main Achievements of Rural Tourism in Chongdugou Scenic Spot

1. The local villagers have been driven to get rid of poverty and become rich. Through the development of rural tourism, more than 95% of the farmers in Chongdugou Village have begun to serve and receive tourist at family guesthouses, and 300 acres of cultivated land in the whole village has been transferred to the company, which subsidized 500 kilograms of wheat per acre of land to the villagers in accordance with the market price of the respective years. The farmers have been freed from the land, as tourism operators and service providers. Chongdugou Village, from the poor village in the past to the new rural construction demonstration village in Henan Province, has become famous in the whole country. In 2017, the scenic spot received 785,000 tourists from inside and outside the province, with a direct tourism income of 150 million yuan, of which over 6.7 million yuan has been paid in taxes. The average income of per household reached 180,000 yuan in Chongdugou Village, with a per capita





income of 21,000 yuan.

2. The production and marketing channels of agricultural industrialization have been widened. The prosperity of one industry brings prosperity to all. The successful development of rural tourism in Chongdugou Scenic Spot has driven and widened the production and marketing channels of the agriculture industrialization in Chongdugou Village and the surrounding villages and towns, and has lengthened the chain of production, supply, and sale of the agricultural and sideline products, creating infinite business opportunities for the green agriculture product development. For example, Chongdugou Village and the surrounding villages abound in a variety of nutritious wild fruits, which were unknown in the past, and now they have become popular, sought-after goods. At present, there have been more than 10 similar processing plants for agricultural and sideline products in Chongdugou Village and the surrounding townships, with an annual output value of more than 96 million yuan.

3. The social harmony and village civilization have been promoted. The development of rural tourism over the past decade or so has not only inflated the villagers' "money bags", but also greatly improved their

ideological quality, moral cultivation, and civilization level. The villager groups have spontaneously set up amateur theatrical performance teams. They can compose and perform some entertainment programs that reflect the rural tourism development, the farmers' new life, resisting bad habits and advocating new styles of civilization. While enriching the amateur cultural life of the villagers, it is also quietly nurturing and fostering the new style of socialist civilization.

4. The new rural construction has been accelerated. The rural tourism has not only made the Chongdugou Village become rich, but also utterly changed its village appearance. First, the residential environment has improved significantly. Through the development of the scenic spot, the villagers' ability to become rich has been enhanced, and the surplus funds have been used to upgrade and transform the family guesthouses. At present, the per capita living area of the village has reached more than 100 square meters, far exceeding the national level. Second, the village looks neater. 150 streetlights have been installed in the village. All the roads in the scenic spot have been tarred, and the roadways have been hardened, with a hardening rate of 100%.

## VI. Devoting All Efforts to Build National Resort Area

On December 13, 2016, Chongdugou Scenic Spot successfully signed a contract with the Luanchuan County CPC Committee and the county government to invest 4 billion yuan within 10 years to create a national resort district, with Chongdugou Scenic Spot as the center, covering Luanchuan County's six villages including Yashi Village of Qiuba Township, Changzhuang Village, Wengyu Village, and Sanlian Village of Shizimiao Town, and Gongzhuping Village of Chitudian Town.

The total investment is 4 billion yuan. With a planned investment of more than 500 million yuan within three years, the Chongdugou National Resort District is expected to make its tourist service and reception, infrastructure construction, and comprehensive service capacity reach the national AAAA level scenic spot standard and be capable of opening for business, driving more than 200 local households to participate in the tourism industry development and tourism services, and adding 4,000

new beds. With a planned investment of more than 1 billion yuan within five years, it is expected to make the facilities in the resort district reach the first-class level of the national resort district, with more than 20,000 farm guesthouse beds; and all the service facilities, commercial facilities, and entertainment facilities are expected to be put into use. With a planned investment of more than 4 billion yuan within ten years, it is expected to make the total number of beds in the resort district reach 36,000; more than 1.5 million tourists are expected to be received annually, with the social comprehensive benefit reaching 1.5 billion yuan.

The construction of the Chongdugou National Resort District will certainly promote the better development of the rural tourism construction in Chongdugou, fully transform its rural tourism from sightseeing tourism into leisure vacation, and also realize the poverty alleviation and poverty reduction of the farmers living in the mountain areas, so as to achieve the goal of building a well-off society in an all-round way.

## 湖北大冶龙凤山：“三产融合” 旅游扶贫

Longfengshan, Daye City, Hubei Province:  
“Integration of Three Industries” Poverty  
Alleviation

### 扶贫模式介绍

龙凤山农业开发集团有限公司成立于 2011 年 4 月，经过八年的发展，龙凤山乡村旅游体验乐园已经是四季花果飘香，青山常绿，绿水长流。且形成了集观光采摘型体验、自然教育型体验、休闲度假型体验、运动探险型体验、会务培训等于一体的形式多样的乡村旅游体验乐园。集团公司在改造大自然的同时创造出龙凤集团旅游减贫管理模式，即“一二三产的融合互动”。其旅游扶贫的模式具体发展如下。

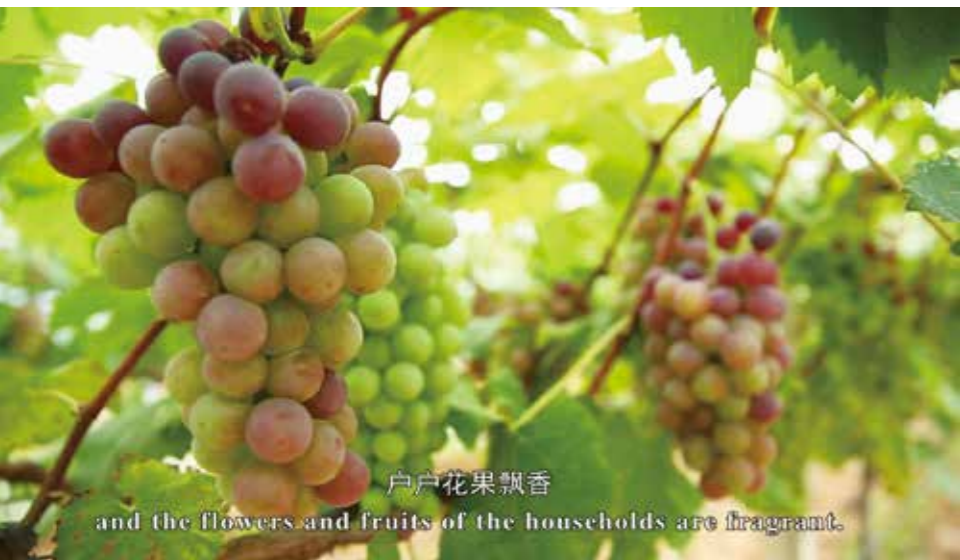
首先，发展果蔬观光。瓜果蔬菜种植多年来是刘仁八镇传统的生活方式，在农业开发集团的帮助下，将“旅游发展”理念移植于当地的果蔬种植。如今在龙凤山，已经新建的 3 座连栋大棚里，意图将蔬菜瓜果种植与观光旅游巧妙的结合一起，在发展农业种植的同时带动旅游业的发展。

其次，创新“开心农场”。“开心农场”将每亩地划分成 10 等份，每份地按 1888 元价格对外公开出售，市民拥有这份“开心农场”后，可以周末、节假日全家人一起在“开心农场”平地、开厢、起沟、打底肥、栽菜、浇水、施肥、除草、捉虫。“农场主”也可以委托龙凤山代为打理，龙凤山聘请当地菜农代理“农场主”经营、管理。

最后，打造“摸鱼”项目。开发集团充分利用当地的渔业资源打造“摸鱼”体验项目。项目收取每人 10 元的入园费，允许游客进入摸鱼池，摸到的鱼，按每斤 12、15 元不等价格出售。如此，在市场销售 5 元钱一斤的鲫鱼，在此售价近 20 元，通过打造“摸鱼”项目，发展渔业体验，增加渔业产品的附加值。

一产的“接二连三”，既可以三个产业融合互动，也可以一二产业或一三产业联动。龙凤山探索一二产业联动主要体现在农产品加工商；一三产业联动则有更多拓展空间，包括农产品流通、农产品电子商务、休闲农业与乡村旅游、创意农业等。“一二三产业的融合互动”发展模式，通过三产融合的相辅相成，强力打造生态旅游，带动贫困户增收致富。





## | 成效评价

“一二三产业的融合互动”旅游扶贫模式，以旅游发展为路径，整合贫困户群体的产业，以一二产业为基石发展第三产业，在以第三产业创造更高经济效益反哺第一第二产业。

从“果蔬旅游”到“开心农场”，再到“摸鱼”体验，贫困户群体固有的果蔬大棚、鱼塘和农场，通过旅游业的带动创造更加客观的经济效益。龙凤山3座连栋大棚亩产值已达20万元；“开心农场”这种模式，龙凤山一亩地年收入超过2万元，是当地农民亩均收入的近20倍；“摸鱼”项目中普通鱼类的售价在此远高于市场售价，如市场上不过5元钱一斤的鲫鱼，在这里达到近20元，翻了近4番。

自2010年起，龙凤集团先后安排农民固定工360余人，临时工和季节工每年10000余人次，使农户普遍增收8000~15000元。八角亭村社员胡远军，原来守着五亩三分地过日子，年收入不足5000元。后来通过拓宽门路创业致富。其土地流转给公司，自己和爱人在家门口公司打工。一年下来，国家补贴，企业盈利返还，加上夫妻两人打工收入，年收入达到3万多元，是原先年收入的六倍多。八角亭村贫困户陈宗丽在龙凤集团生态餐厅就业，每年工资收入近3万元，龙凤集团每年给她送米送油，每年支付分红1500元，并且组织员工为贫困户捐款捐物。2015年创办大冶乡村果蔬园艺博览园后，又带动30多户农家乐；新成立和培育的家庭农场10家，农业庄园1家，规模经营大户21户（职业农民46人），涌现出一批致富带头人。

为了确保农户的利益到位，龙凤集团在管理中采取“公司+基地+农户”

的经营模式，为了避免农副产品因市场价格波动而影响农户的利益，龙凤集团还建立了“农户保障机制”，即每年每亩按200斤粮食的标准计价，按国家的粮价随行就市对农户进行补贴。通过几年来的“四型”带动，让广大社员耕有所利，种有所益，周边8个行政村的村容村貌、交通条件、居住环境、村民生活水平发生了翻天覆地的变化，呈现出外出打工者返乡就近就业、无抛荒地、无空巢老人、无留守儿童、无“空心村”的良好局面。

近年来，龙凤集团帮扶周边省级贫困村3个，特困户96户，安置固定农民工360人，季节工1万多人次，带动了3000多贫困村民通过乡村旅游致富，人均年工资6万多元。

## | 成功经验

### 1. 三产融合，增强贫困户内驱动力

龙凤集团通过旅游三产服务业带动了一产，促进了二产，实现了三产联动，为农民减贫提供了产业扶持，提高了农民种植的积极性。

八年前的龙凤山周边村庄垃圾遍地、污水横流、道路泥泞，房屋普遍低矮陈旧。在龙凤集团的旅游带动下，如今的龙凤山周边村庄，“村村通”水泥路已修建到农户家门口。村村建了水塘，户户安装了自来水，家家盖起了抽水式卫生间。村村绿树成荫，户户花果飘香。乡亲们不仅荷包鼓了起来，精神文化生活也丰富多彩。龙凤集团的红色游、生态游、民俗游、研学游、乡村美食游呈现出五彩缤纷的乡村旅游景观。

龙凤集团的三产融合模式的成功之处更深处在于旅游产业带动中注重造血功能。乡村旅游产业的构建，让第一产业为主的龙凤山庄有纯粹农业种植的封闭式经济，转向三产融合与市场深度接轨的开放式经济。通过培训、高科技引领农民等途径，提高了农民技能，为农民减贫广开了就业和创业通道。农户不在是简单农业种植者，可以转身成“小老板”等商业身份，更易获取生活收入，提高其劳动的积极性，增强其主动参与脱贫攻坚的内驱动力，在精神层面上提出“吃靠等要”陋习。

### 2. 注重引导示范，做好扶贫与扶志的导向文章

龙凤集团在强势推动减贫工程中，十分注重对农业经营大户的培植和宣传，树立了身边典型，突出了引领示范作用，变扶贫为扶志。

抓好农村人才培训，主要是处理好扶贫与扶志的关系。龙凤集团认为：要想把扶贫工作真正做到实处，收到实效，首先必须解决好村民的思想认识问题，转变村民的脱贫致富观念，从“根子”上解决问题。先是在扶贫培训学校对其进行思想教化，摆事实，找根源，析危害，教办法，扶贫先扶志，



帮助其转变陈旧落后的观念，变“等、靠、要”为“上学校”。为此，成立了农民“扶贫培训学校”，建立了“阳光工程培训基地”。建立健全了相关的培训教学计划、管理制度，选用和选聘了龙凤集团的技术专家、当地的乡土专家、院校的特长专家作为专职和兼职的授课教师，有力地保障了扶贫培训教学工作的正常运转。几年来，龙凤集团先后举办蔬菜种植、果树栽培、水产养殖、禽畜养殖与疾病防治等专题培训60余期，使村民学到了一技之长。目前，周边村组有80多户社员成为规模较大的专业种植户和养殖户，每户年收入突破10万元。

### 3. 营建造血机制，做好授鱼与授渔的导向文章

龙凤集团针对当地的扶贫工作现实，采取了先“授鱼”吸引村民，再“授以渔”，组织他们科技种田，用先进的蔬菜种植、果树栽培、禽畜饲养等技术，增强农户和村民的造血功能。帮助农户规避市场风险，最大限度地保护农户较为脆弱的脱贫利益，龙凤集团还采用“三提供一回收”的扶贫模式，即统一提供种苗，提供肥料饲料，提供技术，回收产品。统一出资购买种籽、猪崽、鸡苗等，分发农户和社员就地种植、圈养或放养，为他们无偿提供技术服务，预约服务，服务到田间地头，服务上门，做到随叫随到。以市场平均价格回收其各种合格的农产品。在回收农产品时，再扣回龙凤集团垫付的种苗款。对规模较大、诚实守信、产品质量好的优秀种植养殖户，企业年终统一予以奖励。目前，周边村组有30多户社员成为规模较大的专业种植户和养殖户，每户年增收收入突破10万元。如退伍军人胡矿生等人通过扶贫培训后，学到了土建等致富本事，年收入超过20万元。

龙凤集团还通过自己机械设备种类繁多，机械操作高手如云的优势，为贫困村民搭建好“手把手”快速“授渔”平台，使其快速掌握一门致富手艺，并尽快脱贫致富。如贫困村民袁德意，2015年通过“手把手”快速“授渔”平台培训，掌握了挖掘机的驾驶技能，拿到驾驶合格证，现在已是生活富足。

## I. Introduction of Poverty Alleviation Model

Longfengshan Agricultural Development Group Co., Ltd. was established in April 2011, the Longfengshan Rural Tourism Experience Park, after eight years' development, has been filled with the fragrance of flowers, fruits and green mountains while rivers flow all the year round. And it has formed a variety of rural tourism experience parks that combines such activities as sightseeing and fruits picking, nature-based learning, leisure vacation, sports and adventure, and conference training. While transforming nature, Longfeng Group has created its management mode for poverty alleviation through tourism, namely the “integration and interaction of primary, secondary and tertiary industry”. The specific content of poverty alleviation through tourism is listed as follows.

Firstly, it is necessary to develop fruit and vegetable sightseeing. The cultivation of fruits and vegetables has been the traditional lifestyle of Liurenba town for many years. With the help of the Agricultural Development Group, the concept of “Tourism Development” has been transplanted into local fruit and vegetable cultivation. Nowadays, in Longfengshan, three new multi-span plastic greenhouses have been built, with the intention of combining the cultivation of vegetables and fruits with sightseeing and tourism, and promoting tourism while developing agricultural cultivation.

Secondly, it is essential to implement an innovation mode of “Happy Farm”. Under “Happy Farm”, each mu is divided into 10 equal shares with the selling price of 1,888 yuan per share. After the citizens own this “Happy Farm”, they can carry out activities such as raking the land, opening ditch, applying base fertilizer, planting vegetables, watering, fertilizing, weeding and catching insects on weekends and holidays. “Farmers” can also entrust Longfengshan to take care of their lands,

while Longfengshan hires local vegetable growers for operation and management.

Finally, we create a “fishing” project. The Development Group makes full use of local fishery resources to create a “fishing” experience project. The project charges an entrance fee of 10 yuan per person, allowing visitors to enter the fish pond. The fish they catch will be sold at a price of 12 or 15 yuan per Jin (half kilogramme). In this way, the crucian carp, with its market price of only 5 yuan per Jin, will be sold at the price of nearly 20 yuan per Jin here, thereby developing the fishery experience and increasing the added value of fishery products.

Primary industry can not only integrate and interact with secondary industry and tertiary industry at the same time, but also coordinate with either secondary industry or tertiary industry. The exploration of the coordination between primary industry and secondary industry of Longfengshan is mainly reflected in the processing of agricultural products, while the coordination between primary industry and tertiary industry has much room to expand, which includes agricultural product circulation, agricultural products e-commerce, leisure agriculture and rural tourism, and creative agriculture. The development model of “integration and interaction of primary, secondary



and tertiary industries”, through the integration and complementation of the three industries, vigorously develops its eco-tourism and drives the poor households to increase their incomes.

## II. Effectiveness Evaluation

The poverty alleviation through tourism under the “integration and interaction of primary, secondary and tertiary industries”, taking tourism development as the path, integrates the industries of poor households, develops the tertiary industry based on the primary and secondary industries, and then uses the high economic benefits generated by the tertiary industry to nurture the primary and secondary industries.

From “Fruit and Vegetable Tourism”, “Happy Farm” to “Fishing” experience, the fruit and vegetable greenhouses, fish ponds and farms that belong to the poor households create more considerable economic benefits through tourism. The output value of three multi-span plastic greenhouses in Longfengshan has reached 200,000 yuan; In light of the “Happy Farm” model, the annual income per mu of Longfengshan has exceeded more than 20,000 yuan, nearly 20 times of the average income of local farmers; With regard to the “Fishing” experience, the price of ordinary fish is much higher than the market price. For example, the crucian carp, with its market price of 5 yuan per Jin, will be sold at the price of nearly 20 yuan per Jin here, nearly 4



times of the market price.

Since 2010, Longfeng Group has arranged more than 360 permanent farmer workers, and more than 10,000 temporary workers and seasonal workers altogether per year, which has resulted in the general increase of farmers’ income by 8,000 to 15,000 yuan. Hu Yuanjun, a member of the Bajiaoting Village, originally lived on his 5.3 mu land, with an annual income of less than 5,000 yuan. Later, he started business and became prosperous through the opening up of new avenues. The land is transferred to the company, and he and his wife work at the company near their house. One year later, state subsidies, corporate earnings return, plus the income of husband and wife working, the annual income has reached more than 30,000 yuan, more than six times the original annual income. Chen Zongli, a poor household in Bajiaoting Village, works at the ecological restaurant of Longfeng Group, with an annual income of nearly 30,000 yuan. Longfeng Group sends her rice and cooking oil every year, pays her dividends of 1,500 yuan per year, and organizes employees to donate money for poor households. After the founding of Daye Village Fruit and Vegetable Horticulture Expo Park in 2015, more than 30 Happy Farmhouse have been established with 10 newly established and cultivated family farms, 1 agricultural farm, 21 large-scale management household (46 professional farmers). A batch of leaders for becoming rich has emerged.

In order to ensure the interests of farmers, Longfeng Group adopts the “company + base + farmer” model in management. To avoid the impact of farm and sideline products on farmers’ interests due to market price fluctuations, Longfeng Group has also established a “Farmer Protection Mechanism”, under which the pricing standard is 200 Jin grain per mu per year and farmers are subsidized at the national food price and in line with the fluctuation of market conditions. Through the “four-type experience” driven over the past few

years, the majority of the members of the community have benefited. The surrounding eight administrative villages have undergone enormous changes in their appearance, traffic conditions, living environment and living standards of the villagers, with the migrant workers returning home to work nearby, and without the existence of abandoned fields, empty nest elderly, left-behind children, and “vacant village”.

In recent years, Longfeng Group has assisted 3 poverty-stricken villages in the surrounding provinces, 96 destitute households, and arranged jobs for 360 permanent migrant workers, and more than 10,000 seasonal workers, leading more than 3,000 poor villagers to become rich through rural tourism, with an average annual salary of more than 60,000 yuan per capita.

## III. Successful Experience

1. Integrating the three industries to enhance the driving force of the poor households.

Longfeng Group promoted the primary and secondary industry through tourism, the tertiary industry, which realized the linkage of three industries, provided industrial support for farmers to reduce poverty and improved the enthusiasm of farmers in planting.

Eight years ago, the villages around Longfengshan were covered with garbage, overflowing sewage and muddy roads, and the houses were generally low and dilapidated. Driven by the tourism of Longfeng Group, today, the village around Longfengshan has built the “village to village” cement road. Ponds have been built, tap water installed, and pumping toilets established. Villages are filled with green trees and the fragrance of flowers and fruits. The folks not only earned a lot of money, but also enjoyed a diverse spiritual and cultural life. The Longfeng Group’s red tour (tour of sacred

places of revolution), eco-tourism, folklore tour, study tour, and country food tour show a various rural tourism landscape.

The success of Longfeng Group’s three-industry integration lies deeply in that great attention was paid to the expansion of business channels. The construction of the rural tourism industry has made the primary industry-oriented Longfengshan village transfer from a closed economy with pure agricultural cultivation to an open economy with three-industry integration and in-depth connection with the market. The skills of farmers have been improved through training, the guidance of high-technology and other means, opening the employment and entrepreneurship channels for farmers to reduce poverty. Farmers are no longer merely agricultural growers. Instead, they can enjoy the commercial identities such as “small-business owner”, which offers easy access to living income, improves their enthusiasm in work, and enhances their internal driving force to actively participate in poverty alleviation.

2. Focusing on Guidance and Demonstration and Striking for Poverty Alleviation and Ambition Promotion

In the strong promotion of poverty alleviation projects, Longfeng Group attaches great importance to the cultivation and publicity of large-scale management households, which establishes a typical example, highlights the role of guidance and demonstration, and turns poverty alleviation into ambition promotion.

The concentration on rural talent training mainly refers to the dealing with the relationship between poverty alleviation and ambition promotion. The Longfeng Group believes that in order to truly implement poverty alleviation and achieve practical results, we must first change the villagers’ concept of shaking off poverty and becoming prosperous so as to fundamentally solve the problem of villagers’ ideological understanding. First, the poverty alleviation

training school educated farmers ideologically, and helped them to change the old and backward idea from “waiting, relying and asking” to “going to school” through a series of activities including presenting facts, tracing the root causes, analyzing the hazards, finding out solutions and promoting ambition before alleviating poverty. To this end, the “Poverty Alleviation Training School” for farmers and the “Sunshine Project Training Base” were set up. Relevant training and teaching plans and management systems are established and improved, and the technical experts of Longfeng Group, local experts, and special experts of colleges and universities are selected and appointed as either full-time or part-time teachers, effectively safeguarding the normal operation of poverty alleviation training and teaching work. In the past few years, Longfeng Group has held more than 60 special trainings on vegetable planting, fruit tree cultivation, aquaculture, poultry farming and disease prevention, which enabled the villagers to learn a skill. At present, more than 80 members of the surrounding village group have become large-scale professional growers and farmers, with an annual income of each household exceeding 100,000 yuan.

### 3. Constructing mechanism for tapping the internal potential and strike for the teaching of fish and fisheries

In response to the reality of local poverty alleviation, Longfeng Group adopted primarily “granting fish” to attract villagers, then “granting fisheries”, organizing them to conduct scientific farming, and tapped the potential of households and farmers through the exploration of advanced technologies in vegetable planting, fruit tree cultivation, poultry breeding and other aspects. In order to protect farmers from market risks and

maximize the protection of farmers' vulnerability to poverty alleviation, Longfeng Group has also adopted the poverty alleviation model of “providing three and recycling one”, that is, providing seedlings, providing fertilizer feed, providing technology and recycling products. Longfeng Group uniformly purchased seeds, piglets, chickens, etc., distributed them to farmers and members to plant, rear livestock in captivity or in wild according to their land situation, provided free technical services, appointment services, field services and door-to-door services, ensuring the service available at all times. Recycling various qualified agricultural products at the average market price. When recycling, the amount of money paid by Longfeng Group for seedlings will be deducted. For the excellent growers and farmers of honesty and trustworthiness who own large-scale farms and produce high-quality products, the enterprise will reward them at the end of the year. At this point, more than 30 members of the surrounding villages have become large-scale professional growers and farmers, and the annual income per household has exceeded 100,000 yuan. For example, Hu Kuangsheng and other veterans, after the poverty alleviation training, have acquired the skills of civil engineering, now earning more than 200,000 yuan annually.

With the advantage of wide variety of mechanical equipment and numerous mechanical operation masters, Longfeng Group has also built a “hand to hand” teaching platform, so that poor villagers can quickly master a skill and get rid of poverty as soon as possible. The poor villager Yuan Deyi, who mastered the excavator driving skills and obtained his driving license through the platform in 2015, now leads to a well-off life.



## 湖南花垣十八洞村： 农旅一体“一带四”

The 18-Cave Village, Huayuan County, Hunan Province: “Four Mobilized by One” Poverty Alleviation Through Agricultural And Tourism Integration

### [引言]

十八洞村作为精准扶贫的发源地，近年来主动结合村庄的实际，致力于打造中国美丽乡村，积极探索出了“一带四”的农旅一体化脱贫模式，“一”是指以乡村旅游业为核心，“四”是指以猕猴桃为主的种植业、以湘西黄牛为主的养殖业、以苗绣为主的手工艺加工业、以劳务输出业为支撑。乡村旅游成为十八洞最具潜力、最具带动性、最富有生命力的产业，并把种植业、养殖业、手工艺加工业、劳务输出业等其他产业有机地结合起来，吸引更多的人来到乡村，促进乡村旅游向深度发展，带动全体村民在村寨就业，实现整个村寨脱贫致富。

### | 扶贫模式介绍

十八洞村位于湖南省花垣县双龙镇，是一个藏在偏僻山谷中的苗族聚居贫困村。精准扶贫以前，十八洞村没有一条像样的公路，村民用水用电都成问题。全村 225 户 939 人，人均 0.8 亩耕地，种点玉米仅够自给。200 多人外出打工，寄回村的钱几乎是唯一的收入来源，2013 年人均纯收入仅 1668 元，为当年中国农民人均纯收入的 18.75%。山高路远，交通闭塞，村里大多是留守的老人、妇女和儿童。

2013 年 11 月，习近平同志视察湖南省湘西州花垣县十八洞村时，首次提出“精准扶贫”思路，要求十八洞村开展扶贫工作时，“不能搞特殊化，但不能没有变化”，十八洞村不仅要自身实现脱贫，其脱贫之路还要“可复制，可推广”。看着眼前雄奇俊秀的苍翠青山，总书记亲自给十八洞村的发展支招，建议十八洞村发展乡村旅游。2015 年，花垣县十八洞村入选全国旅游规划扶贫试点村，随后成都来也旅游发展股份有限公司开始对其进行旅游扶贫规划。





## | 实施过程

1. 组织实施。为有效推进十八洞村农旅一体“一带四”脱贫模式，从2014年1月起，花垣县委抽调5名党员组成了十八洞精准扶贫工作队，同时选派第一书记驻村，工作队队长和第一书记的党组织关系下转到村党支部，全力支持两委班子开展工作。在村委换届选举中推行“两述两评”制度，真正把讲政治、有文化、“双带”能力强、群众信任的能人选进班子，并创新增设建制专干和主干助理。通过竞争上岗，班子得到“换血”，3名产业带头人、1名大学生村官成为村主干，能人当上主干助理，结构全面优化，为脱贫攻坚奠定坚实基础，筑牢了基层党组织的战斗堡垒。

2. 资源整合。十八洞村依托乡村旅游为核心发展起来的猕猴桃种植业、黄牛养殖业、苗绣手工业和劳务输出业的“一带四”模式，涉及政府、企业（合作社）、农户等相关主体，其中政府是引导者、协调者，在制定政策规划、组织协调、资金筹措等方面发挥重要作用；企业作为重要社会力量，注入了强有力的信息、资源，并可以帮助解决就业；农户是参与扶贫的主体，无论何种模式都需要农户参与并获得农户认可。

## | 成效评价

1. 全村集体脱贫摘帽。2016年，十八洞村荣膺“全国旅游系统先进集体”称号，接待游客30余万人次，村民人均纯收入由2013年的1668元增加到8313元，全村贫困户136户533人全部脱贫。2017年，全村达到了脱贫出列标准。

2. 知名度节节攀升。十八洞乡村旅游的快速发展得到了中央和省里的高度认可，2016年春节期间，央视《新闻联播》连续5天系列报道《“十八洞村”扶贫故事》，在国内外引起强烈反响，十八洞村被湖南省委宣传部评为“湖南省文明旅游景区”，成了继“边城”之后，花垣县旅游产业形象的新名片。

（三）“旅游+”扶贫发展格局显现。基本完成了乡村道路建设、村民观念变革、活动策划、媒体营销、多产业引入等社区旅游发展的基础工作。通过土地流转与当地合作社股份合作方式“联姻”，通过“113工程”建设多样化种养业等措施，使十八洞村形成了以乡村旅游业为核心，以猕猴桃为主的种植业，以湘西黄牛为主的养殖业，以苗绣为主的手工艺加工业，以劳务输出业为支撑的“旅游+”扶贫发展格局。

## | 成功经验

1. 以“农家乐”为突破口

工作队和当地乡政府决定，以农家乐项目为突破口，鼓励村民创办农家乐。十八洞村村民施成富大胆地迈出了第一步，成为第一个“吃螃蟹”的人。2014年7月，他辞去在外地打工的工作，回家创办了十八洞村第一家农家乐。一个月下来，只有50多人接待能力的农家乐，不仅收回了成本，还净赚4000多元。在施成富的带动下，十八洞村新开办十余家农家乐。为了更好地引导农家乐的发展，十八洞村专门成立游客接待服务中心，由游客接待服务中心对村内开办的各农家乐厨房和宾馆实施规范管理，对农家乐接待户按区编号管理，并捆绑经营，实行“五统一”管理模式，即统一接团、统一分流、统一结算、统一价格、统一促销。

### 2. 把农村建设得更像农村

各项公共服务设施建设严重滞后是十八洞村发展的短板。习近平总书记曾特别强调“不栽盆景、不搭风景、不堆积资金”，为补足短板，并避免过去扶贫经常出现的大拆大建和资金堆积现象，驻村工作队和村支两委确立了“人与自然和谐相处，建设与原生态协调统一，建筑与民族特色完美结合”的总原则，以“把农村建设得更像农村”为理念，以打造“中国最美农村”，实现“天更蓝、山更绿、水更清、村更古、心更齐、情更浓”为目标，把“鸟儿回来了、鱼儿回来了、虫儿回来了、打工的人儿回来了、外面的人儿来了”确立为十八洞村乡村旅游的远大建设目标和努力方向，一步一个脚印，认真开展水、电、路改造、农村“五改”和公共服务设施建设，改善村民生活环境。

### 3. 农旅一体化，形成“一带四”产业格局

（1）打造农旅一体化。在县扶贫办牵线搭桥下，与花垣县苗汉子合作社“联姻”，由苗汉子出资306万占股51%，十八洞村出资294万占股49%（其中村集体占股12%，村民占股37%）组建了花垣县十八洞村苗汉子果业有限责任公司，在花垣县国家农业科技示范园流转土地1000亩打造猕猴桃产业化基地，将农业产业与乡村旅游结合起来，以后游客可以边品尝美味猕猴桃又可以欣赏基地美景。



(2) 直接参与模式。发动有条件的农户开设农家乐，将十八洞村植入苗族文化元素，用苗族文化来提升十八洞村文化品位，农家乐围绕苗族文化开展特色化服务项目，共同开发苗绣文化旅游商品。

(3) 间接参与模式。发动家中没有劳动力又无理念的农户将房屋出租出去，每年就有一笔固定的收入，让他们间接参与到乡村旅游中来。

(4) 做好创意营销。如创新推行桃子采摘权和稻花鱼捕捉权转让带动旅游业发展的模式，在全村 225 户农户中每户种植冬桃 10 棵、黄桃 10 棵、养殖稻花鱼 300 尾，以每株桃树按照每年采摘权 418 元的标准进行公开营销，对认购人发放“十八洞村荣誉村民证书”，免费参与十八洞各项活动，联动湘西州周边重要景区旅游门票减半甚至免票优惠。

(5) 引进社会资本参与。2016 年底，花垣县与北京首磊公司、消费宝两家公司签订十八洞村景区发展协议，预计投入 6 亿打造以十八洞村为核心的景区，最终目标将十八洞村打造成为 5A 景区。



## | 推广价值

### 1. “以一带四”，引出农旅一体新名片

乡村旅游业是十八洞村提出的五大产业中最具潜力、最具带动性、最富有生命力的产业，它能把种植业、养殖业、手工艺加工业、劳务输出业其他 4 项产业有机的结合起来，吸引更多的人来到这里，休闲体验与城市不同的生活，促进乡村旅游向深度发展，带动全体村民在村寨就业，实现整个村寨脱贫致富。

### 2. 旅游联盟，彰显规范与科学

十八洞的旅游扶贫以乡村旅游联盟先行先试，表现出了相当强的规范性和科学性，具有显著的可操作性和可复制性。比如，十八洞村专门成立了游客接待服务中心，负责对全村农家乐厨房和住宿设施实施规范管理，将全村农家乐接待户按区编号管理，捆绑经营，实行“五统一”管理模式，即统一接团、统一分流、统一结算、统一价格、统一促销。一则防止了恶性竞争，二则有利于农家乐品质保证，三则围绕苗族文化开展特色化服务项目，共同开发苗绣文化旅游商品。

### 3. 聚焦精准，让村民各得所需

十八洞村的乡村旅游发展模式，最大亮点就是“精准”，这个精准不仅体现在道路交通、景区景点、餐饮住宿等规划上，更体现在村民在乡村旅游中不同的参与方式上。比如，十八洞村居民可通过参与旅游经营、旅游接待服务、出售自家农副土特产品及土地流转等几种方式分别在经营、工资、农产品和租金方面获得收入，并全面参与到乡村旅游的接待服务中。

## [Introduction]

The 18-Cave village is the birthplace of precise poverty alleviation. In recent years, based on its actual condition, the village committed to making improvements to become one of the most beautiful villages in China. It has actively explored the “one lead four” mode of integrated poverty alleviation in agricultural tourism— “one” means setting rural tourism industry as the core, and “four” refers to the kiwifruit-based planting industry, the Xiangxi yellow cattle-based breeding industry, Miao embroidery-based handicraft processing industry and the supporting industry of labor export.

## | I. Poverty Alleviation Mode Introduction

Located in Shuanglong Town, Huayuan County, Hunan Province, 18-Cave Village is a poor village inhabited by Miao people in remote valleys. Before the implementation of precise poverty alleviation, there was no decent road in the village, and the insufficient supply of electricity and water remained a problem for villagers. There are 225 households and 939 people in the village, with a 0.8 acre of cultivated land per capita. Villagers plant corns, but the level of production is only enough for self-sufficiency. More than 200 people went out to work, and the money sent back by them to was almost the only source of the village’s income. In 2013, the per capita net income here was only 1,668 yuan, 18.75% of the per capita net income of Chinese farmers in that year. The mountains are remote and the traffic is blocked. Most of the villagers are left-behind elders, women and children.

In November 2013, when President Xi Jinping inspected the 18-Cave village in



Huayuan County, Xiangxi Prefecture, Hunan Province, he proposed the idea of “precise poverty alleviation” for the first time and required the village to carry out poverty alleviation work with “no privileges but some changes”. The 18-Cave village not only needs to achieve its own poverty alleviation, but its road of poverty alleviation should be “replicable and can be popularized”. Looking at the magnificent and beautiful green mountains in front of him, President Xi Jinping shared his ideas of how could the 18-Cave village develop, and advised it to develop rural tourism. In 2015, the 18-Cave Village in Huayuan County was selected as the National Tourism Poverty Alleviation Pilot Village, and then, Chengdu Lai Tourism Development Co., Ltd. started to carry out tourism poverty alleviation plan there.

## II. Implementation Process

### 1. Organizing implementation.

To promote the “one lead four” mode of poverty alleviation of the 18-Cave village’s agricultural tourism effectively, the Huayuan County Committee has sent five party members to form the 18-Cave precise poverty alleviation team since January 2014. At the same time, it selected and sent the first secretary of the party branch to the village. The captain of the team and the first secretary’s relationship with the party organization were transferred to the village’s party branch to fully support the work of the two committees there. In the election of the village committee, the “two-review and two-evaluation” system was implemented to truly select talents who stick to politics, are well-educated, have strong “double-banded” capability and are trusted by the public. They also created and established the position of specialized and key assistants. Through competition and member recruitment, “new blood” was injected into the village committee. Three industrial leaders and one university student village official

became the key members of village committee. Key assistants are talented persons and, the structure was comprehensively optimized, which laid a solid foundation for poverty alleviation, and built the grassroots party organization to fight against poverty.

### 2. Resource integration.

The 18-Cave village relies on the “one lead four” mode of rural tourism with kiwifruit-based planting industry, yellow cattle breeding industry, Miao embroidery industry and the labor export industry as its core. Such development mode involves the government, enterprises (cooperatives), farmers and other related entities. The government acts as the guide and coordinator. It plays an important role in formulating policy and making plans, organizing and coordinating, and fund raising. As an important social force, enterprises have injected powerful information and resources to the implementation, and can help solve unemployment issue. Farmers are the main participators in poverty alleviation. No matter what mode we adopt, it needs farmers’ participation and approval.

## III. Performance Evaluation

### 1. The whole village gets rid of the title of poverty.

In 2016, the 18-Cave village was awarded the title of “National Tourism System Advanced Collective”, receiving more than 300,000 tourists. The per capita net income of villagers increased from 1,668 yuan in 2013 to 83.13 yuan, and 136 households with 533 people in poverty all over the village were all lifted out of poverty. In 2017, the whole village reached the standard of no longer need poverty alleviation.

### 2. The village is becoming popular

The rapid development of the 18-Cave rural tourism has been highly recognized by the central and provincial governments. During the Spring Festival of 2016, CCTV’s “News Network” series reported the “18-Cave Village

Poverty Alleviation Story” for five consecutive days, which received strong resonance at home and abroad. The 18-Cave village was awarded the “Civilized Tourism Scenic Spot of Hunan Province” by the propaganda department of Hunan Provincial Party Committee, and became the new representative of the image of tourism industry in Huayuan County after the “Border Town”.

### 3. The development pattern of “tourism+” poverty alleviation has emerged.

We have basically completed the fundamental work of community tourism development such as rural road construction, villager concept changing, event planning, media marketing, and multi-industry introduction. Through the “marriage” of land transfer between the land and local cooperatives, and with the help of the “113 Project” to diversify farming industry, the 18-Cave village has formed a “tourism +” poverty alleviation development pattern with rural tourism as its core, a kiwifruit-based farming industry, a Xiangxi yellow cattle-based breeding industry, the Miao embroidery-centered handicraft processing industry, and labor export industry that acts as the pillar.

## IV. Success Experience

### 1. Taking “Farmhouse Joy” as breakthrough

The team and the local township government decided to take the Farmhouse Joy as a breakthrough and encourage villagers to open up Farmhouse Joy. Shi Chengfu, a villager, took the first step boldly and became the first person to “eat crabs”. In July 2014, he quit his job and came back home to start the first Farmhouse Joy in the village. One month later, his Farmhouse Joy which can only receive 50 people not only recovered the cost, but also earned net revenue of more than 4,000 yuan. Led by Shi Chengfu, more than 10 new Farmhouse Joy were opened in shixidong village. In order to better

guide the development of the Farmhouse Joy, 18-hole village set up tourist service center, which took over the management of Farmhouse Joy kitchen, numbered all the Farmhouse Joy by the area, and exercised bind operations, applied to “Five Units” management mode, namely, unified group, unified distribution, unified billing, unified price, unified marketing.

### 2. Keeping countryside scenes original

The serious lag of the construction of public service facilities is the shortcoming of the development of the village. President Xi Jinping especially emphasized on “do not plant flowers, do not make the scenery, do not accumulate capital”, to make up for the shortcoming and to avoid the past problems of accumulating capital and construction and dismantle occurred when alleviating poverty, residency teams and village committees will establish the general principle of “harmony between man and nature, buildings unified with ecological environment harmoniously, buildings perfectly combined with ethnical characteristics”, with the conception of “Make the countryside more like the countryside”, to create “the most beautiful countryside in China” and implement “make the sky bluer, the mountains greener, water cleaner and village more ancient, feeling more deepen,” “The birds are





back, the fish come back, worms are back, working people come back, more new comers" as the goal and direction for the 18-hole village rural tourism, one step at a time, transform water, electricity, road, the rural "five transformations" and the public service facilities, improve the villagers living environment.

### 3. Unify Farming and Tourism, and the "One Leading Four" Industry Mode

(1) Creating an integration of agriculture and tourism. With the help of the County Poverty Relief Office, the "marriage" between 18-hole Village and Miaohanzi Cooperative of Huayuan County has been sealed. Huayuan County 18-hole Miaohanzi Fruit Industry Company Ltd. has been established. The contribution of capital of Miaohanzi reaches 3.06 million Yuan, accounting for 51% of the shares; the contribution of 18-hole Village is 2.94 million Yuan, accounting for 49% of the shares (12% of them comes from the village collective, whereas 37% from the villagers). In Huayuan County National Agricultural Science and Technology Demonstration Garden, kiwi fruit industrialization base of 1000 mu has been built through land circulation. The agricultural industry and the rural tourism have been integrated, so that visitors can taste delicious kiwi fruit while enjoying the beautiful scenery in the base.

(2) Direct participation mode. "Agritainment", or "Nongjiale" in Chinese is encouraged to be run by qualified farmers. Cultural elements of the Miao nationality could be implanted in 18-hole Village, so as to improve the cultural taste. For the agritainment, special service projects could be launched around the Miao culture, and the Miao embroidery cultural tourism commodities could be also jointly developed.

(3) Indirect participation mode. Every year, peasant households without labor nor talent could rent out their houses. With a fixed income, they can indirectly participate in rural tourism.

(4) Innovative marketing. Such innovative modes as transferring the peach-picking right and the fishing right of paddy field fish could be launched, so as to promote the development of tourism in the village. 225 peasant households could be mobilized to cultivate 10 winter peach trees, 10 yellow peach trees and 300 paddy field fish in each home. In accordance with the standards of 418 Yuan per peach tree, the picking right could be sold for public marketing. Awarded honorary certificates of "18-hole Village Honorary Villager Certificate", the subscribers could participate in all kinds of the village activities free of charge. Nearby key tourist attractions in the Xiangxi Autonomous Prefecture could also be

encouraged to offer half-price tickets or even free tickets for them.

(5) Introduction of social capital. At the end of 2016, Huayuan County signed a development agreement of 18-hole Village Scenic Area with Beijing Shoulei Company and Xiaofeibao Company. It is expected to invest 600 million Yuan to build a scenic spot centered by 18-hole Village, with the ultimate goal of building the village into a AAAAA scenic attraction.

## V. Value of Promotion

1. "Four Mobilized by One" introduces a new name card of tour-agriculture integrated model

Rural tourism is the most potential, the most mobilizing and the most vibrant among the five major industries put forward by 18-hole Village. It can dynamically integrate the other four industries, i.e., the planting, the breeding, the handicraft, and the export of labor service. More people can be attracted to come here, to experience a leisure life style different from that in the city. The development of rural tourism can be promoted to the depth, to help all the villagers obtain employment in the village. Ultimately, the whole village could get rid of poverty and become better off.

2. Tourism alliance highlights standard and scientific ways

The tourism poverty alleviation in 18-hole Village is first tried by the rural tourism alliance, which is highly

normative and scientific and has remarkable operability and replicability. 18-hole Village, for example, set up service center for tourist reception, responsible for the implementation of standard management in the farmhouse kitchens and accommodation facilities of the whole village. It has managed the farmhouses of the whole village by the number by the area. The farmhouses operate in a bundle and take the management mode of "Five Unification", namely, unified reception of group tourists, unified distribution, unified billing, unified price and unified marketing. First, it prevents malicious competition; second, it is conducive to guarantee the quality of agritainment; third, it develops special service projects centering on the Miao culture and jointly develops the Miao embroidery cultural tourism commodities.

3. Focus on the "precision" is letting the villagers get what they need

The biggest highlight of the development mode of rural tourism in 18-hole Village is "precision", which is reflected not only in the planning of road traffic, scenic spots, catering and accommodation, but also in the different ways of villagers' participation in rural tourism. For example, residents of 18-hole Village can get income from operation, salary, agricultural products and rent by participating in tourism management, tourism reception services, the sale of agricultural byproducts and native products, as well as land circulation. They could fully participate in rural tourism reception services.

## 江西大余丫山：旅游扶贫 “三级受益”

Ya Mountain, Dayu County, Jiangxi Province:  
Tourism Poverty Alleviation “Three-level  
Benefit”

### 【摘要】

旅游扶贫方兴未艾，但也形成了“马太效应”等痛点。大余县丫山旅游通过探索“三级收益”模式，形成了一条旅游扶贫“共建、共赢、共享”的道路。通过合理处理政府、企业、原住民关系，合理规划、产业联动，探索“三级受益”减贫模式，丫山旅游扶贫直接带动贫困户增收明显，也激发了贫困户特别是特殊困难群体的内生动力，还推进了区域经济发展，一定程度上形成了旅游扶贫的示范效应。其最重要的启示在于：乡村旅游的发展需要顺应政策趋势与市场潮流，乡村旅游发挥扶贫功能需要因地制宜、以人为本。

### 【关键词】

旅游扶贫，丫山，三级受益

随着旅游扶贫的逐步发展，贫困群体难以从旅游扶贫过程中受益，旅游扶贫的“马太效应”成为旅游扶贫难以解决的痛点。江西大余丫山在企业与村民的逐步摸索中，通过“三级受益”，即通过流转租赁贫困户资源、引导贫困户就业、推动贫困户创业三个层次的受益模式，已经探索出了一条旅游扶贫“共建、共赢、共享”的道路。

### | 大余丫山及其扶贫模式简介

丫山景区所在的乡村是大余县黄龙镇大龙村。景区开发前，全村共有304户1104人。由于地处山区，耕地少，交通不便，大部分青壮年劳动力外流，留守人口贫弱，收入来源单一，2013年以前，人均年收入不足1500元。山高、地少，经济来源单一，人口长期外流。这里既无显赫的名山大川，又无突出的经济模式与交通条件，是个名不见经传的边远山区，是中国万千最普通的贫困山村之一。

上世纪末至本世纪初，全国以矿为支柱的产业急待转型，旅游业这一朝阳性产业成为各地转型的主要选择与趋势。大余是世界钨都，当可预见钨矿这一资源型产业面临枯竭，对生态造成不可修复的损害时，地方政府也积极布局产业转型。

2007年，大余县把丫山作为旅游业的重头戏隆重推出。大余章源集团董事长唐向阳同志，大龙村土生土长的村民，也是改革开放第一批走出大山先富的代表，他有一颗回馈家乡的热心与回报社会的情怀。从他创业起，就立下志向：一定要和丫山的乡亲共建一个“和谐乡村，幸福丫山”。于是，他注册成立了大余章源生态旅游公司，在省、市、县各级政府领导的正确指





引下，他携企业团队，全款、全家、全情投入到丫山生态旅游开发中来，联手当地百姓实现他创业最初的梦想。

目前，经过十余年的乡村旅游发展，丫山从贫穷萧条中崛起，一跃成为“国家4A级景区”“江西省5A级乡村旅游示范点”“中国乡村旅游模范村”“中国乡村旅游创客示范基地”“中国首批运动休闲特色小镇”。走进丫山，眼前青山绿水未老，村民回流本土兴业，乡村文明开放，一派蓬勃生机。

## 丫山扶贫模式实施过程

### 1. 资源整合：合理处理政府、企业、原住民关系

丫山通过乡村旅游实现扶贫的模式涉及政府、企业、丫山的原住民及当地环境资源关系的处理。既要协调好企业与政府，企业与百姓之间的关系，又要处理好人与自然和谐共处的问题。

丫山乡村旅游能否顺利实施？当地政府的态度是关键，政策指引与项目扶持则是至关重要的基础保障。修桥、铺路、通水、通电、基础建设及立项申报，景区开发的每一个环节，都离不开各级政府领导的大力支持。

丫山乡村旅游扶贫模式在企业与村民的逐步摸索中，达成了“共建、共赢、共享”的共识。丫山乡村旅游，不以迁走原住民为代价，请一批演员来搞乡村旅游表演。村民是乡村的灵魂，没有灵魂的村落，乡村旅游也将失去特色与源动力。同理，丫山要乡村振兴不以原住民消失为代价来振兴，而是村民宜居兴业的振兴，在此基础上形成了“三级受益”模式。

### 2. 资金来源：企业投资7亿元

丫山乡村旅游扶贫模式所需资金，主要由大余章源生态旅游公司自筹和政府专项资金补贴组成。11年来，企业陆续投资7亿余元重塑丫山。

### 3. 具体实施：合理规划、产业联动

在规划面积33000余亩的景区里，形成了山下乡愁游乐区，山中生态住宿区，山顶文化休闲区的格局特色，景点项目涵盖：一大自然景点——卧

龙谷、六大生态农业基地、七大餐饮基地、三大A哆乐园（即：A哆乡村、A哆森林、A哆水寨）、七大住宿体验区（即：九成山舍、道源书院、生态酒店、春秋舍、茶田民宿群、农商街、枫夜里）及新动力（丫山）越野基地、食品加工厂、木塑加工厂等，产业联动山区第一、二、三产业。大龙村通过发展乡村旅游逐步脱贫，成为集休闲度假、文化交流、观光体验、健康运动、养身养老、生态农业、农商农艺等于一体的“健康休闲胜地，轻慢乐活天堂”。

### 4. 收益分配：探索“三级受益”减贫模式

丫山专门针对贫困人口增收探索了“三级受益”的旅游扶贫模式：即通过流转租赁贫困户资源、引导贫困户就业、推动贫困户创业三个层次的受益模式：

第一级受益模式：流转贫困户资源。企业租用村民的房子、土地、林地，村民仍可在原地居住，产权依旧归村民所有；在合同期内，企业无偿给租赁的农户进行改造或装饰装修，房产权仍归村民所有；对于公共面积的征用，企业给予高额补偿。

第二级受益模式：引导贫困户就业。有劳动能力的原住村民则优先录用进景区工作，获得稳定工资收入。大余章源企业文化当中有一条最重要的价值观“丫山不一定能创造华西村的财富，但一定要获得超越华西村的幸福感！”企业通过丫山景点打造与项目运营持续解决就业，一年可提供2000多个用工岗位，都优先安排给贫困乡亲，实施就业扶贫。企业扶贫、扶志，更扶智，每年都给员工提供岗位技能与职业素养方面的培训机会，以全面提升原住民的就业技能和个人素养。

第三级受益模式：搭建扶贫富农平台，推动贫困户创业。为让原住民更多分享景区发展的红利，围绕丫山旅游产业链，企业搭起了旅游商品、农家乐、特产小吃等系列销售经营的扶贫富农平台，帮助原住民实现在家创业、就业的梦想。在经营前期，企业免收一切费用，全力负责项目的创意、包装、宣传以及培训原住民如何经营、解决销路等问题，让农户无投资风险的后顾之忧，后期又有实力按企业生态标准实现自主经营。企业打造了龙山圩、农商街农副产品创业经营平台。为扶持农户创业，发展竹工艺加工、养土禽畜、种生态蔬果、养蜂及农副食品加工等共设立30多个摊位。



## 成效评价：“三级受益”各有所成

### 1. 直接带动贫困户增收明显

通过流转贫困户资源和带动就业，直接带动贫困户增收明显。例如，大龙村贫困户罗良能、邱隆岗等16户乡亲将家中所有耕地流转，户均年增收

2500元左右。林地流转也使贫困户增加了收入，目前，景区已流转了林地一千余亩。

## 2. 激发了贫困户特别是特殊困难群体的内生动力

通过引导就业和助推贫困户创业，极大的激发了贫困户的内生动力，尤其是对于因病、因残等特殊困难群体，通过引导他们就业，能够让他们自食其力，极大的激发了这些群体的脱贫信心和动力。

例如，三口之家的唐英文，腿因断裂而多次手术，花费巨额医疗费，术后留有后遗症，至今不能从事重体力劳动。他一直没有稳定收入，靠妻子打零工的微薄收入和政府的救济度日。2015年通过企业就业培训，现已在成为景区工程部优秀的电脑网管，年收入在35000元以上。

## 3. 推进区域经济发展，间接带动上万贫困户脱贫增收

丫山逐步摸索出了一条通过乡村旅游实现乡村治理的可持续发展道路。丫山景区2013年，接待游客23.7万人次；2014年接待游客30.6万人次；2015年接待游客突破了50万人次，营业收入达到4000万元；2016年接待游客达到100万人次，旅游综合收入突破1亿元；2017年，仅五一小长假3天即接待了来自全国各地的游客6万多人次，旅游综合收入超过200万元。现丫山产业规模达3万余亩，固定员工600余人，年产值达1.6亿元，并间接帮扶带动周边乡镇上万农户脱贫增收。山区也因丫山旅游大发展改变了样子，村民美化了房子，增收了票子，培养了孩子，一个中国美丽乡村的样板正傲立于中国赣南。

## 4. 一定程度上形成了旅游扶贫的示范效应

近三年来，随着丫山乡村旅游升级转型的日趋成熟，丫山扶贫模式亦日见成效，景区引起了各方密切关注。目前，丫山因旅游扶贫登陆央视近10次。



其中，《新闻联播》曾用100秒解读丫山扶贫模式；各级领导与旅游界同仁也对丫山扶贫发展模式大为赞赏。

## | 成功经验与启示

### 1. 乡村旅游的发展需要顺应政策趋势与市场潮流

乡村旅游是近几年的政策热点，章源企业敏锐捉住了从国家到地方政策环境为发展乡村旅游培育的土壤。从最初全国范围内产业转型，到近年来，省市县旅游主管部门狠抓“精准扶贫，惠农富民”，再到党的十九大提出实施乡村振兴战略，再到2018年初，中央一号文件《中共中央国务院关于实施乡村振兴战略的意见》颁布，对新时代三农问题提出了顶层设计，也全面部署了乡村振兴战略的有效实施。可以说，政策的东风一直偏向利于乡村旅游发展的方向吹。

乡村旅游是近几年的市场热点。随着城市的过度开发，工业的肆掠圈地，人类面临的环境污染、食品安全、生存压力等问题日益严峻，严重威胁人类身体的健康与心灵的幸福。而森林覆盖率达92.6%的丫山是座绿色大氧吧，那里空气、水、土壤环境质量均达到国家一级标准，村民淳朴热情，发展乡村旅游已具备先天条件。

### 2. 乡村旅游发挥扶贫功能需要因地制宜、以人为本

丫山顺天应时发展乡村旅游，以原住民利益为重，首创了“三级受益”这一可以私人定制的模式，无疑为景区的开发、运营及管理上种下了善因。

企业采取一户一策发展丫山乡村旅游，让村民根据自己的实际情况选择参与开发获利的模式，促使景区发展全面盘活乡村的劳动力、农房、林区、土地、资金等一切资源。可以说，在每一个环节，企业都保障了原住民利益，给原住民最大限度的享补贴、得实惠、创产业。

天时、地利、人和，企业通过开发旅游搭起了富农平台，把原住民牵引回本土，原住民在乡村旅游的大舞台上尽情施展，又形成了景区最大的人文特色，政府、企业、原住民与市场（游客）自然联盟，旅游与扶贫精准契合，开创了众乐共赢的局面。



**[Abstract]**

Tourism poverty alleviation is in the ascendant, but it also forms a pain point such as the "Matthew effect." By exploring the model of "three-level benefit", Tourism in Ya Mountain has formed a path of tourism poverty alleviation, which is "win-win, co-construction and sharing". By reasonable planning and industrial linkage, rationally handling relations among government, business, and indigenous people, and exploring poverty reduction model of the "three-level benefit", Tourism Poverty alleviation in Ya Mountain, Dayu County, Jiangxi Province, directly led to the increase in income of poor households, and also stimulated the endogenous motivation of poor households, especially special disadvantaged groups, and also promoted regional economic development and to some extent formed the demonstration effect of tourism Poverty alleviation. Its most important enlightenment is: The development of rural tourism needs to comply with the trends of policy and market. During poverty alleviation, rural tourism needs to adapt to local conditions and be people-oriented.

**[Key words]**

Poverty Alleviation, Ya Mountain, Three-level Benefit



With the gradual development of tourism Poverty alleviation, it is difficult for poor groups to benefit from the process of tourism Poverty alleviation, so the "Matthew effect" of tourism Poverty alleviation has become a problem difficult to solve. In the gradual exploration of enterprises and villagers, Ya Mountain has explored a path of tourism poverty alleviation, which is "win-win, co-construction and sharing" through the "three-level benefit", that is, through models of circulating and leasing poor households' resources, guiding poor households' employment, and promoting poor households' entrepreneurship.

**I. Poverty Alleviation Model Introduction**

The village where the Ya Mountain Scenic Area locates is Dalong Village, in Huanglong Town, Dayu County. Before the development of the scenic area, there were 304 households with 1,104 people. Because it is located in the mountainous area, with less cultivated land and inconvenient transportation, most of young and middle-aged laborers are outflow, the left-behind population is weak, the income source is single, and before 2013, the average annual income was less than 1,500 Yuan. With high mountains, small land, single economic source and population's long-term outflow, and without famous mountain and river, no prominent economic model and traffic conditions, here is a remote mountainous area that is not known, and is one of the most common poor mountain villages in China.

From the end of the last century to the beginning of this century, the industry with minerals as the pillar around the country is in urgent need of transformation and then the tourism industry, a sunrise industry, has become the main choice and trend of transformation in various regions. Dayu County is the world's tungsten city. When it is foreseeable that the resource industry of tungsten mine is exhausting and is causing irreparable damage to the ecology, local governments are also actively deploying industrial transformation.

In 2007, Dayu County launched Ya Mountain as the highlight of the tourism industry. Comrade Tang Xiangyang, chairman of Dayu Zhang Yuan Group, a villager born and raised in Dalong Village and also one of the first representatives to get out of the mountain and to become rich after the reform and opening up, has an eagerness to return hometown and the society. Since he started his business, he had set his ambition: He must build "a harmonious village and a happy Ya Mountain" with the folks. Therefore, he registered and established the Dayu Zhang Yuan eco-tourism company. Under the correct guidance of the province, city and county governments' leaders, he took the enterprise team, the whole family, and all the money to wholeheartedly devote to the development of Ya Mountain eco-tourism and realized the original dream of his entrepreneurship

by joining hands with the local people.

At present, after more than ten years of development of rural tourism, Ya Mountain has emerged from poverty and depression, and has become a national AAAA scenic area and a AAAAA demonstration site of rural tourism in Jiangxi Province, and a model village in China's rural tourism and a demonstration base attracting tourists through rural tourism in China and China's first sports and leisure towns.... When walking into the Ya Mountain, you can see mountains are still green and water is still clean, the villagers' return promotes the development of tourism industries, and the village is open and civilized and full of vitality.

**II. Implementation Process**

1. Resource Integration: Rationally Handling Relations among Government, Business, and Indigenous People

The mode of poverty alleviation through rural tourism at Ya Mountain involves the handling of the relations among the government, enterprises, indigenous people of Ya Mountain and local environmental resources. It is necessary to coordinate the relations between the enterprise and the government, the enterprise and the people, as well as





to deal with the problem of harmonious coexistence between man and nature.

Can the implementation of rural tourism at Ya Mountain be implemented smoothly? The attitude of local government is the key, and policy guidance and project support are vital fundamental guarantee. Repairing bridges, paving roads, water supply, electricity supply, infrastructure construction and project declaration, every link of scenic area development is inseparable from the strong support of government leaders at all levels.

The model of poverty alleviation through rural tourism at Ya Mountain reached a consensus of “win-win, co-construction and sharing” in the gradual exploration of enterprises and villagers. Rural tourism at Ya Mountain, which is not at the expense of relocating the indigenous people, invited a group of actors to engage in rural tourism performances. The villagers are the soul of the village, and villages without souls, the rural tourism will lose its characteristics and source of power. In the same way, revitalization of the village where Ya Mountain locates is not at the expense of the disappearance of the indigenous people, but the revitalization of the villagers’ livability and industries’ promotion. On this basis, a “three-level benefit” model can be formed.

2. Source of Funds: Enterprises’ Investment of 700 Million Yuan

The funds required for the model of poverty alleviation of rural tourism at Ya Mountain are mainly composed of self-raised part by Dayu Zhang Yuan Ecological Tourism Company and subsidies of special funds from the government. In the past 11 years, the company has invested more than 700 million Yuan to rebuild Ya Mountain.

3. Specific Implementation: Reasonable Planning and Industrial Linkage



In the scenic area with a planned area of more than 33,000 Mu, the patterns and characteristics of Township Recreation Area at the foot of the mountain, the Ecological Accommodation Area in the mountain and Cultural Leisure Area at the top have been formed. The scenic area covers: A natural attraction: Wolong Valley, six ecological agriculture bases, seven dining bases, three A Duo amusement parks(that is, A Duo Village, A Duo Forest, A Duo Water Village), Seven residential experience areas(that is, Jiucheng Mountain House, Daoyuan College, Eco Hotel, Chunqiu House, Tea Field and B&B Group, Nongshang Street, Maple Night) and The new power (Ya Mountain) off-road base, food processing plant, wood-plastic processing plant, etc., the industry links the primary, secondary and tertiary industries in the mountainous area. Dalong Village has gradually got rid of poverty through the development of rural tourism, and has become “a healthy and leisure resort, a relaxing, slow, happy and living paradise” that integrates leisure and holiday, cultural exchange, sightseeing experience, healthy sports, health care, ecological agriculture, agriculture and commerce and agronomy.

4. Income Distribution: Exploring the Poverty Reduction Model of “Three-level Benefit”

In order to increase income of the poor, Dayuya County has explored model of tourism Poverty alleviation of the “three-level benefit”: That is, through models of circulating and leasing poor households’

resources, guiding poor households’ employment, and promoting poor households’ entrepreneurship:

The first level of benefit model is the circulation of poor households’ resources. Although enterprises rent the houses, cultivated land and forest land of the villagers, the villagers can still live in the same place, and the property rights are still owned by them; During the contract period, enterprises will renovate or decorate the leased houses for free, and the property rights of the houses will still be owned by the villagers; for the requisition of public areas, enterprises will give high compensation.

The second level of benefit model is to guide the employment of poor households. Indigenous people with working ability are preferred to enter the scenic area and get stable wage income. There is one of the most important values in Dayu Zhang Yuan’s enterprise culture, “Ya Mountain may not be able to create the wealth as much as Huaxi Village, but it must be beyond the happiness of Huaxi Village!” enterprises will continue to solve the employment problem and implement poverty alleviation through Ya Mountain’s construction of the scenic area and project operation, which can provide more than 2,000 jobs a year, and all of them are given priority to the poor. The company helps the poor, the mind, and more the wisdom. It provides employees with training opportunities in job skills and professional literacy every year to comprehensively improve the employment skills and personal qualities of the indigenous people.

The third level of benefit model: to build platforms for poverty alleviation and that enrich farmers, and to promote the entrepreneurship of poor households. In order to let the indigenous people share more the dividends of the development of the scenic area, centering on tourism industrial chain at Ya Mountain, enterprises have set up platforms for poverty alleviation and that enrich farmers, which sell and operate

tourism commodity, agritainment, specialty snacks, and others, to help the indigenous people realize their dream of starting a business and employment at home. In the early stage of operation, enterprises are free of all expenses, and is fully responsible for the project’s creativity, packaging, publicity and training the indigenous people how to operate and how to solve problems of sales, so that farmers have no worries about investment risks, and later stage have the strength to achieve independent management according to enterprises’ ecological standards. Enterprises have built platforms for the entrepreneurial operation of agricultural and sideline products in Longshanyu and Nongshang Street. In order to support farmers’ entrepreneurship, more than 30 booths have been established to develop bamboo processing, raise livestock, grow ecological fruits and vegetables, keep bee and process agricultural and sideline food.

### III. Achievement Evaluation: “Achieving Three-Level Benefit”

1. Directly Driving an Obvious Increase of the Income of Poor Households

By circulating the resources of poor households and driving employment, the income of poor households was drove to increase directly. For example, 16 households, such as Luo Liangneng and Qiu Longgang, who are poor households in Dalong Village, have circulated all the farmland belonging to them and the average household income has increased by about 2,500 Yuan per year. Woodland circulation has also increased the income of poor households. At present, the scenic area has circulated more than 1000 Mu of woodland.

2. Inspiring the Endogenous Motivation of Poor Households, Especially Those with Special Difficulties

By guiding employment and boosting the entrepreneurship of poor households, the endogenous

motivation of poor households has been greatly stimulated, especially for households with special difficulties such as illness and disability, and by guiding them to employment, they are able to make themselves self-sufficient, which greatly stimulated the confidence and motivation of these groups to get rid of poverty.

For example, Tang Yingwen of a three-member family, whose leg had been operated for many times due to fracture, spent a huge amount of medical expenses, and left sequelae after the operation, so far unable to engage in heavy physical labor. He has never had a steady income, relying on his wife's meager income from odd jobs and government relief. In 2015, through enterprises employment training, he has become an excellent computer network manager in the engineering department of the scenic area, with annual income of over 35,000 Yuan.

3. Promoting Regional Economic Development, and Indirectly Driving Tens of Thousands of Poor Households to Get Rid of Poverty and Increase Income

Ya Mountain gradually explored a sustainable development path to achieve rural governance through rural tourism. In 2013, Ya Mountain scenic area received 237,000 tourists; in 2014, it received 306,000 tourists; in 2015, the number of tourists exceeded 500,000,



and the operating income reached 40 million Yuan; in 2016, the number of tourists reached 1 million, and the comprehensive tourism income exceeded 100 million Yuan. In 2017, just in the three days of May Day Holiday, more than 60,000 tourists from all over the country were received, and the comprehensive tourism income exceeded 2 million Yuan. At present, the scale of Ya Mountain has reached more than 30,000 Mu, with more than 600 permanent employees and an annual output value of 160 million Yuan. Indirectly, it has helped tens of thousands of farmers in surrounding towns and villages to get rid of poverty and increase income. The Mountain area has changed greatly due to the great tourism development of Ya Mountain. The villagers have embellished their houses, increased their incomes and cultivated their children. The model of a beautiful country in China is standing proudly in the south of Jiang Xi Province.

4. Forming the Demonstration Effect of Tourism Poverty Alleviation, to Some Extent.

In the past three years, with the gradual maturity of upgrading and transformation of Ya Mountain rural tourism, the Ya Mountain poverty alleviation model is also becoming more and more effective and the scenic area has attracted close attention from all sides. At present, Ya Mountain was reported by CCTV for nearly 10 times due to tourism poverty alleviation. Among these reports, "Network News Broadcast" used 100 seconds to interpret Ya Mountain's poverty alleviation model.

#### IV. Successful Experience and Enlightenment

1. The Development of Rural Tourism Needs to Comply with Policy and Market Trends.

Rural tourism is a policy hotspot in recent years. Zhang Yuan Corporation has keenly grasped the



soil cultivated for developing rural tourism from national to local policy environment. In recent years, the provincial, city and county tourism competent authorities have vigorously promoted "precise poverty alleviation, benefiting the peasants and enriching the people", The 19th CPC National Congress proposed the "Implementation of the Rural Revitalization Strategy", and in the beginning of 2018, the No.1 Central Document *Decision of the Central Committee of the Communist Party of China on Implementation of the Rural Revitalization Strategy* was promulgated, putting forward the top-level design for the Three Rural Issues in the new era, and deploying the effective implementation of Rural Revitalization Strategy. It can be said that the east wind of the policy has always been favoring the direction of rural tourism development.

Rural tourism is a hotspot in the market in recent years. With the over-exploitation of the city and the wanton enclosure by industry, the problems of environmental pollution, food safety and survival pressure faced by mankind are becoming more and more serious, which seriously threaten human health and spiritual happiness. Ya Mountain, with a forest coverage rate of 92.6%, is a green oxygen bar. The air, water and soil environmental quality there all meet the national first-level standards. The villagers are unsophisticated and enthusiastic, and the development of rural tourism has innate conditions.

2. Exerting the Poverty Alleviation Function of Rural Tourism Needs to Be Adapted to Local Conditions and

People-oriented

Ya Mountain develop rural tourism by conforming to natural law and seizing opportunity. Focusing on the interests of the indigenous people, it pioneered the "three-level benefit", a privately customized model, which undoubtedly planted good causes for the development, operation and management of the scenic area.

The enterprise adopts a policy of "one mode for one household" to develop the rural tourism of Ya Mountain, so that the villagers can choose to participate in the development of profit-making mode according to their actual situation, which promotes the development of the scenic area to fully revitalize the rural labor, farmhouse, forestry, land, capital and other resources. It can be said that in each link, the enterprise guarantees the interests of the indigenous people, and lets the original farmers enjoy the subsidy, get the benefit, and create the industry to the best advantage.

By good timing, geographical convenience and good human relations, the enterprises set up a platform of enriching the peasants through the development of tourism, and brought the indigenous people back to their hometown. The indigenous people fully display their ability on the big stage of rural tourism, forming the largest humanistic characteristics of the scenic area. The government, enterprises, and the indigenous people naturally ally with the market (visitors) and tourism precisely fit for poverty alleviation, creating a situation of masses happiness and mutual benefit.



### [引言]

生态旅游扶贫以其显著的脱贫效果在我国很多贫困地区得到了广泛运用。理解其现实意义并把握其运营模式不仅有利于帮助欠发达地区的贫困群体提高生活水平，也有利于实现区域的协调平衡发展。山东省淄博市中郝峪村打造的“中郝峪模式”实现了中国休闲农业和乡村旅游的深度融合发展，构建了农户与旅游扶贫产业的利益联结机制，建立了集体和农户的稳定增收机制，为贫困地区实现全面小康，走向共同富裕提供了可参考、可借鉴的经验模式。

### | 扶贫模式介绍

中郝峪村，位于山东省淄博市博山区池上镇，淄河上游。地处鲁山主峰之阳，十里桃花溪之尽头。全村共 113 户 360 人，总占地面积 2800 余亩，其中耕地 600 余亩，山林面积 2000 余亩，水域面积 160 余亩，森林覆盖率 96% 以上。

曾经的中郝峪村是一个年人均纯收入仅有 1800 元、村集体负债 8 万元的穷山村、空心村，全村 113 户中有 68 户贫困户，贫困发生率 60%。中郝峪村是贫穷、落后、闭塞的代名词。

为了让村民脱贫致富，过上好日子，打好脱贫攻坚战，全村所有村民入股成立旅游开发公司，发展特色乡村旅游，在十五年的时间里不断完善软硬件条件，摸索发展道路，推行公司化运营管理制度，在省市区各级部门的不断打造和助推下，村内呈现欣欣向荣的特色旅游发展面貌，一步一个脚印的走着“中郝峪模式”的特色旅游扶贫发展之路。

中郝峪模式可以概况为：“公司运作 + 单体承包 + 村民入股”的综合性发展模式。在 2003 年，村两委自筹资金 1 万余元，集中支持 5 户村民发展农家乐经济。2011 年正式成立幽幽谷旅游开发公司，通过公司化运作、



## 山东淄博中郝裕村：公司化运作 乡村旅游扶贫

Zhonghaoyu Village, Zibo City, Shandong Province: Rural Pro-poor Tourism in Incorporate Operation Way

单体承包责任制、村民入股的方式，负责全村旅游项目开发和运营；通过构建农户与公司的利益联结机制，给予全体农民分红和奖励，拓宽了农户的稳定增收渠道；通过公司化经营村庄，带动了村集体经济和基础设施的发展，提供了村组织的公信力。

## “中郝峪模式”的实施过程

### 1. 通过资源整合，打造公司化管理运营模式

幽幽谷旅游开发有限公司负责全村的旅游项目开发和运营，公司化运作，单体承包责任运营，实行统一管理、统一服务、统一收费、统一标准、统一价格的运营模式，不断完善各类基础设施，建设旅游配套项目。通过公司化运营村庄，将整个村庄的资源转动起来，使整个村庄的文明程度实现了跨越式发展。公司通过乡村旅游发展，逐渐拉动了第一、第二产业，让农村、农业更好地与市场接轨。

公司运营下所有项目，按照承包方式全部承包给相关业户，业户严格按照指定价格和经营标准，负责搞好接待、服务等工作，业户不得擅自接待客人，针对优秀业户吸引的回头客，公司按照规定给予相应的鼓励性奖励。公司负责对外宣传、对内运营管理，农户负责接待游客、提高服务水平，中郝峪的乡村旅游驶上了现代化科学管理的快车道。

### 2. 通过折股分红，构建利益共享机制

中郝峪村坚持“以农民为主体、让农民共同致富”的理念，通过实施“公司+项目+村民入股”的综合性发展模式，形成了一个全村人人是股东，个个是老板，全村齐心协力做农业和旅游业的新型农村发展模式。通过构建公



司与农户的利益联结机制，健全了利益共享模式，将整个旅游资源的收益分配给所有农户。

村“两委”通过村民选出的评估小组对所有涉及到的旅游资源进行评估，并对全村集体资产进行折股量化，并加入到公司发展中来，让每一个农户享受到发展带来的成果。全村按照经济收益五分之四还给农户，五分之一留作集体收入分配原则，2018年，人均分红13000余元，全村集体经济收入达到380万元。公司资产从原来的不足700万元扩大到现在的9000万元，加上无形资产估值，公司整体价值约1.5亿元。

## “中郝峪模式”的成效评价

### 1. 是实现了群众就地脱贫致富。

村民年人均收入10年时间增加了12倍，从2005年的不足2000元，提升到人均收入3万元，全村户均存款10万以上。同时，所有村民都以旅游管理、经营农家乐和销售旅游农产品等方式参与乡村旅游发展，成为了产业工人，年均工资4万以上，实现了就地就业、持续增收。

### 2. 是壮大了农村集体经济。

在发展乡村旅游之前，该村集体收入只有2200元，负债8万余元。随着乡村旅游产业不断发展壮大，全村按照经济收益三分之二还给农户，三分之一留作集体收入分配原则，全村集体经济收入达到350万元。目前，养老保险全部由村集体负责，实现了发展成果共享。

### 3. 是完善了基础设施。

始终坚持基础设施先行战略，完善了微循环交通网络，通过确定村庄特色，明确了村容环境布局、设计与建设标准要求，全村统一组织实施街道治理、农厕改造、庭院改造、房屋立面整治和公共服务设施建设。

### 4. 是优化了生态环境。

发展乡村旅游，使该村村民了解到生态既是优势，也是增收致富的潜力，提高了对生态环境重要性的认识，在保护周围山体植被环境的同时，累计投资1000余万元实施了“空心村”、旧村改造工程，绿化、亮化、净化和道路硬化、街道治理、河道治理以及改厨改厕工程，彻底解决了垃圾乱堆乱放等问题，提高了村民保护生态环境，加强生态建设的积极性和主动性。

### 5. 是增强了村级党组织战斗力。

村委会发扬“雷锋精神”，任劳任怨、无私奉献，与村民同吃、同住、同劳动，带领村民发展乡村旅游脱贫致富，村民参与村级事务管理、参与全村经济发展的积极性与主动性被充分调动。



6. 是提高了村民整体素质。

由于常年从事服务行业，与游客接触多了，整体村民素质得到很大改善，专门制定《中郝峪村村规民约》，实现了村规民约制度化，村民行为自觉化，村民一言一行处处体现乡风文明，近十年来中郝峪村无一例上访，无一例扰乱社会治安案件，更无一例刑事犯罪案件。

## “中郝峪模式”的成功经验

1. 是充分挖掘本地优势资源，量身定制发展路径是精准推动贫困对象脱贫致富的根本。中郝峪村乡村旅游之所以红红火火，贫困群众快速稳定脱贫致富，就在于充分利用并挖掘当地优良的自然生态资源，特别是凭借当地平均海拔较高、地域生态特色明显、地处生态资源丰富的鲁山脚下的“天然氧吧”的旅游资源，把乡村旅游扶贫这块牌子做精、做大、做强。

2. 是公司经营、统分结合是发展乡村旅游扶贫模式，精准推动脱贫致富的关键所在。中郝峪村乡村旅游扶贫模式之所以能不断做大做强，关键在于采取了“公司运作 + 单体承包 + 村民入股”的公司化经营模式，形成了可复制、可推广的中郝峪样本，避免了单打独斗形不成大气候，杜绝了农户之间竞相压价、恶性竞争的局面。所以，完善运营机制，实现村企分开、统分结合，是确保乡村旅游扶贫模式能够发挥长远作用的举措。

## “中郝峪模式”的推广价值

中郝峪村的发展不仅仅走出一条新常态下中国农村的新业态、年轻态，也成为全国可复制可推广让所有农民共同致富的新方式、新模式。

现阶段中郝峪村不仅有丰富的对内培训经验，还有一定的对外培训经验。可以将此模式推广至全国。第一，在自身发展有余力的前提之下，中郝峪村开展“走出去”的发展战略。村内工作人员积极走出本村，走进全国其他地区的国家级贫困县，帮助他们做休闲农业与乡村旅游项目发展规划和运营管理。第二，各地积极组织相关人员到中郝峪村进行参观学习，学习其运营管理模式、利益分享机制等内容，结合自身资源优势发展旅游产业，带动贫困户增收。第三，总结中郝峪村的旅游发展经验，提高旅游扶贫模式的知名度，利用网络、电视、报纸、自媒体等多种形式扩大对外宣传，让中国、世界了解其发展模式，学习其发展思路，为乡村振兴提供可借鉴的思路和模式。

## [Introduction]

Ecotourism has been widely used in many poverty-stricken areas in China because of its remarkable effects on alleviating poverty. Understanding its practical significance and operating model is conducive to not only helping poverty-stricken population in the underdeveloped areas to improve their living standards, but also realizing regionally coordinated and balanced development. The “Zhonghaoyu Model” from the Zhonghaoyu Village in the Zibo City of Shandong Province has realized the in-depth development of China's agritourism and agritourism, established a benefit sharing mechanism for farmers and tourism poverty alleviation industries, and built a stable income mechanism for the collective community and farmers. It serves as a model for poverty-stricken areas to realize comprehensive well-off and common prosperity.

## I. Introduction to Poverty-alleviation Model

Zhonghaoyu Village belongs to the Chishang Town at the Boshan District, Zibo City, Shandong Province. It is located in the upstream of Zihe River, the south of the main peak of Mount Lushan and the end of the Taohua Creek. There are 113 households with 360 people in the village. The total area is more than 2,800 mu (186.7 hectares) with more than 600 mu (40 hectares) of arable land, over 2,000 mu (133.3 hectares) of forest land area and more than 160 mu (10.7 hectares) of waters. The forest coverage rate is over 96%.





Zhonghaoyu Village used to be an impoverished mountainous and a hollow village with net income per capita of only 1,800 yuan and collective liability of 80,000 yuan. The village owns 113 households with 68 households in poverty. The incidence of poverty reaches 60%. Zhonghaoyu Village is used for a synonym for poverty, backwardness and blockage.

In order to get rid of poverty and realize prosperity, the villagers set up a tourism development company to develop agritourism with characteristics. During the fifteen years, Zhonghaoyu Village has explored the development path. Software and hardware conditions have been constantly improved and corporate management system has been propelled. Under the support of the provincial and municipal departments, the village presents the picture of prosperous tourism development with special characteristics. It has been gradually developing the “Zhonghaoyu Village Model” featured by special tourism development path.

The “Zhonghaoyu Model” can be concluded as the comprehensive development path featured by “corporate operation+ individual contract responsibility system+ shares subscribed by the villagers”. In 2003, the village committee and committee of the village CPC branch raised funds of more than 10,000 yuan to

fully support 5 households to develop agritainment economy. In 2011, Romantic Life Tourism Development Company was officially established. Through the corporate operation, individual contract responsibility system and shares subscribed by the villagers, the company develops and operates the tourism project. The company provides dividends and reward for farmers to increase income through the benefit sharing mechanism. Through the corporate operation, the company has promoted the development of the village collective economy and infrastructure, and increased the credibility of the village organization.

## II. Implementation of “Zhonghaoyu Model”

### 1. Establishing Corporate Management Model Through Integrating Resources

Romantic Life Tourism Development Company is responsible for developing and operating tourism projects in the whole village, corporate operation and individual contract responsibility system. With the operation model of unified management, services, fees, standards and prices, the company is constantly improving infrastructures and tourism supporting projects. Through the corporate operation, the resources of the entire village have mobilized. Therefore,

the civilization of the entire village has been realized by leaps and bounds. The development of agritourism has gradually propelled the first and second industries, so that rural areas and agriculture can better meet needs of the market.

All projects under the operation of the company are contracted to relevant owners of property according to the contracting standards. Owners of property are responsible for serving tourists according to the strict specified price and operating standards. Owners of property are not allowed to receive guests without authorization. The company provides corresponding incentive rewards to the excellent owners of property that own repeat customers. The company is responsible for publicity and operation management. Farmers are responsible for receiving tourists and improving service levels. Zhonghaoyu develops agritourism through modern scientific management methods.

### 2. Building Benefit Sharing Mechanism Through Converting Property into Shares

Zhonghaoyu Village adheres to the philosophy of “regarding farmers as the main body and helping farmers realize common prosperity” and implements the comprehensive development model of “corporate+ projects+ share subscription from villagers”. In this way, a new rural development model for agriculture and tourism, in which every villager becomes shareholder and manager, is formed. The benefit sharing mechanism between the corporate and farmers improves benefit sharing model and allocates the income from the tourism resources to all farmers.

The village committee and committee of the village CPC branch have evaluated all the related tourism resources through the evaluation panel selected by the villagers. Also, the collective assets of the whole village have been quantified to give each farmer equal access to the development results in the company. Each farmer

is accessible to the shares of the company. Any valuable things (such as labor, vacant houses, forests, vegetable plots and orchards) can be used for subscribing shares after the evaluation from the evaluation panel. Shares can be transferred and inherited based on the principle of remaining the same amount of shares and designated heirs. Every year, the farmers who participate obtain dividends every year through the issuance of benefits and dividends at the end of the year. Up to now, all 360 villagers in Zhonghaoyu Village have subscribed shares. The total amount of shares is 6,416. All the elderly, the disabled and people without resources and funds have been provided with shares in capita. Four-fifths of the economic returns are returned to farmers and one-fifth is reserved for distributing collective income. In 2018, the per capita dividend is more than 13,000 yuan, and the collective economic income of the village reaches 3.8 million yuan. The company's assets have expanded from less than 7 million yuan to 90 million yuan now. In addition to the valuation of intangible assets, the company's overall value is about 150 million yuan.

## III. Effect Evaluation of “Zhonghaoyu Model”

Firstly, the masses are able to get rid of poverty and become better off locally. The annual per capita income of the villagers has increased by 12 times over the past 10 years, from 2,000 yuan in 2005 to 30,000 yuan at



present. The average household deposit in the village is more than 100,000 yuan. At the same time, all villagers participate in the development of agritourism by means of tourism management, agritainment and sales of agricultural products. Villagers become workers with an average annual salary of more than 40,000 yuan. Villagers have been employed locally and have obtained higher income.

Secondly, rural collective economy has been expanded. Before the development of rural tourism, the village's collective income was only 2,200 yuan, and the debt was more than 80,000 yuan. As the rural tourism industry continues to grow, two-thirds of the economic benefits return to farmers and one-third is reserved for distributing collective income. The collective economic income of the village reaches 3.5 million yuan. At present, the endowment insurance is borne by the village so that the development results are shared by every villager.

Thirdly, infrastructure has been improved. By continuously prioritizing the development of infrastructure, the village has improved the micro-circulation transportation network. The determination of the characteristics in the village helps clarify the standards for village environment and layout, design and construction. The whole village unifiedly manage



streets and roads, renovate toilets and courtyard, repair the wall of houses and build public facilities.

Fourthly, the ecological environment has been optimized. The development of agritourism has enabled the villagers to understand that good eco-environment is both an advantage and a potential for increasing income. Also, villagers are more aware of the importance of the eco-environment. In addition to protecting the surrounding environment for the vegetation in mountains, the village has invested more than 10 million yuan for renovating “empty village” and old village, implementing lighting, greening and landscaping projects, realizing the hardening of the roads, harnessing street and river and renovating toilets and kitchens. Therefore, garbage littering and other issues have been completely solved. The villagers’ awareness and initiative for protecting and improving the eco-environment have been greatly improved.

Fifthly, fighting capacity of village-level party organization has been enhanced. The village committee carries forward the “Lei Feng spirit” to work for the people wholeheartedly. Through living and working together with villagers, and leading villagers to develop agritourism, villagers have participated in managing village-level affairs and have been fully mobilized for developing local economy.

Sixthly, the overall caliber skills for villagers have been improved. With years’ development of service industry and increasing interaction with tourists, the overall caliber skills for villagers have been greatly improved. *Regulations on Zhonghaoyu Village Governance* have been specially formulated for institutionalizing rules on villages and encouraging villagers to abide by the rules consciously. The behaviors of villagers set a model for rural civilization. Over the past decade, there is no petition in the higher authorities, social disorder or criminal case in Zhonghaoyu Village.



#### IV. Successful Experience of “Zhonghaoyu Model”

Firstly, local advantage resources have been fully tapped. Tailored development path is the basis for accurately promoting poverty alleviation. The reason for the development of local agritourism and rapid poverty-alleviation is that local advantage resources have been fully tapped, especially, the tourism resources featured by average high altitude, obvious regional ecological characteristics and abundant ecological resources and high oxygen concentration at the foot of the Mount Lushan. Every village has its advantage over resources.

Secondly, corporate management and the system of unified management combined with independent management are crucial for developing poverty-alleviation through agritourism model and adopting targeted measures in poverty alleviation. The success of the “Zhonghaoyu Model” lies in the business model of “corporate operation+ individual contract responsibility system+ shares subscribed by the villagers”. The competitive price and vicious competition have been curbed. Therefore, improving the operational mechanism, separating enterprise from the management of village and setting up the system of unified management combined with independent management are the initiative to ensure long-term poverty-alleviation effects of the agritourism model.

#### V. Promotion Value of “Zhonghaoyu Model”

The development path of Zhonghaoyu Village embarks on a new business form for China’s rural development under the new normal. Also, it is a new common development model which can be imitated and extended.

At this stage, Zhonghaoyu Village is both experienced in internal and external training. The “Zhonghaoyu Model” can be promoted nationwide. Firstly, under the premise of self-development, Zhonghaoyu Village implements the strategy of “going out”. Local villagers actively enter national poverty-stricken counties in other places for helping planning and operating agritourism and agricultural recreation. Secondly, all the places actively organize relevant personnel to visit and learn from Zhonghaoyu Village about operation management model, benefit sharing mechanism and so on. In combination of own advantages, different places can increase the income of impoverished households. Thirdly, the experience of tourism development in Zhonghaoyu Village can improve the popularity of poverty-alleviation model through tourism. With the help various forms, including network, television, newspapers, and self-media, the development philosophy and model for rural revitalization in Zhonghaoyu Village can be spread nationwide and worldwide.

## [引言]

中青旅积极践行旅游精准扶贫行动。2017年6月12日，中青旅董事长康国明在中央党校机关报《学习时报》撰文指出，“我国的扶贫开发当前已进入啃硬骨头、攻坚拔寨的冲刺期，旅游业助力精准扶贫、精准脱贫。中青旅推动旅游扶贫，既是响应当前中央对地方政府的扶贫攻坚要求，帮助地方政府解决难题，也是积极探索拓展自身发展新空间的有效举措。中青旅着手和地方政府一起推动旅游扶贫工作，将自身的业务优势、专业经验，与老少边穷地区的资源优势结合，在旅游规划引领、产品线路设计、投资运营带动、营销推广辐射等多方面，为旅游扶贫提供解决方案，帮助贫困地区不断完善旅游基础设施，帮助地方政府把美景与人文推出去、把游客与消费引进来，实现企业社会责任与旅游业务拓展的有机结合”。

## | 精准扶贫模式介绍

### 1. 投资运营乌镇、古北水镇景区，打造旅游精准扶贫神话

2006年以来，中青旅相继直接投资运营乌镇、古北水镇景区。以古北水镇为例，中青旅投资从以下几个方面开展：

优化居住环境、生活环境。通过整体搬迁，几个相关村子迁移到距原村址两三公里外的地方建设了司马新村，由中青旅整体规划，从硬件设施到水电、厕所下水管道规划，与城镇化与现代化接轨。

建设司马新村，为每户居民建成的别墅中设计客房。古北水镇景区带来了稳定的客流，使得景区民宿住宿率一直居高不下。基于此，为司马新村每户居民每家建成的别墅中设计客房，古北水镇景区的住宿标准一般都超过800元/间/夜，作为高端住宿的有力补充。

综合考虑周边的自然资源、人文环境和商业条件。在开发古北水镇景区的过程中，中青旅综合考虑周边的自然资源、人文环境和商业条件，将景区内原有村民就近集中安置，激活农村要素、优化资源配置，在充分考虑村民获得征地收入、建筑物补偿收入、山场林地租赁收入、就近就业增收等前提下，通过有序规划设计和游客消费分层引导，联合地方政府共同为村民创造致富条件，实现家家有产业、户户能创业、人人能就业的良好局面，成为密云区较富裕的美丽乡村之一。

### 2. 援疆援藏，支持边疆旅游产业发展

2015年以来，中青旅特别重视支持边疆民族地区发展，以旅游产业为抓手，以智力投入、信息互通共享、新产品研发等实际行动，落实共青团对口支援边疆地区相关会议精神。



# 中青旅：践行企业社会责任、实施旅游精准扶贫

CYTS: Practice Corporate Social Responsibility and Implement Targeted Poverty Alleviation Through Tourism





联手西藏团区委启动“西藏大学生‘中国梦’行知基金”。在西藏，中青旅自 2013 年至今，联手西藏团区委启动“西藏大学生‘中国梦’行知基金”以来，共培训学生骨干 1200 多人次，引导更多西藏青年学子在富民兴藏的伟大实践中汇聚起青春的磅礴力量。

与新疆自治区团委联合举办“千车万人穿越塔克拉玛干大沙漠暨新疆国际特种旅游文化节”。中青旅连续举办新疆旅游产业发展培训研讨班，与新疆自治区旅游局签订战略合作协议。2009 至 2016 年，中青旅资助资金物资 150 万元，与新疆自治区团委联合连续举办七届“千车万人穿越塔克拉玛干大沙漠暨新疆国际特种旅游文化节”，展示新疆作为“一带一路”核心节点目的地的特种旅游资源，活动以沙漠为纽带，途经南疆部分贫困县市，拉动南疆旅游，惠及老百姓的实际生活。

联手内蒙古旅游局推出了全新的核心自驾线路品牌——“冰雪天路”。中青旅与内蒙古旅游局签订战略合作协议，联手内蒙古旅游局推出了全新的核心自驾线路品牌——“冰雪天路”。吸引游客前来享受自然冰雪，感受多彩的民族文化风情，把内蒙古打造成为四季皆宜的生态民俗旅游目的地。

### 3. 积极参与“厕所革命”，不断完善旅游基础设施

为切实在新疆建好旅游厕所，中青旅委托新疆中青旅公司承接，厕所援建遇到艰苦自然条件，在突降暴雨、气温骤降、下雪、冰雹等恶劣自然条件下，新疆中青旅公司圆满完成了旅游厕所的施工建设工作，赶在十一期间建成迎客。

### 4. 与贫困县域直接对接，精准开展旅游扶贫

重心下沉贫困县域支持扶贫。青旅集团与惠水县人民政府签署了旅游精准扶贫战略合作协议，形成《惠水旅游精准扶贫项目清单》出台 14 项具体支持措施。中青旅通过北京、天津、河北、山西四省市等 6 个核心城市中青旅遨游直营连锁店推广石楼县旅游信息。建设山西灵丘旅游体验馆，以大型喷绘和展板形式展示灵丘自然文化旅游资源，播放灵丘旅游宣传片，布展费

用及租金市场价值约 80 万元。

采购农副产品作为中青旅遨游网会员积分兑换礼品，推广旅游品牌。中青旅遨游网发起“来自远方的味道”活动，出资采购山西灵丘黑小米、高粱米、黄小米，贵州惠水香米三兄弟、河北阜平核桃、大枣等土特产近 400 份，总计价值近十万元。

开展湖南新化、新田、古丈三县旅游资源推介会。中青旅联盟在湖南新化召开第十七会员代表大会，会议特别举办湖南省及新化县、新田县、古丈县旅游推介会，面向境内外近百家旅行商进行定向的旅游资源推介。

### 5. “互联网 + 旅游”等技术输入方式助推贫困地区脱贫

在中青旅遨游网的平台上，有近千家的供应商在提供旅游产品和服务。在这些供应商中，向贵州、西藏、新疆、内蒙、青海、云南等边疆地区倾斜，中青旅对来自贫困地区的供应商实行平台费用减免等政策，加大培训支持力度，以技术输入的方式帮助落后地区的旅游从业者脱贫致富，将绿水青山化为金山银山。

### 6. 红色旅游主题活动助推革命老区脱贫

中青旅承办的“重走长征路”大型红色旅游主题活动暨首发团启动仪式于 2016 年 12 月 1 日在江西省于都县拉开帷幕。首发团从江西于都出发，用一个月的时间，以分段接续方式让游客重走长征路，沿途实地踩线、勘察，最终在延安会师。

## | 精准扶贫实施过程

### 1. 科学的规划引领旅游扶贫健康发展

首先，开展旅游资源普查和旅游扶贫摸底调查，确定具有发展乡村旅游条件的贫困村作为旅游扶贫工程的实施对象，确保旅游扶贫对象精准。其次，着力推进 3A、4A 级景区、星级乡村旅游点等项目建设，扩大贫困人口直接受益和间接受益人数，深入挖掘贫困地区旅游资源。

### 2. 全力夯实产品线路设计

首先，中青旅注重旅游线路的种类与深度开发。比如，独具慧眼、大胆创新，不断深化发展专项旅游线路。第二，进一步挖掘红色旅游资源，丰富红色旅游线路，例如中青旅承办的“重走长征路”大型红色旅游主题活动。第三，全面推动乡村旅游，合理利用民族村寨、古村古镇，设计一条居住、观光、购物、娱乐等功能为一体的特色旅游线路；大力开展生态旅游。

### 3. 增大营销推广辐射强度

第一，利用展会、论坛等平台，组织优秀旅游企业，重点推广旅游，树立贫困地区的旅游品牌。第二，利用旅游节庆活动等平台，通过增加体验项目、设立宣传展板、争取活动举办场地等形式，开展多种形式的推广营销，建设全方位、多渠道宣传推介贫困地区旅游扶贫的窗口。第三，培育贫困地区旅游商品企业和品牌，切实提高贫困人口的经营性收入。

### 4. 探索互联网+旅游+扶贫模式，开展智慧旅游扶贫

中青旅通过选择 1~2 个扶贫点，开展示范，用数据分析和挖掘技术为扶贫示范点提供更科学的经营决策模式，利用旅游者的数据分析旅游消费者的需求，推送更多符合旅游人群个性化需求的旅游信息和产品，指导旅游景区（点）、民宿等建立网上预订系统，开展网络预订等旅游在线服务，提高旅游发展的信息化水平。有效提升游客的消费体验，形成系列化和持久性的旅游收入。

## | 成效评价

### 1. 旅游扶贫模式创新：乌镇模式成为中国旅游行业的经典案例

自中青旅 2006 年底控股乌镇以来，乌镇的游客人数和收入实现快速增长，其中，游客人数从 2006 年的 159 万人，增长至 2014 年的 692.2 万人，景区收入从 0.88 亿增长至 9.67 亿。古北水镇营业 4 年来，接待游客从零实现 300 万的突破，已成为当地财政和民众收入提高的主渠道。目前，古北水镇外的民宿间夜已高达 400~500 元，放眼全国，景区周边的民宿价位达到这个水平的不多。因通过旅游项目开发让周边群众吃上旅游饭，迈上小康路。居住环境、生活环境大幅优化。

### 2. 最佳商业模式上市公司 - 中青旅推进平台化网络化

中青旅旗下遨游网投入 3 亿元，支持遨游网打造方便快捷的 O2O 旅游电商平台。“品牌+遨游网”有望协同中青旅各业务快速发展，推进遨游网“平台化，网络化，移动化”发展战略，塑造了中青旅品牌形象，也率先实施了具有中青旅特色的线上线下 O2O 协同政策，多方的战略合作及推广增强了其品牌曝光度和知名度，从而实现销售收入的大幅增长。



## | 成功经验

### 1. 因地制宜选择地理位置，前期调研基础扎实

旅游目的地的打造与运营是公司未来中长期最核心的看点，中青旅每一项旅游开发项目都有充分的调研基础，对贫困地区的旅游资源挖掘深刻。



### 2. 平台创新、产品创新引领旅游扶贫快速发展

中青旅借助资本市场推动传统旅游业加速向现代服务业发展，注重电子商务平台建设，先后与淘宝、OTA 合作平台合作，2014 年新增京东商城、Agoda、工商银行融 e 购等销售平台，并开发有自有微信服务号，开通了门票、住宿、套餐和相应消费项目的预订和支付功能。

### 3. 多元化盈利模式，绿水青山就是金山银山

目前全国大部分景区都是单一化依靠门票获利，但中青旅注重对旅游线路的整体开发利用，增加了很多度假酒店、商业、旅游纪念品开发等上下游产业链，增加了客源中过夜游客的数量，以此同时拉动了旅游衍生品和酒店、餐饮的收益。

### 4. 融入文化因素，注重后续运作空间

中青旅通过文化旅游产业链的综合拓展，将策划咨询、规划设计、投资建设、运营管理及目的地营销等环节有效串联，在整合内外资源的基础上，放大“旅游+”效应，扩大旅游消费的空间，把旅游业带入新的发展境界。

### 5. 旅游营销推广和旅游品牌建设独辟蹊径

中青旅在践行精准旅游扶贫过程中，独辟蹊径建设全方位、多渠道宣传推介贫困地区旅游扶贫的窗口。利用展会、论坛等平台，组织优秀旅游企业营销推广贫困地区的旅游品牌；利用旅游节庆活动等平台，通过增加体验项目、设立宣传展板、争取活动举办场地等形式推广营销，培育贫困地区旅游商品企业和品牌。

[Foreword]

CYTS is practicing targeted poverty reduction through tourism. On June 12 in 2017, Mr. Kang Guoming, Chairman of CYTS, announced in an article on the newspaper *Study Times*, which is run by the Central Party School that poverty reduction in China has entered an important period. Tourism helps poverty alleviation and reduction. CYTS promoting pro poor tourism is in line with the central government's demand for poverty reduction. It is effective for solving problems and exploring new space for development. CYTS will integrate its advantages and experience in tourism with local resources and provide solutions from travel planning and guidance, itinerary design and investment, marketing and advertising. CYTS will help underdeveloped regions improve tourism infrastructure in underdeveloped regions and attract tourists and consumers by advertising scenic views and cultural heritage. In this way, it combines corporate social responsibilities with tourism business.

## I. Introduction of Targeted Poverty Reduction Mode

1. Investment and operation in Wuzhen and Beijing Wtown: Creating a legend of targeted poverty reduction.

Since 2006, CYTS directly invested in the operation of Wuzhen and Beijing Wtown. To use Beijing Wtown as an instance, CYTS works in the following aspects.

It is essential to upgrade living conditions. Several villages were moved in a whole and thus formed the Sima New Village, which is located 2 to 3 kilometers away from the old village. CYTS carried out a systematic plan and built a modernized village in every way—from hardware to water and power supply, as well as the plumbing system.

It is necessary to design guest rooms in every residential building of Sima New Village. Beijing Wtown attracts stable customer flow, driving the occupancy rate in this area high. CYTS designed guest rooms in every residential building in the Sima New Village. The guest rooms will be an available option for tourists. It usually costs more than 800 yuan to stay for one night at the Beijing Wtown.

It is better to take natural resources, human environment and commercial conditions into consideration.

In developing Beijing Wtown, CYTS made a systematic plan of natural resources, humanitarian and commercial conditions. CYTS allocated local residents near their

previous houses and activated rural factors to optimize resource allocation. CYTS took rural residents' income from land expropriation, indemnity, forestry and employment into consideration and guided tourists by layered and orderly planning. They worked with local governments to create conditions for rural residents so that every household could start their own business and everyone was able to find a job. In the end, Beijing Wtown became one of rich and beautiful villages in the Miyun area.

2. Supporting the development of Tibet, especially the development of tourism industry

Since 2015, CYTS highly values regional development in border regions and minority-nationality regions. CYTS will increase intellectual input, exchange information and develop new products on the basis of tourism industry. CYTS will deliver the words on the conference about supporting border of the Youth League Committee into action.

CYTS cooperated with Youth League Committee in Tibet and launched China Dream Xingzhi Fund for Tibetan students. In Tibet, since 2013, CYTS has cooperated with the Youth League Community in Tibet and launched China Dream Xingzhi Fund for Tibetan students. In total 1200 students were trained in this program. More young Tibetan students are making their own contributions in the great practice of enriching this region.

CYTS co-hosted a special tourism festival called "10,000 people on 1,000 vehicles crossing the Taklamakan Desert". CYTS held several seminars on the development of tourism in Xinjiang region and signed strategic agreements with the Tourism administration in Xinjiang Autonomous Region. From 2009 to 2016, CYTS co-hosted special tourism festivals for seven times consecutively. This festival demonstrates travel resources of Xinjiang region as a key destination on the



Belt and Road. The festival connects underdeveloped municipalities and counties that are located in the deserts in the south of Xinjiang. It boosts travel economy in Xinjiang and thus benefits local people.

CYTS worked with Inner Mongolia Tourism Administration to design a new self-driving course—The Ice Road. They signed agreements on strategic cooperation with Inner Mongolia Tourism Administration and designed a brand new driving course—The Ice Road in order to attract tourists to enjoy the snow and dynamic customs. They wanted to build Inner Mongolia into an ecological and cultural tourist destination that is available for visits in every season.

3. Getting involved in Toilet Revolution and improving infrastructure for tourism

CYTS Xinjiang company was entrusted to build toilets for tourists in Xinjiang. The company fulfilled its task regardless of terrible natural conditions such as rain, sudden drop in temperature, snow and hail. These toilets were finished and put into use during the National Day holiday.

4. Cooperating with poverty-stricken counties and accurately carrying out poverty alleviation through tourism



We support poverty alleviation in poverty-stricken counties. CYTS and Huishui Government signed a cooperation agreement on precise poverty alleviation through tourism, and formed the *List of Huishui Tourism Poverty Alleviation Project*, which specified 14 measures. CYTS promotes Shilou's tourism through our Aoyou chain stores in six core cities in Beijing, Tianjin, Hebei and Shanxi. provinces. We built the Lingqiu Tourism Experience Hall, displaying the natural cultural tourism resources of Lingqiu in the form of large-scale inkjet and exhibition panels, and broadcasting the tourism film. The market value of the exhibition and rental is about 800,000 yuan.

We purchased agricultural products as gifts that can be redeemed by the points of aoyou.com to promote tourism brands.

CYTS launched a "Taste from afar" campaign to purchase nearly 400 local specialties such as Shanxi Lingqiu black millet, sorghum, millet, Guizhou Huishui fragrant rice, Hebei Zhangping walnut, jujube, etc., the value of which is nearly 100,000 yuan.

The promotion meetings of tourism resources in Hunan Xinhua, Xintian and Guzhang counties were carried out. CYTS Alliance held the 17th member representative conference in Hunan Xinhua. The conference specially held tourism promotion conferences for Hunan Province, Xinhua County, Xintian County and Guzhang County. Targeted tourism



resources for nearly 100 domestic and foreign travel agents. We carried out targeted tourism resources promotion for nearly 100 domestic and foreign travel agents.

5. Technology application methods such as "Internet + Tourism" facilitate poverty alleviation in poor areas.

On the Aoyou.com, there are nearly a thousand suppliers providing tourism products and services. CYTS makes preferential policies to suppliers in the border areas of Guizhou, Tibet, Xinjiang, Inner Mongolia, Qinghai, Yunnan. CYTS has not only implemented policies of reducing or exempting platform fee for suppliers from poor areas, but also increased training support, so that to help tourism practitioners in backward areas to be lifted out of poverty, and to turn lucid waters and lush mountains into invaluable assets through technology application and input.

6. Red tourism theme activities boost the old revolutionary areas.

The large-scale red tourism theme event and the launching ceremony of "Retake the Long March Road" hosted by CYTS kicked off in Yudu County, Jiangxi Province on December 1, 2016. The starting group departed from Yudu, Jiangxi Province, and re-took the Long March Road with 1 main tour route and 8 special routes in a month's time. It allowed the tourists to step on and survey along the Long March Road themselves, and to finally meet in Yan'an.

## II. Targeted Poverty Alleviation Tourism Process

1. Scientific planning leads the healthy development of targeted poverty alleviation tourism.

First, CYTS will carry out surveys on tourism resources and tourism poverty alleviation, and identify poor villages with rural tourism conditions as the targets

of tourism poverty alleviation projects to ensure the accuracy. Second, efforts will be made to promote the construction of AAA, AAAA scenic spots, star-level rural tourist spots, and etc., to expand the number of direct and indirect beneficiaries of the poor, and to tap into the tourism resources of poverty-stricken areas.

2. CYTS fully strengthens product route design.

First of all, CYTS focuses on the type and depth of tourism routes. For example, with unique insights and bold innovations, CYTS constantly deepens the development of special tourist routes. Second, CYTS will further explore the red tourism resources and enrich the red tourist routes, such as the large-scale red tourism theme activities of "Retake the Long March Road". Third, CYTS will comprehensively promote rural tourism, rationally use ethnic villages and ancient villages, and design a special tourist route that integrates functions of residence, sightseeing, shopping and entertainment. CYTS will vigorously develop eco-tourism.

3. CYTS will increase marketing intensity and expand brand radiation range.

First, CYTS will use exhibitions, forums and other platforms to organize excellent tourism enterprises, focus on promoting tourism, and establish tourism brands in poverty-stricken areas. Second, making use of tourism activities and festivals, through forms of increasing experience projects, establishing publicity panels, and finding venues for activities, CYTS will carry out various forms of promotion and marketing, and build a comprehensive and multi-channel publicity and promotion window for tourism poverty alleviation. Third, CYTS will cultivate tourism commodity enterprises and brands in poverty-stricken areas, and effectively increase the operating income of the poor.

4. CYTS will explore the Internet + tourism + poverty alleviation model and carry out smart tourism poverty alleviation.

CYTS will select one or two poverty alleviation points as demonstration sites, where CYTS will use data analysis and mining technology to provide a more scientific business decision-making model. CYTS will use tourist data to analyze the needs of tourism consumers, push more tourism information and products which meet tourists' demand of customization, and guide scenic area (spot), home stay facilities, and etc. to establish online reservation systems to carry out online travel services such as online booking to improve the informationization level of tourism development. CYTS will effectively enhance the consumer experience, and obtain serialized and sustainable tourism income.

## III. Performance Evaluation

1. Pro poor tourism innovation: Wuzhen became an example of China's tourism industry.

Since CYTS held Wuzhen at the end of 2006, the number of tourists and the income of local people witnessed rapid growth. The number of tourists rose from 1.59 million in 2006 to 6.92 million in 2014. The annual revenue grew from 880 million to 967 million yuan. Since Beijing Wtown started operation 4 years ago, the number of tourists surged from zero to 3 million. Tourism has become an engine of local fiscal revenue and personal income. Now staying one night outside Beijing Wtown costs 400 to 500 yuan, which is rare even in the whole country. Tourism projects improved local people's income and living conditions. The annual income of local people increased from less than 10,000 yuan before the exploitation to more than 50,000 yuan now. Every household can start their own business and everyone can get a job. Sima New Village is now one of rich and beautiful villages in Miyun district.

2. A listed company with the best business mode—CYTS will build an online platform.

Aoyou.net invested 300 million yuan to build a



convenient O2O e-commercial platform. “Brand+Aoyou.net” can grow fast with other business lines of CYTS. It is a part of the Internet strategy and builds the brand image of CYTS. Multiple strategic cooperation and promotion improved its reputation, and thus increased sales revenue.

#### IV. Experiences of success

1. Geographical sites are based on local conditions and researches.

The company pays great attention to the creation and operation of travel destinations. Every CYTS project is well-grounded on researches and investigations. Tourism resources of poor areas are fully utilized.

2. Innovation of platforms and products boosts pro poor tourism.

CYTS modernizes tourism industry with the help of capital market. CYTS focused on e-commerce platforms

and worked with Taobao and OTA platforms. In 2014, JD online shopping mall, Agoda and ICBC online payment platforms are newly added. CYTS developed its own WeChat account, so booking and purchasing of tickets, hotels and packaged products is available on WeChat.

3. Diversified profit model because clear rivers and green water will generate wealth

Now most scenic areas make profits only by selling tickets, but CYTS attached importance to over-all planning and utilization of the whole itinerary. Hotels, shopping malls and souvenir shops were added to the industrial chain and the number of overnight tourists increased, thus boosting the profits of hotels and restaurants.

4. Integrating cultural factors to expand space for follow-up operation

CYTS connects consulting, planning, investment and operation management, marketing by integrating the cultural tourism industrial chain. It combines internal and external resources to intensify the effect of tourism+ and expand space for tourism consumption. Tourism industry now enters a new stage.

5. Innovation in marketing and brand building

CYTS advertises pro poor tourism in underdeveloped areas by multiple channels. It organizes travel agencies to advertise tourism brands in underdeveloped regions on exhibitions and forums. It increases experiencing projects, rents billboards and venues on travel festivals. It cultivates tourism brands and enterprises in underdeveloped regions.





## 华侨城：三亚中廖村文化旅游 + 美丽乡村建设

OCT Group: Culture Tourism in Zhongliao Village of Sanya City + Beautiful Rural Construction

### [引言]

华侨城海南集团所隶属的华侨城集团，是国务院国资委直接管理的大型中央企业，是以旅游及相关文化产业经营为主营业务的大型企业集团，是“国家首批文化产业示范基地”“全国文化企业30强”。自2010年以来连续8年获得国务院国资委年度业绩考核A级评价，资产规模已突破3000亿元。连续5年雄踞全球主题公园集团四强，累计接待游客近4亿人次，持续领跑亚洲。

近年来，在中央精准扶贫战略指引下，华侨城集团充分发挥文化旅游行业的品牌影响力和资源优势，以美丽乡村建设为抓手，通过整合乡村旅游资源，精心打造以中廖村为典型代表的文化旅游产业精准扶贫示范项目，积极探索可复制、可推广的旅游扶贫开发模式，逐步探索出了一条“文化旅游+美丽乡村建设”为特色的精准扶贫之路，按照共享、共治、共赢的发展理念，充分整合农业生产、乡土文化、农垦资源，实现农村、农业、农民与旅游有机结合；通过租赁村民闲置房屋、土地，提供就业岗位等方式，带动中廖村发展，逐步增加村民的收入，实现政府、企业和村民互惠共赢，带领村民踏上致富路，享受美丽乡村发展成果。中廖村探索的文化旅游扶贫与美丽乡村发展之路，在全国范围内具有借鉴意义。

### | 扶贫模式与实施过程介绍

中廖村位于海南省三亚市吉阳区，交通发达便捷，地理位置优越，海南省5个5A级景区中的4个分布在其50公里范围内。全村总面积为5102亩，纯黎族村庄，共8个自然村9个村民小组，812户3362人；耕地1554.06亩，坡地2520亩。自2017年4月进驻中廖村后，华侨城海南集团在保留村中好水好景的基础上，遵循土地伦理法则、乡村生存的自然法

则，尊重地域和地区发展的文化脉络，对中廖村进行了原址提升规划改造计划，重新农村原有的生活场景，还原一个有乡村感、有历史、有家味儿的故园。

#### 1. 利用闲置田地，合理规划打造

华侨城海南集团重点对村庄的公共设施进行升级改造，建立全新游客中心、公共洗手间；对村内原生态种植业进行改造，打造特色蔬果“花园”——黎夫菜园；打造供游人休憩玩耍的阿爸茶社、儿童乐园，提升游客旅游体验。

#### 2. 统一规划，整体布局特色民宿

华侨城海南集团共租赁了 14 户村民的 53 间闲置旧民宅房屋，融入当地民族文化元素后设计改造为民宿，这些旧民宿均藏于椰林中，装修简约，装饰元素大多就地取材，每一处设计都匠心独运，让住客体验别样黎族风情。

#### 3. 开展特色餐饮业，大力弘扬餐饮文化

为进一步凸显中廖特色餐饮，村内开设三家特色餐厅：阿爸茶社是极具海南特色的传统饮品集中营，延续并弘扬海南老爸茶文化精神；小姨家餐厅主打成都特色小吃，秉承深厚的老店工艺传承；李家院子是槟榔树下的露天餐厅，主营黎族农家菜，对于喜欢地道乡土菜的吃货一族来说，是不可错过的尝试。

#### 4. 整合特色文化，发展旅游产业

华侨城海南集团对村民的原生态表演进行了包装，在村内精心布置了莲花池、黎家小院、大榕树广场等演艺点，精心排练各种演艺节目定时进行表演活动，用独具当地特色的文化演艺内容吸引游客前来参观；与海南热带海洋学院合作、引入海南特色非遗项目，让非遗文化得以更好的传承和发展。中和湖山水实景表演，是其中的“重头戏”，与传统景区不同的是，中廖村的水实景表演“以山为背景，以水为舞台”，完全将山水、乡村、演员和游客融合。



#### 5. 村民化身“上班族”，还乡于民助力乡村变革

自从华侨城海南集团对村庄进行集中开发建设后，很多村民加入了华侨城集团，顺利通过严格的岗前培训和考核后，有的人成为村民演员，有的人成为运营人员。不仅如此，村里的各项基础设施及公共服务越来越好，住在村里跟住在城市中没有太大区别，反而是生活在城市的人们开始羡慕住在村里的人了。



### | 成效评价

美丽乡村建设是要让全村老百姓的钱袋子鼓起来，永远过上好日子。“既美又富”是中廖村打造美丽乡村的底色。华侨城入驻以来，通过旅游项目的开发及打造，实实在在地带动了部分村民实现了收入的大幅增长，其中直接带动带动村民创收情况：自 2015 年华侨城集团进驻后，通过旅游项目的开发及打造，实实在在地带动了村民实现了收入的大幅增长，村民人均年收入为 12007 元/年/人；房屋租赁费用：63.5 万元/年；土地租赁费用：8.3 万元/年；以补代租费用：7.2 万元/年；扶持贫困户费用：3 万元/年；农副产品售卖平台费用：20 万元/年；村民用工费用：348 万元/年，受益村民 70 余户 200 余人，年创收 447 万元，现华侨城集团正大力开展“一户一味”，“一村百美”产品，以租赁或合作开发模式，带动村民从事相关美食产品的发展。开展特色共享产品，实现闲置资产的高效转移，如共享菜地、共享厨房、共享集市等产品，进一步增加村民的收入，让村民享受到美丽乡村发展成果。

中廖村根据其特有的民族优势，不断优化完善进一步塑造独具韵味的美丽乡村，以不砍树、不拆楼而闻名全国的美丽乡村中廖村迎来了一个全新发展时代，取得了良好的社会效益和经济效益。

### | 成功经验与推广价值

1. 没有文化的旅游是没有灵魂的，“文旅联姻”能带来“1+1>2”的扶贫效益

建设美丽乡村，尤其要挖掘和继承本土的优良传统，培育具有时代特征的乡土文化。要根据当地的民风民俗进行规划设计，保留乡村建筑风格，留存本土特色文化，保护生态原貌，传承文化，留住乡愁。中廖村很好地保护其文化形态、文化基因，守护住乡村的文化根脉，大力发展有历史文化记忆和地域民族特色的元素。同时把保护乡村乡野农耕文明和自然原始纯朴之美相结合，充分挖掘自身特色和优势，塑造出各具特色的美丽乡村。中廖村成功探索了一条以乡愁系情、以“文化旅游”带动美丽乡村建设的成功之路，

为全国各地的旅游扶贫发展提供思路与参考。没有文化的旅游就没有灵魂，没有生命力。传统的自然旅游资源观赏游留不住游客的脚步，必须围绕“休闲、度假、观光”定位，按照“文旅融合”思路，丰富和延伸旅游业态。创意文化项目将留住更多游客的脚步，而成千上万游客的涌入又将为扶贫注入新的动力，“文旅联姻”带来的可持续发展、“1+1>2”的扶贫效益将日渐凸显。

### 2. 让村民以“主人翁”身份参与到美丽乡村的建设中

华侨城（海南）公司将用先进的管理理念、管理模式，帮助村民树立经营理念、服务意识、品牌意识，引导村民树立靠自己的智慧打造幸福人生的理念。未来，村民可以在家门口就业、自己当老板，还可以通过劳动力、土地入股等多种形式参与美丽乡村开发合作。在美丽乡村建设中，应打造学习型村民，加强服务理念灌输、经营理念传导，提升村民的素质，让村民以“主人翁”身份参与到美丽乡村的建设中，如此才能更好地实现政府、企业和村民互惠共赢，带领村民踏上致富路，享受美丽乡村发展成果。

### 3. 旅游产品应注重宣传，提升知名度，坚持“引进来、走出去”策略

作为海南省乡村旅游开发建设中的“标兵”典范，中廖村备受各主流媒体关注，2016年5月，中廖村以一篇《三亚市中廖村：不羨高楼起 只因种花忙》登上了国内最具权威的媒体《人民日报》，同年，央视《新闻频道》的《朝闻天下》中的一则报道——《中廖村纪事：“慢发展”苦等“新机遇”》则让中廖村为全国人民所知悉，随后中廖更是频登《人民日报》《光明日报》《经济日报》、新华网等主流官方媒体，2018年4月，央视七套《聚焦三农》栏目组和农视网直播平台进驻中廖村，以中廖村为典范拍摄制作“海南乡村旅游的全面发展”专题节目，同时此档节目在央视网、农视网进行网络直播，取得良好的社会效果。与此同时，中廖村的知名度显著提升，不仅吸引三亚市区的消费人群，同时，也可吸引北方来此过冬的“候鸟游客”，这一点成功经验尤其值得学习与重视。无论是农副产品还是旅游延伸产品，都要重视宣传，提升知名度从而拥有强大的“朋友圈”，将其直接输送外地，飘香海内外。与此同时，坚持“引进来、走出去”策略，抓住机遇，加强对外合作，扩大数据源，吸引优质资源要素融入。

## [Introduction]

The Overseas Chinese Town Hainan Group is under the Overseas Chinese City Group, which is a large central enterprise directly managed by the State-owned Assets Supervision and Administration Commission of the State Council. It is a large enterprise group, mainly engaged in tourism and culture related industries. It is the first round of cultural industry demonstration bases and Top 30 of national cultural enterprises. Since 2010, it has been awarded the A-level evaluation in the annual performance assessment of the State-owned Assets Supervision and Administration Commission of the State Council for eight consecutive years. The asset scale has exceeded 300 billion yuan. It has been the world's top four theme park groups for the fifth consecutive year with a total reception of nearly 400 million visitors, continuing its leading status in Asia.

In recent years, under the guidance of the central targeted poverty alleviation strategy, OCT Group has given full play of its brand influence and resource advantages of the cultural tourism industry, taking "Beautiful Countryside Construction" as the starting point to create a targeted poverty alleviation demonstration project of cultural tourism industry represented by Zhongliao Village through integrating the rural tourism resources. OCT Group actively explores the tourism poverty alleviation development model that can be replicated and promoted, and gradually develops a precise poverty alleviation way with the characteristics of "Cultural Tourism + Beautiful Countryside Construction". According to the development concept of sharing, co-governance and win-win situation, OCT Group fully integrates agricultural production, local culture, and farmland resources to realize the organic combination of agriculture, farmer, rural area and tourism. By leasing the idle houses, lands and providing jobs for the villagers, Zhongliao Village development is promoted and the income of villagers is gradually increased, realizing the mutual benefits of the government, enterprises and villagers, leading the villagers to embark on the way to prosperity and enjoying the fruits of beautiful countryside construction. The road of cultural tourism poverty alleviation and beautiful countryside construction explored by Zhongliao Village has a great reference significance throughout the country.



## I. Introduction of Poverty Alleviation Model and Implementation

Zhongliao Village is located in Jiyang District of Sanya in Hainan Province. It enjoys convenient transportation and having advantages in geographical location. Four of the





five AAAAA-level scenic spots in Hainan Province are scattered within 50 kilometers of Zhongliao Village. The total area of the village is 5,102 acres. All the villagers are ethnic group of Li. There are totally 8 villages, 9 village groups with 812 households and 3362 people; The farming land is 1554.06 acres and sloping land is 2520 acres. Since entering the Zhongliao Village in April 2017, following the land ethics and the natural laws of rural survival on the basis of retaining the good scenery of the village and respecting the cultural context of the region and regional development, the OCT Hainan Group has proceeded a transformation plan of Zhongliao Village in its original site. It re-established the original living scenes in the countryside, restoring the homeland with the sense of village, history and family.

1. Making full use of idle fields with reasonable planning

The OCT Hainan Group will focus on upgrading and transformation of the village's public facilities, establishing the new visitor center and public restrooms; transforming the original ecological planting industry in the village to create a "garden" for characteristic fruits and vegetables – Lifu Caiyuan, creating a place for visitors to rest, such as Aba Teahouse and children's paradise to enhance experience for the tourists.

2. Uniform planning with overall layout featured Bed & Breakfast

OCT Hainan Group leased 53 idle old residential houses from 14 villagers, then designed and transformed

these residential houses into Bed & Breakfasts after integration of local ethnic cultural elements. These old Bed & Breakfasts are all hidden in coconut trees with simple decoration. And the decorative elements are mostly taken from local area. The ingenious designs brings visitors an experience of different styles of Li.

3. Carrying out special catering industry and vigorously promoting catering culture

In order to further highlight the characteristics of Zhongliao food, there are three special restaurants in the village. The Aba Teahouse is a traditional beverage restaurant with Hainan characteristics, passing and promoting the tea culture spirit of Hainan fathers. The Xiaoyi Restaurant specializes in Chengdu characteristic snacks with inheritance of the craft from old shop. Li's Yard is an open-air restaurant under the betel nut tree, which is mainly engaged in farmhouse food of Li. Don't miss it and have a try if you are a the foodie who likes authentic local food.

4. Integrating characteristic culture and developing tourism industry

The OCT Hainan Group has packaged the original ecological performances of villagers, established performance sites such as Lotus pond, Yard of Li and Darongshu Square, and carefully rehearsed various arts programs to perform regularly, attracting tourists through the cultural art performance with unique local characteristics. It also cooperates with Hainan Tropical Ocean College and introduces intangible cultural

heritage projects with the characteristics of Hainan for a better passing down and development. The performance of the Zhonghe Lake landscape is one of the highlights. Unlike the traditional scenic areas, the water scene performance of Zhongliao Village is "taking the mountain as the background and the water as the stage", which achieve a full integration of landscapes, villages, actors and tourists. .

5. The villagers become "office workers" returning village to villagers to help the rural reform.

Since the concentrated development of the village by the OCT Hainan Group, many villagers have joined the OCT Group. After passing the strict pre-job training and assessment, some people became village actors and some became operators. In addition, the infrastructure and public services in the village are getting better and better. There is not much difference between living in the village and living in the city. Instead, people living in the city are beginning to envy people living in the village.



## II. Achievement Evaluation

The beautiful countryside construction aims to make the money bags of the whole village full of money and create a good life for villagers forever. The concept of "Beauty and Rich" is the premise of Zhongliao Village

to create a beautiful countryside. Since the entering of OCT Group, the income of some villagers have actually increased substantially through the development and construction of tourism projects, which directly drives income grow of local villagers: since the entering of OCT Group in 2015, through the development and construction of tourism projects, the income of villagers has achieved a substantial increase. The per capita annual income of the villagers is 12007 yuan per person for each year, and the housing rental cost is 635,000 yuan per year. Land leasing fee is 83,000 yuan per year, and the subsidy that replaces renting cost is 72,000 yuan per year. Poor households support fee is 30,000 yuan per year. The platform for agricultural products sales cost is 200,000 yuan per year, and village labor cost is 3.48 million yuan per year. Such benefits are received by more than 70 households, covering more than 200 people with an annual income of 4.47 million yuan. The OCT Group is vigorously carrying out the "one household, one taste" and "one village, hundred beauties" products, encouraging villagers to join the development of delicious food related products through the development model of leasing or cooperation. Oct Group is developing characteristic shared products to achieve efficient transfer of idle assets, such as sharing vegetable plots, sharing kitchens, sharing markets and other products, further increasing the income of villagers and allowing them to enjoy the fruits of beautiful countryside development.

Based on its unique national advantages, Zhongliao Village has continuously optimized and built the beautiful village with further unique charms. Famous for not cutting trees or demolishing buildings, the beautiful Zhongliao Village has ushered in a new era of development and achieved good social and economic results.

### III. Successful Experience and Promotion Value

1. The tourism without culture is not attractive, and the "connection between culture and tourism" can bring a "1+1>2" poverty alleviation benefit.

Building beautiful countryside especially requires to explore and inherit the local fine traditions, as well as cultivate local culture with the characteristics of the times. It is necessary to plan and design according to the local folk customs, preserve the style of rural architecture, protect the local characteristic culture and the original ecology to inherit the culture and retain the sense of homesickness. Zhongliao Village protects its cultural forms and cultural genes very well. It protects the cultural roots of the countryside, and vigorously develops elements of historical and cultural memory and regional ethnic characteristics. At the same time, it combines the protection of rural farming civilization with the natural primitive beauty, fully exploiting its own characteristics and advantages, and creating beautiful countryside with unique characteristics. Zhongliao Village has successfully explored the road to the construct beautiful countryside with the characteristics of nostalgia and "cultural tourism", providing ideas and reference for the development of tourism poverty



alleviation throughout the country. There is no soul and no vitality when there is no culture in tourism. The traditional natural tourism resources can't attract the tourists' attention. We must focus on the positioning of "leisure, vacation and sightseeing" to enrich and extend the tourism industry according to the idea of "integration of culture and tourism". The creative culture project will attract the attention of more tourists. The thousands of tourists will inject new impetus into poverty alleviation project. The sustainable development and the "1+1>2" poverty alleviation benefit brought by "connection between culture and tourism" will become increasingly prominent.

2. Making it possible for the villagers to participate in the construction of beautiful countryside as "owners"

OCT (Hainan) Company will adopt advanced management concepts and management models to help villagers establish business philosophy, service awareness and brand awareness, and guide villagers to establish their own ideas of building a happy life. In the future, villagers can work at their doorsteps and start their own businesses. They can also participate in beautiful countryside development cooperation through various forms such as labor and land. In the construction of beautiful countryside, it is necessary to forge a learning villager, strengthen the spreading of service concept and management concept, improve the quality of the villagers, and make it possible for villagers to participate in the construction of beautiful countryside as "owners" so that the mutual and win-win benefits between the government and enterprises can be achieved. The villagers can be led to embark on the road to prosperity and enjoy the fruits of beautiful countryside development.

3. Tourism products should focus on propaganda, raise brand awareness, and adhere to the strategy of "bringing in and going out"



As the "example" in the development and construction of rural tourism in Hainan Province, Zhongliao Village is highly concerned by the mainstream media. In May 2016, Zhongliao Village appeared on *People's Daily*, the most authoritative media in China, by the article of "Liao Village in Sanya: Not Envy High Buildings But Busy With Flowers Planting". In the same year, CCTV's *Morning News* broadcast the story *Zhongliao Village Chronicle: "Slow Development" Await New Opportunities* and this made Zhongliao Village hit a name in China. Later, Zhongliao Village often appears in the mainstream official media such as *People's Daily*, *Guangming Daily*, *Economic Daily* and *Xinhuanet.com*. In April 2018, *Focus on Agriculture, Farmer and Rural Areas* of CCTV-7 and the live broadcast platform of the Agricultural Vision Network came to Zhongliao Village, producing special program *Comprehensive Development of Hainan*

*Rural Tourism* with Zhongliao Village as the model. At the same time, this live broadcast of program was played on CCTV Net and Agricultural Vision Net with good social results. The brand recognition of Zhongliao Village has been significantly improved, which not only attracts the consumers from Sanya, but also attracts the "migrant tourists" who come to the south from north during winter. This successful experience is especially worth learning and emphasizing. We must pay attention to propaganda for both agricultural and products or tourism extension products, enhance brand recognition to have a strong "social networking". Then we can directly transport these products to the outside world, and become well-known at home and abroad. At the same time, we need to adhere to the strategy of "bringing in and going out", seize opportunities, strengthen cooperation, expand data sources, and attract good quality resources.

## 爱彼迎：分享住宿助力印度乡村 妇女减贫

Airbnb: Empowering Women through Home-sharing in Rural India



### | Airbnb 爱彼迎公司介绍

关于 Airbnb 爱彼迎

Airbnb 爱彼迎是全球在线旅游活动分享平台，2008 年 8 月创立于美国旧金山。作为分享经济的先驱，Airbnb 爱彼迎致力于通过发展在线房屋和旅游活动分享，拓展传统住宿及旅行的边界，促进地方经济和社会发展。截至目前，Airbnb 爱彼迎已覆盖全球 191 个国家和地区，8 万 1 千多座城市，拥有超过 500 万房源，接待超过 3 亿人次的游客。

中国是 Airbnb 爱彼迎的重要市场之一，近年来分享住宿模式深受中国用户青睐，公司业务发展迅猛。目前，房源已经覆盖中国所有重要城市和主要旅游目的地。Airbnb 爱彼迎中国总部位于北京，于 2015 年注册。植根于本土，Airbnb 爱彼迎致力于加强与各级政府和有关部门的广泛合作。公司目前已经和多地相关政府部门、研究机构 and 高校签订了合作备忘录或合作协议，在开展品牌宣传、分享经济和旅游研究、市场开发与监管领域开展了广泛合作。Airbnb 爱彼迎不断加强本土化，致力于契合中国市场，满足中国用户的具体需求。

Airbnb 爱彼迎的理念

Airbnb 爱彼迎致力于通过人与人直接交流的平台，为人们在旅行之中营造归属感。借助科技的力量，人们可以享受到分享住宿带来的经济和社会收益，获得地道的独一无二的旅行体验，打破地域和文化的隔阂，拉近彼此的距离，让社会更为开放。现在，全世界每天平均有超过一百万人入住 Airbnb 爱彼迎的分享房屋。Airbnb 爱彼迎的全球网络 and 平台让房东获得收入，同时实现从线上到线下的交流。Airbnb 爱彼迎根植于当地社区，受益于当地社区，也愿意回馈社区。因此，Airbnb 爱彼迎一直与各国各地政府和相关机构保



持着良好的沟通与合作，为把分享经济的受益更好地带给地方，为实现经济和社会的可持续发展而努力。

## | Airbnb 爱彼迎 - SEWA 印度乡村妇女扶贫项目背景介绍

印度有 8 亿 9 千万的农村人口，占总人口近 70%。作为衡量一个国家或地区女性经济地位的重要指标，印度的女性劳动参与率仅有 28.5%，与之相比，印度男性的劳动参与率达到 82%，中国女性劳动参与率超过了 60%。妇女较低的经济地位情况在印度乡村尤为严重。

数据显示，通过 Airbnb 这样的平台成为房东是帮助世界各国妇女脱贫致富，并且获得更多权力的有力工具。在一些国家，女性房东的 Airbnb 收入是家庭的主要收入来源之一。在此背景下，Airbnb 爱彼迎于 2016 年 11 月与印度最大的妇女贸易协会印度个体经营女性协会（SEWA）签署谅解备忘录，并将通过其在线平台和线下社区，为印度的 SEWA 妇女成员提供乡村生计机会。



## | 项目实施过程

双方希望通过此合作支持和培育广大的 SEWA 房东社区，使她们可以相互学习，共同为女性创造旅游业中更具包容性的环境。具体目标是：

- 1、通过共享住宿为妇女创造更多机会，改善生计。
- 2、帮助过去未曾从旅游和酒店服务业中受益的印度地区，促进其旅游业的发展。
- 3、协助女性房东之间分享知识。

项目实施主要分为 3 阶段：

1. 先期评估和培训。Airbnb 爱彼迎对于 SEWA 选出的潜在房东给出是否适合经营民宿的成熟度条件反馈。确定参与示范项目的女性房东群体之后，Airbnb 爱彼迎与这些女性潜在房东们沟通以更好了解其诉求以及对于 Airbnb 平台的展望，并为她们家提供专业照相服务，教授她们如何更好描述房源。

2. 技术支持。Airbnb 爱彼迎与 SEWA 团队根据受培训者的特点，共同设计针对性培训课程，并为印度乡村的弱势妇女提供共享住宿接待服务、数字设备使用以及房东责任心培训。该培训课程现已转交给具有运营经验及信息技术基础的“房东导师”，她们会以导师的角色将这些培训经验和知识传递给她们村中其他想要经营民宿的村民。

3. 目的地营销。Airbnb 爱彼迎还通过在其平台及出版报告中撰写房东故事等手段提升 SEWA 的房东和项目知名度，与 SEWA 一起与政府、学术机构、媒体和其他民间组织合作增加项目的曝光率，刺激对村民房源的需求。

## | 项目成效

此项目是 Airbnb 爱彼迎帮助印度相对贫困社区大众创业的一个成功案例。引述一位 SEWA 女房东的话，“在我成为 Airbnb 房东之前，我们家一年收入为 45000 卢比（700 美元）。仅上个月，我就通过 Airbnb 一个月内赚到了 55000 卢比。”截至 2018 年 3 月 31 日，SEWA 房东已经通过 Airbnb 接待了超过 510 名旅客，并赚取了超过 640000 卢比。自从项目启动以来，SEWA 房东的共享房东数量从最初的 8 户，增长到近 50 户。除了经济收入之外，房东的经历帮助她们更多地与外界接触，拓宽眼界，提升自信。

最喜人的是项目规模和成效的可持续增长。经过第一年的成功运行，Airbnb 爱彼迎与 SEWA 的合作从最初的古吉拉特邦，自然扩展到了印度东北邦。SEWA 的房东之间形成互助社区，并帮助其他受到启发的女性学习如何成为一个 Airbnb 房东。这样的妇女房东社区有望继续扩展到印度的其他州。

项目获得了 2018 年霍姆斯报告 SABRE 大奖南亚最佳公共事务奖。

## | 经验总结

打造互助社区推动可持续扶贫。多年来，Airbnb 爱彼迎一直积极动员房东群体，鼓励房东之间互相分享运营经验，互帮互助，有机提升服务质量。本项目中，Airbnb 爱彼迎与 SEWA 尤其注重扶贫效果的可持续性，设计能够直接分享的培训课程，鼓励 SEWA 全国成员社区中的女性房东们互相学习。项目由此能够不再需要最初组织方、培训方的投入，能够有机发展下去。

多方参与扩大扶贫效益。本项目的成功离不开多方的通力合作。地方非政府组织往往对于地方的弱势群体有更深入的了解，并能有效地实施项目。在本项目中，SEWA 承担了其妇女成员的组织和动员工作，多年来在它的成员社区网络推广信息化教育。项目中的“房东导师”也是由 SEWA 直接培训的。

Airbnb 爱彼迎桂林乡村旅游扶贫项目采取了类似的多方参与扶贫模式。关于该项目的精准扶贫模式与全球经验分享研究近期将由国内研究机构完成发布。

分享住宿助力妇女扶贫。女性一直是 Airbnb 爱彼迎主要的房东群体。据统计，Airbnb 拥有超过 100 万名女性房东，占 Airbnb 全球房东社区的 55%。在全球范围内，女性劳动参与率仅为男性的 68%，而在 Airbnb 的平台上，女性劳动参与率是男性的 120%。收入方面，根据联合国妇女署统计，平均男性每赚 1 美元，女性赚 60~75 美分。然而，在印度，Airbnb 女性房东的年收入（1240 美元）几乎是印度房东平均年收入（2017 年的 640 美元）的两倍。

许多 Airbnb 的女房东表示，她们把 Airbnb 收入主要投资于她们的家庭和



家人。在世界各地，女房东用她们的 Airbnb 收入来承担家庭开支，交付房租，维持收支平衡。

分享住宿带动乡村旅游和经济发展。印度旅游部曾指出“围绕乡村旅游的理念建立一个强大的平台对于像印度有 74% 的人口居住在 700 万村子的国家来说是非常有用的。开放乡村的家门对于刺激经济有巨大的作用。”此次项目中的 SEWA 房东运营的房源都位于旅游景区之外的乡村，分享住宿使他们能够直接从蓬勃发展的旅游业中受益。由于 Airbnb 大约四分之三的房源位于传统酒店区域和旅游景区之外，多达 50% 的房客会给他们居住的社区带来直接消费。Airbnb 爱彼迎在全球范围内开展了诸多扶贫项目，并于 2017 年底出版了《分享住宿助力经济发展路线图》，介绍如何通过分享住宿推动可持续旅游，并帮助贫困社区富民增收。

2017 年 6 月发布的《Airbnb 爱彼迎对乡村发展的贡献》报告对美国、法国、日本、韩国等 11 个国家和地区的乡村地区进行了研究。2016 年这些国家和地区乡村房东通过 Airbnb 所获得的总收入达到了 10.6 亿美元，多达 850 万人次的房客入住了这些国家和地区的乡村房源。

而在中国，Airbnb 爱彼迎也积极与各地政府合作，探讨利用分享住宿和乡村旅游助推农村经济发展。2017 年 10 月，与桂林市旅游发展委员会签署战略合作协议，标志着双方在旅游扶贫领域展开合作。双方以龙脊梯田景区内的贫困村金江村为试点，选取部分贫困户，打造“主客共享”的民宿，受到村民们的欢迎。

## 1. About Airbnb, Inc.

Founded in August 2008 and based in San Francisco, California, Airbnb is a global travel community that offers magical end-to-end trips, including where you stay, what you do and the people you meet. Airbnb uniquely leverages technology to economically empower millions of people around the world to unlock and monetize their spaces, passions and talents to become hospitality entrepreneurs. In the last 10 years, Airbnb has connected over 300 million people to unique accommodations and travel experiences in more than 94,000 cities and 191 countries. With Experiences, people can see a different side to a destination through unique, handcrafted activities run by locals, while a partnership with Resy provides access to the best local restaurants in selected countries.

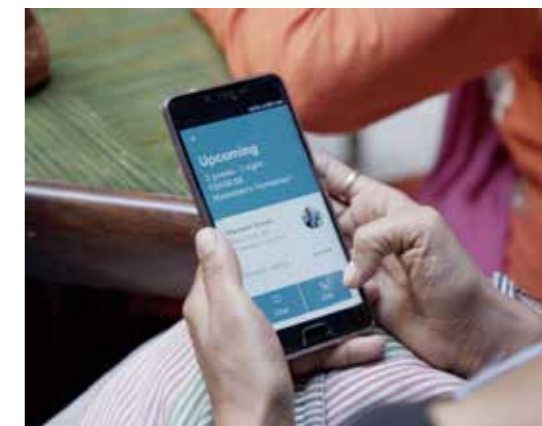
With up to 97% of the price of listings going into the pockets of hosts, Airbnb helps households generate significant income. Women hosts have outnumbered male hosts globally and have cumulatively earned nearly \$20 billion through Airbnb's platform. Growth in Airbnb listings outside city limits is outpacing its growth within cities, often nearly or actually doubling year-over-year, and helping to revitalize rural communities around the world.

## II. Background of the Initiative “Empowering Women through Home-sharing in Rural India”

890 Million people live in rural areas in India, which accounts for nearly 70% of India's total population. As an important indicator of the economic status of women in a country or region, India's female labor force participation (FLFP) rate is only 28.5%, compared with India's male labor force participation rate of 82%,

and China's FLFP rate of more than 60%. The low economic status of women is serious in some parts of rural India.

The data has shown that hosting on platforms like Airbnb is a powerful tool to empower women in countries around the world. Women hosts can earn significant income through hosting on Airbnb. Typical Airbnb income for women hosts in some countries can represent a significant percentage of annual household expenditures. Against this background, in November 2016, Airbnb signed a Memorandum of Understanding (MoU) with the Self Employed Women's Association of India (SEWA)-India's largest women's trade association which represents over 2 million self-employed women living mostly in India's rural areas-to promote rural livelihood opportunities for SEWA women in India through its community-centered digital platform. As part of the partnership, Airbnb and SEWA aimed to empower SEWA women in rural India to leverage technology to promote tourism to emerging rural tourism destinations in the country and enable SEWA women to earn supplemental income through becoming Airbnb hosts.



### III. Implementation of the Initiative

The shared goals for this initiative are:

1. Expanding livelihood opportunities for women and empowering them through home sharing
2. Promoting tourism in parts of India that have not traditionally benefited from tourism and hospitality
3. Supporting women hosts to share their learnings with potential new hosts

In doing so, Airbnb and SEWA hope to support a strong community of SEWA hosts who can learn from one another and jointly create a more inclusive environment for women in the tourism industry.

The initiative has consisted of three stages including pre-assessment & training, technical support and destination marketing.

In the first stage of the partnership, Airbnb provided feedback on readiness conditions and photography services for the homes of the potential SEWA women hosts, guided the hosts on creating content to describe their listings, and collected feedbacks from the potential hosts to better understand their needs and goals for using Airbnb's platform.

In the second stage, Airbnb and SEWA management designed a training module on home sharing, hospitality and quality standards, and digital literacy as well as responsible hosting practices. This training is currently being rolled out to "master hosts", who then pass their knowledge to peers in their respective villages and act as mentors for other SEWA members.

In the third stage, Airbnb raised awareness of SEWA hosts and SEWA homes that were on Airbnb through targeted marketing of SEWA host stories. Airbnb and SEWA also continue to work together to identify opportunities to create visibility and drive demand for the SEWA homes through joint partnerships with governments, academic institutions, media partners, and other civil society organizations.

### IV. Results of the Initiative

The partnership has been Airbnb's most successful partnership in India in creating entrepreneurs from underserved local communities. To quote a SEWA host: "before Airbnb my entire family earned about INR 45,000 (USD 700) in one year. Last month alone, I made INR 55,000 in one month through Airbnb". As of



March 31, 2018, SEWA hosts have hosted more than 510 travellers on Airbnb and have earned over INR 640,000 through hosting on Airbnb. Since the launch of the initiative, the number of SEWA hosts on Airbnb has grown by 5 times from 9 to over 50 in two states in India.

Moreover, through a community-centered approach whereby SEWA hosts are supporting other women to learn to host on Airbnb, this women's hosting community is expected to continue to expand to other states in India. The initiative has already organically expanded beyond the state of Gujarat to Northeast India.

The initiative has won the 2018 SABRE Award South Asia for its excellence in Public Affairs and Government Relations.

### V. Experience Summary

Building a community of peer-to-peer learning to promote sustainable rural empowerment. For many years, Airbnb has been actively engaging the host community. Hosts are encouraged to share their home sharing experience among each other, in order to improve the quality of their hospitality services. In the early stages of the initiative design, Airbnb and SEWA particularly focused on the sustainability of poverty alleviation. Training courses have been designed to ensure they can be directly shared with one another. SEWA women trained through the program went on to then help train other women, sharing best practices and learnings.

Multi-Stakeholder collaboration to expand poverty alleviation impact. The success of this initiative is a result of the cross-sector collaboration. Local NGOs typically have a deep understanding of the disadvantaged communities in which they work, and



are well-positioned to carry out the implementations on the ground. Since 1972, SEWA has been helping women in rural India develop new skills and income opportunities, especially through digital empowerment, through a peer learning model. In this initiative, SEWA has undertaken the organization and mobilization of its women members, as well as the training of the host mentors.

Empowering women through home sharing. Throughout Airbnb's history, women have consistently made up the majority of the host community. An estimated more than 1 million women host on Airbnb, making up 55 percent of the global Airbnb host community. Globally, while women participate in the general workforce at 68 percent of the rate that men participate, women host on Airbnb at 120 percent of the rate of men. Globally, women earn less than men

at an average of 60 to 75 cents per dollar when men earn one dollar on average. However, in India, the typical annual income for women host from Airbnb is almost double (USD 1240) that of the typical annual income of an average Indian host (USD 640 in 2017).

Home sharing through an online platform like Airbnb comes natural to women hosts as many of them tend to work part-time as caregivers for the young and elderly or work part-time. For such women, home sharing can help generate important supplemental income.

Many women Airbnb hosts also report that they use their Airbnb income for the important purpose of investing in their homes and families. Around the world, women hosts are using their Airbnb income to cover household expenses, afford their homes, and make ends meet. In addition, home sharing has a relative low technical barriers for women lack of high education comparing to other jobs on the market.

Powering sustainable travel and rural revitalization through home sharing. According to the Indian Ministry of Tourism, “the development of a strong platform around the concept of rural tourism is definitely useful for a country like India, where almost 74% of the population resides in its seven million villages. Throwing open rural homes could play a large part in boosting an economy.” With 97 percent of the listing

price going directly to hosts, and about 50 percent of guests’ spending occurring within the neighborhoods where they stay, home sharing enabled hosts such as SEWA women whose listings are outside traditional travel destinations to benefit directly from the tourism boom. Airbnb has thus implemented various social impact projects and has launched in 2017 an economic development toolkit, which illustrates how home sharing could help advance sustainable tourism and empower underserved communities.

The study *Beyond cities: How Airbnb supports rural revitalization* reveals that in 11 countries and regions studied for the report, non-urban hosts earned an income of \$1.06 Billion in 2016. Non-urban listings received 8.5 million guests in 2016.

In China, Airbnb also works closely with local government to promote rural revitalization through home sharing. In partnership with the Guilin Tourism Development Committee, Airbnb launched the Airbnb-Guilin Rural Community Tourism Project – an initiative aiming to promote rural tourism in Guilin and empower locals to pursue new economic opportunities through home sharing.. Airbnb will renovate the local homes, and train local families in Jinjiang village on home sharing, hospitality standards and digital literacy.





### |支持本地农业经济发展：与 Agrisud 的创新合作

Club Med 由 Gerard Blitz 创立于 1950 年，开创了“精致一价全包”的全新度假理念，并于 1967 年创立了儿童俱乐部，为孩子们提供了丰富的活动。Club Med 以其开拓性精神为主导去寻找特别的目的地。如今，Club Med 已经成为全球“精致一价全包”的领导品牌，通过法式元素的融入，为家庭及情侣打造难忘的度假体验。

Club Med 在全球范围内有着近 70 座度假村，其中 85% 是“精致一价全包”及“Exclusive Collection”的度假胜地。Club Med 遍布于全球 30 个国家，拥有着来自 110 个不同国籍的 23,000 多名亲善组织者 (G.Os) 和亲善员工 (G.Es)

Club Med 所到之处，就业率往往因我们的加入而改善，信息交流和物资采购流通得以加强，对当地的社会经济产生良好的正面影响。Club Med 也在为能够更深入和有效地实现这些目标而不懈努力着。

Club Med 也发现某些地区的当地采购链无法满足度假村对新鲜生态蔬果的需求，于是 Club Med 决定协助加强这一网络，从而在其经营所在地区的经济发展中发挥更积极的作用。

该决定促成了与公益组织 AGRISUD 的合作，并于 2008 年底签署合作协议。AGRISUD 根据农业生态学原则，指导当地生产者进行可持续性的土地利用，使其生产的新鲜生态产品能够提供给 Club Med 度假村。促进经济发展的同时，改善当地生态环境。

#### 与 AGRISUD 一起帮助当地小商户

与 Agrisud 的创新合作，旨在帮助和支持在 Club Med 度假村周围“微小商户”的可持续发展。巴西、塞内加尔，摩洛哥、突尼斯和印度尼西亚的项目都为当地小农户提供诸多支持。



自 1992 年以来，非政府组织 Agrisud 一直在南半球许多发展中国家，致力于消除贫困和改善粮食安全问题。通过协助这些弱势群体建立一个根植于当地市场的小型可持续家庭农场，改善生存条件。同时，它的方法也是环保的，以较小的环境影响，协调促进当地发展。

Agrisud, 在其培训的本地合作伙伴的协助下，与度假村周边的小农一起合作：

- 生产者技术加强（分享生态农业实践经验），包括经济业务管理（支持经营账户的开发与分析）和组织（种子分组采购灌溉系统维护等）
- 建立可持续的本地采购系统（参与式制定采购协议；当地合作伙伴或团体组织定位为生产者与 Club Med 度假村之间的中间人）。

## Club Med: 全球化与支持小农户发展

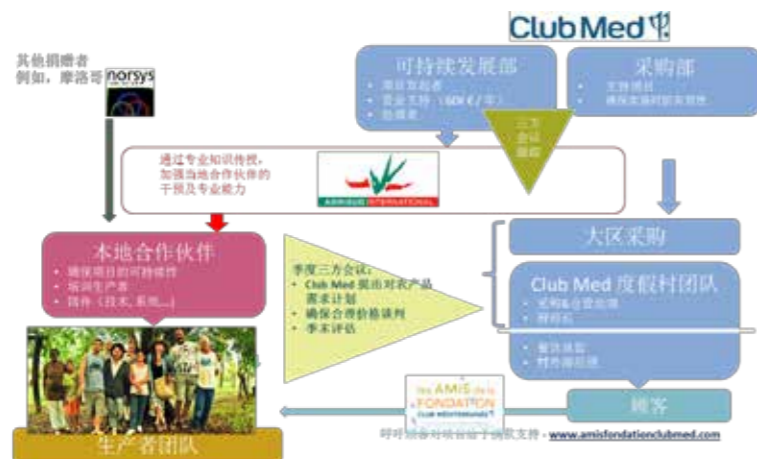
### Club Med: Globalization and Support Small Farmers' Development



## 实施过程及参与者

初期诊断阶段：分析潜在需求；识别处于不稳定状态的当地生产者，针对他们的强化期望确定目标；同时搜索本地合作伙伴，可令其在开发经营，技术升级改造的进程中和与购买者建立农业开发经营关系的进程中，进行陪伴并提供帮助。

管理培训及管理工具：制定生产者手册，记录作物耕作情况并跟踪；开发经营账目，确认生产成本和制定合理的销售价格。



Agrisud 培训技术员及农业工程师（本地 NGO）：组织引导理论培训和实践示范研讨会。推广先进技术，实现规律化生产，保质保量；积极运用简便易行的生产方法（简单适用，成本低廉），以可持续的方式开展工作。

成立商业架构将生产者纳入商业网络（如：销售合作社）。根据 Club Med 度假村需求比例，保证食材供应：在技术及耕作条件允许的情况下，制定合理的耕作计划，确保应季产品尽早交付。为达到此目的，需合理规划食材供应，做出彼此的承诺，建立供/需分析表，就每周交付计划进行相互承诺，在尊重公平报酬的框架内协商价格。

Club Med 团队深入参与项目合作，采购部门及可持续发展部门强力推动。增强度假村团队（包括厨师长、采购经理、餐饮总监等）对项目认识及敏感度：针对合作伙伴关系的历史及发展进行培训，加强厨房·餐厅·村外游和度假村精品店之间的互动。定期组织生产者·本地 NGO 及项目负责人之间会议，以促进相互间的理解与支持，消除彼此间可能产生的怀疑和不信任，持续推动所承诺的工作，以获得具体的实际成果。

## 增强顾客认知及参与

感知对农业的重新定位：

- 每周一次在餐厅展示项目及农产品。提供生产者与顾客沟通介绍其工作的机会，



并给顾客提供了解感受其消费的农产品来源的渠道，提高满意度。

- 在两个国家/地区，推出食谱，以使 Agrisud 项目受益。在食谱中，重点介绍小型生产者所产出的蔬果农产品，及加入生产者照片。
- 为顾客提供公益农场游览行程，以帮助顾客深入实地了解蔬菜的生产方法及在该项目框架中受益的生产者。

## 顾客通过“Club Med 企业基金会之友”参与项目中

在度假村举办募捐活动，利用丰富的活动组织经验，发扬 Club Med 友爱精神；或通过线上募集资金（www.amisfondationclubmed.com）。目前已募集 80 K €，资助购买 3 台太阳能水泵（塞内加尔）和一套灌溉系统（摩洛哥）。

## 集资出版农业生态手册

在与 Agrisud 的合作下，该工具手册针对南方国家的农业家庭和合作社撰写，旨在促进当地可持续农业生产者的技能提升。

## 倡议的创新特点和影响

这种合作伙伴关系带来了许多好处，并有助于实现联合国开发计划署（UNDP）提出的若干可持续发展目标（SDGs）：



- 通过优质的培训教育 (SDGs #4) 将其推向市场经济，帮助农民消除贫困 (SDGs #1, 8)，与销售合作社内的生产者建立关系 (SDGs#10,#11)；同时可持续地利用他们的土地 (SDGs #2,#9, #12, #15)
- 促进以农业为主要生存方式的重新安置 (SDGs #2, #8)
- 在自助餐为顾客提供本地，生态环保和有意义的新鲜农产品 (SDGs #3)
- 确保新鲜农产品的供应 (SDGs #3)；并增加 Club Med 采购过程中本地采购的份额 (SDGs #9)
- 减少因运输此类物品产生的二氧化碳排放量，2015 年碳隔离约为 13.3 吨 (SDGs #13)

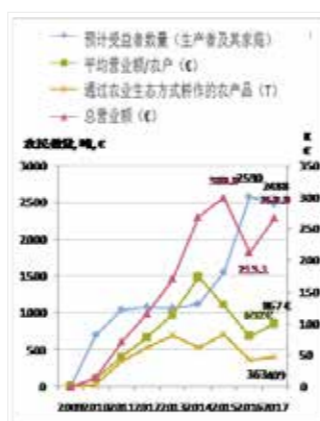
- 利用太阳能 (SDGs #7), 确保农场供水 (SDGs #6)
- 在塞内加尔项目中, 特别关注妇女农产品生产者, 为其提供经济来源的同时支持专注妇女平等权利 (SDGs #5)
- 更加牢固地扎根于所在社区的村庄 (SDGs #16)

#### 量化合作项目收益:

- Agrisud 支持将近 400 家小型农户, 超过 2500 人收益 (生产者及其家属)
- 2017 年底, 交付超过 129 吨农产品
- Club Med 总财务支持位 € 640,000(至 2017 年底), Club Med 是 Agrisud's 旅游领域里最大的合作伙伴 (SDGs #17)
- 多部门共同实现: 可持续发展部门, 采购部, 产品与服务中心运营团队, 仓管部及度假村总经理的参与
- 顾客参与: 筹集 80K
- 与其他基金会的合作 (例如: Norsys)
- 可复制的典型案列: GIZ 如, 有兴趣在摩洛哥开发新项目 (SDGs #17)

#### 被认可的方法案列:

- 专业采购认可: 荣获“负责任采购”金奖于 (TrophéesDécisionAchats 2013)
- 获得摩洛哥可持续旅游参与者的认可: 获得经济与社会发展领域 (2014 摩洛哥可持续旅游奖)
- 获得国际酒店业全球知名机构的认可: 2015 年在“可持续发展与企业社会责任最佳首创”方面, 荣获全球最佳酒店服务大奖 (WorldwideHospitality Awards)
- 联合国世界旅游组织 (UNWTO) 推荐的旅游促进地区发展的 23 个成功案例之一



Since 1992, the NGO Agrisud has been committed to the fight against poverty and to the food security of the poor in many developing countries in the southern hemisphere. Its answer is to assist these populations in the creation of very small sustainable family farms, rooted in the local market. Its approach is also environmentally friendly and promotes practices that reconcile local development with low environmental impact.

Agrisud, with the help of local partners that it trains, works with very small farms near the villages to:

- technically strengthen producers (sharing of agro-ecological practices), in terms of business management (supporting the development and analysis of the operating accounts) and organization (grouped seed purchases, irrigation systems maintenance, etc.);
- establish a local procurement system that is sustainable (participatory development of a purchasing protocol; positioning of local partners or groups as intermediaries between the producers and the Club Med village).

## I. Supporting and Developing Local Farming: A Unique Partnership with Agrisud

Club Med, founded in 1950 by Gérard Blitz, invented the all-inclusive holiday club concept, adding in activities especially for children with the creation of the Mini Club in 1967. Led by its pioneering spirit, Club Med seeks out exceptional destinations and sites. Today, Club Med is the world's leading provider of upscale, all-inclusive holiday packages with a French touch for families and working couples. Club Med operates nearly 70 resorts, of which 85% are rated Premium & Exclusive Collection. Present in 30 countries around the world, the Group employs more than 23,000 Gentils Organisateurs (G.Os) and Gentils Employés (G.Es) and representing 110 nationalities.

The mere presence of a Club Med Resort on its territory automatically brings economic and social benefits to a region, in particular through local employment, know-how transfers, purchases... It is the Club's aim to go further, and to strive to maximize and extend these benefits

Finding that in some cases local supply was inadequate to meet its villages' demand for fresh produce, Club Med decided to help strengthen this network, thereby playing an active role in the economic development of the regions where it operates.

This decision led to a partnership with the NGO Agrisud, signed in late 2008, to enable local producers to supply Club Med villages, and to guide them towards more sustainable land use, based on the principles of agro-ecology.

### Helping the local small-scale suppliers, with Agrisud

This partnership aims to support the VSB (Very Small Business) to develop in a viable and sustainable way nearby Club Med sites. The project is already embodied in Brazil, Senegal, Morocco and Indonesia.

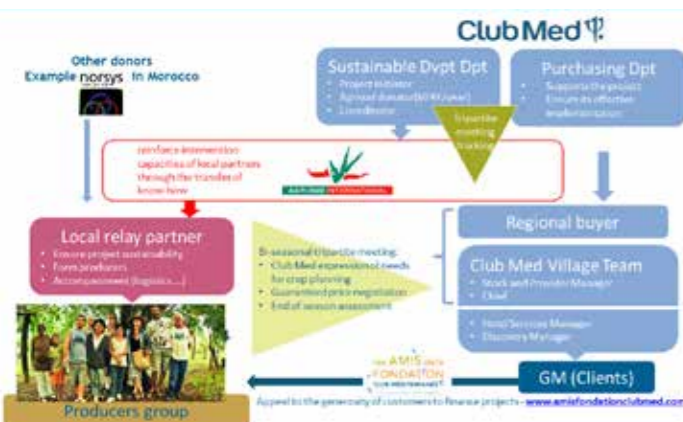
## II. Process and Actors Involved

A first diagnostic phase allows to analyze the potential demand,

## 展望

### 将合作伙伴关系扩展到新的度假村及国家:

- Club Med 正试图在中国桂林地区实施此项目, 目前正在寻找潜在的合作伙伴和受益者 (生产者), 以建立多方行动伙伴关系
- 在巴西开展第二个项目
- 毛里求斯寻找机会
- Club Med 为生产者开发采购产品份额利润分配系统
- 通过“基金会之友”, 为塞内加尔项目募集资金, 以增加一个太阳能水泵
- 在其他度假村, 为 Agrisud 创建教育花园 / 菜园



identify local producers in precarious situation, target their reinforcement expectations, and search local partnerships who will accompany the technical upgrading of farms and support the matchmaking of farms with buyers.

Training and management tools are implemented: recording and monitoring crops in producing books, establishment of operating account, understanding of production costs in order to set up fair salary prices...

Agrisud trains a technician or agronomist from a local NGO to lead theoretical training and practical demonstrations sessions. Techniques are implemented to regularly produce vegetables in sufficient quantity and quality with accessible means of production (low cost, adaptability) in a sustainable way.

A commercial organization is generally created between producers (e.g. in sales cooperatives). The objective is to work with the Club Med Village before the beginning of the season to ensure a significant

supply proportion of the Club Med needs, to target production for which the technical mastery is sufficient to guarantee the commitments quantitatively. And when the techniques and culture conditions allow it, the culture program is set up to ensure deliveries earlier in the season. Plan deliveries based on an analytical framework of the demands engage in both sides with a commitment on a schedule of weekly deliveries and negotiated prices in compliance with fair pay.

Club Med teams are heavily involved in the partnership. The impetus comes from the Purchasing Department and Sustainable Development Department. The Village teams (Chief, Stock and Provider Manager, Hotel Services Manager) are sensitized and trained on the history and development of the partnership and on the necessary interactions between cooks, restaurant, Club Med Discovery and Club Med shop. Regular meetings between producers, the local NGO and the project manager are organized to remove skepticism and possible misunderstandings and to motivate to continue the work for concrete results.

### III. Sensitization and Involvement of The Clients

#### Sensitization to re-localization of agriculture:

- Restaurant exhibitions present the project and the products once a week. It is an opportunity for producers to communicate about their work with clients. This moment is appreciated by customers



who discover the origin of some of the products they consume.

- In two countries, cookbooks are sold to benefit of Agrisud. They highlight the fruits and vegetables produced in the VSBs, as well as portraits of producers.
- Solidarity tours of farms are offered to customers who discover the mode of production of vegetables and producers supported under the project

### Clients are involved through the Friends of Corporate Foundation

Fundraising events conducted in the resorts in a Club Med spirit, with its animation know-how and online Fundraising (www.amisfondationclubmed.com ) made it possible to raised 80 K€ to fund three solar water pumps (Senegal) and an irrigation system (Morocco).

### Co-financing an agro-ecology manual

Under the partnership with Agrisud, this tool targets families and co-operatives structures in Southern countries and aims to contribute to the up skilling of local producers in sustainable agriculture.

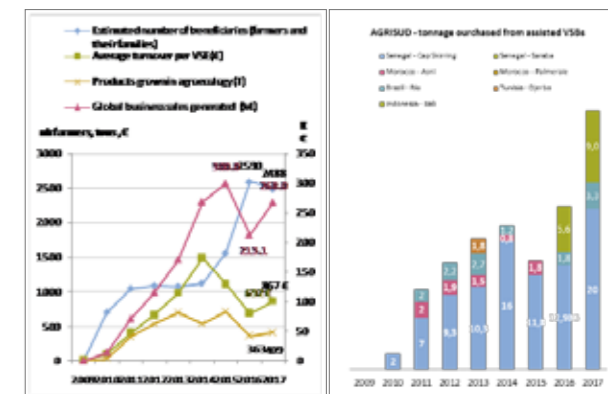
### Innovative features and impacts of the initiative

The partnership brings many benefits and contributes to several Sustainable Development



### Goals (SDGs) of the UNDP:

- Helping farmers to escape poverty (SDGs # 1, 8) by guiding and training (SDGs #4) them towards a market economy, networking the producers within sales cooperatives (SDGs #10, #11) ; and by a sustainable use of their lands (SDGs #2, #9, #12, #15);
- Contributing to the relocation of subsistence farming (SDGs #2, #8);
- Buffets offering customers fresh products that are local, eco- friendly and meaningful (SDGs #3);
- Securing supplies of fresh products (SDGs #3) ;and increasing the share of local purchases in Club Med's procurement process (SDGs #9);
- Reducing the CO2 impact of transporting such products and through carbon sequestered, about 13.3 tons in 2015 (SDGs #13);
- Securing water supply for farms (SDGs #6) with solar energy (SDGs #7);
- Affording women equal rights to economic resources (SDGs #5) in the Senegal project specially focused on the women vegetable producers;
- Rooting more firmly the villages in their host communities (SDGs #16).





**Quantification of the benefits of partnership:**

- Around 400 Very Small Enterprises supported by Agrisud, more than 2500 people (producers and their families).
- Over 129 tons of produce delivered at the end of 2017.
- Aggregate financial support of €640,000 (end of 2017), Club Med is Agrisud's largest partner in the tourism field (SDGs #17).
- Involvement of the Sustainable Development, Purchasing, Products and Services central teams, the Stocks and Procurement Manager and the Chief in Villages.
- Involvement of clients: 80K€ raised.
- Partnership with other foundations (e.g. Norsys)
- Exemplarity: GIZ e.g. interest in developing new projects in Morocco, (SDGs #17).

**An approach recognized by:**

- Procurement professionals: Golden award for responsible supply at Trophées Décision Achats 2013
- Actors of sustainable tourism in Morocco: Winner of the Moroccan Sustainable Tourism award in 2014 in the economic and social development category

- The personalities of the international hotel industry: Worldwide Hospitality Awards Best initiative in sustainable development & social responsibility (Deployed Concept) in 2015
- One of the 23 success stories of Tourism for Development promoted by the UNWTO

**IV. Perspectives**

- Extend the partnership to new villages and countries:
- Club Med is trying to implement such a project in Guilin area, in China and is currently identifying potential partners and beneficiaries to set up a multi-actor partnership
- Second project in Brazil
- Opportunity in Mauritius...
- Develop the share of products purchased by the Club Med for producers
- Developing the collection via the Foundation of Friends for an additional solar water pump in Senegal
- Create pedagogical gardens for Agrisud in other villages

## 入围案例

### Shortlisted Cases

## 福建寿宁下党村：红色旅游新地标

Xiadang Village, Shouning County, Fujian Province:  
Red Tourism New Landmark

旅游扶贫通过开发贫困地区丰富的旅游资源，兴办旅游经济实体，使旅游业形成区域支柱产业，实现贫困地区居民和地方财政双脱贫致富，已逐渐成为我国许多贫困地区的主要扶贫手段之一。但在很多贫困地区，旅游扶贫开发没有得到较好的总体规划，仍然处于初级开发阶段，提供的大都是层次较低、较浅的初级乡村旅游产品，主要以观光农业和休闲农业为主。福建省宁德市寿宁县下党乡下党村立足丰富的旅游资源，以下党红色旅游和乡村旅游为龙头，充分挖掘下党文化内涵，着力打造“中国·下党红色旅游新地标”目标，对解决以上问题提供了一种思路。

### | 下党村扶贫概要

#### 1. 下党村基本情况

下党，这个座落在闽浙边陲“地僻人难到，山高云易生”的小乡村，是习近平总书记长期牵挂的地方，是《摆脱贫困》一书的主要思想源泉地之一，



是中国红色旅游新地标。20多年前，习总书记在福建工作期间，曾三次披荆斩棘深入下党乡现场解决发展难题，身体力行践行群众路线，倡导推动“四下基层”，为下党乡注入致富源动力，留下了“自力更生”“不等不靠”的宝贵精神财富。

下党村位于寿宁县西南部，距离寿宁县城35公里，共有309户1341人，是福建省建档立卡贫困村，2015年被国务院扶贫办、原国家旅游局确定为国家级旅游扶贫试点村和重点村，曾经是“无照明、无电话、无公路、无自来水、无办公场所”的“五无”村。20多年来，省、市、县乡各级领导干部和群众牢记习近平同志嘱托，艰苦奋斗、发奋图强，开始了艰难曲折的致富征程。

#### 2. 习近平总书记三赴下党

1989年7月19日和7月26日，时任宁德地委书记习近平同志两次翻山越岭、徒步跋涉到乡里“四下基层”，访贫问苦、抗洪救灾、现场办公、协调解决当地建设发展难题，并寄予希望和嘱托。下党乡群众的纯朴、热情、坚韧和对摆脱贫困的渴望，给习近平同志留下了深刻的印象，“地僻人难行”的下党乡从此成了他牵肠挂肚的边远贫困乡。1996年8月7日，习近平同志又一次到下党乡开展“四下基层”活动。担任党和国家领导人后，习近平总书记多次在不同的会议上深情回忆那段“异常艰苦、异常难忘”的下党之行，记得那“一碗绿豆汤、一杯草药茶”。2017年2月，在习近平总书记的扶贫情结文章中，总书记又一次用了很大篇幅回忆起寿宁下党：“当年去下党的情形，我记忆犹新”。习近平总书记精准扶贫的思想方针也正是在闽东地区的考察中逐渐形成和发展。



### | 旅游扶贫实施过程

#### 1. 准确定位，走好路子

以传承弘扬习总书记系列好思想好传统好作风为主线，以讲好“下党故事”为抓手，围绕县委确立的“135”工作思路，即打造“中国·下党红色旅游新地标”目标，致力将下党建成党的作风建设的展示基地、群众路线的教育基地、摆脱贫困的实践基地；以承接省、市委党校学员入驻培训为突破口，量身定作“五个一”（即：重走一段路、重温一段历史、上好一堂党课、举办一个仪式、夜谈一次心得）活动内容，不断提升下党红色旅游内涵，着力打响“清新福建、难忘下党”品牌。

#### 2. 挖掘资源，讲好故事

立足丰富的旅游资源，特别是习总书记“三进下党”的故事，充分挖掘

下党文化内涵，以“梦文化”为主题，贯穿乡村旅游全程，让游客感受到习近平总书记“看得见山、望得见水、记得住乡愁”的体验。注重挖掘习近平总书记三进下党留下的宝贵精神财富，加强与中央党校、省委、市委党校的沟通联系，努力把下党建设成为新时期“走群众路线、促四下基层、转工作作风、树干部形象”的全国性党性教育基地。

### 3. 规划先行，完善设施

按照旅游标准要求，注重规划先行，坚持“修旧如旧”的规划思路，完成《下党村传统村落保护性修复规划》，对下党古村明清古民居和古廊桥弯峰桥进行保护性修复和开发，推进传统村落的保护开发工作，2014年11月，下党村入选第三批中国传统村落。利用省旅发委结对帮扶下党村有利契机，有效推动游客服务中心、旅游厕所、停车场、农家乐、民宿、“下乡的味道”一条街、旅游标识标牌等；从国家农发行贷款1.9亿元，投入下党党的作风建设教育基地、下党红色旅游景区（一期）等项目建设，下党旅游基础设施和旅游配套设施不断完善，2018年上半年，下党接待游客突破15万人次，为村民直接增收800多万元。

### 4. 旅游引领，产业融合

产业融合是下党走旅游扶贫之路“脱贫致富”的重头戏。一是融合茶业，构筑茶旅观光点，成立梦之乡农业综合开发有限公司，建设1600多平方米的标准化厂房，创建了“福山水”“下乡的味道”两个茶叶品牌。二是融合农业，利用下党农业上发展脐橙、板栗、猕猴桃的优势，建立农业“采摘体验园”，绿化、美化园区入口，建设园区内道路、休息点等。三是融合三产，扶持发展农家乐、民宿各4家。四是融合加工业，以习总书记当年下乡的“菜谱”为蓝本，创立“下乡的味道”品牌，发展农副特产商品，设立了展示、购物窗口。



## | 成效评价

以旅游为引领，下党村成立梦之源旅游开发有限公司，主营乡村旅游产业，取得显著成效。成立了梦之乡农业综合开发有限公司，注册“下乡的味道”公共服务品牌，在全国品牌中第一个植入“消费扶贫”的理念，策划实施“下乡的味道”全国第一个可视化扶贫定制茶园，组建蓉党茶叶种植专业合作社，将31户建档立卡贫困户和80多户茶农纳入合作社管理，签订茶青保底价包销协议，使每斤茶青平均价格从原来2.4元增加到10元，每亩茶园收入从2000多元增加到6000元，实现茶农收入翻番。成立了下党民宿专业合作社，将下党村9家民宿纳入合作社统一管理，提出“旅游扶贫+民宿”的

新模式，2017年，民宿合作社接待团队游客收入13余万元，累计扶贫专项资金3万余元，有效带动20多位村民参与农家乐、民宿的经营管理。下党村通过旅游引领，精准扶贫，带动31户建档立卡贫困户精准脱贫。

## | 成功经验与政策启示

### 1. 明确定位，积极突出“红色+绿色”特色

下党旅游扶贫的基本思路在于依托良好的自然景观优势和深厚的人文底蕴，通过整合经典红色资源、名人文化资源、古建筑文化资源、自然生态资源，充分挖掘下党文化内涵，明确下党“小延安·梦之乡”的发展定位，树立“廊桥古韵·故事下党”的宣传形象，在原生态美景之上赋予了宝贵的精神内涵，让游客感受到文化与自然环境和谐相生的优美旋律。

### 2. 创新方式，以旅游扶贫带动产业发展

产业是旅游的生命之本，扶贫路子并非仅仅依靠纯粹的乡村旅游，产业发展才是下党村民脱贫致富的基础。下党融合茶业，构筑茶旅观光点，成立梦之乡农业综合开发有限公司，策划实施中国第一个扶贫定制茶园“下乡的味道”项目，并利用“互联网+”平台，实现茶叶管理加工全程可视可追溯，合力探索了一条全新的扶贫路子，变“授之于鱼”为“授之于渔”。

### 3. 坚持规划先行、政府统一管理，推动了旅游品牌提升

下党村通过政府统筹规划、统一管理，坚持“修旧如旧”的规划思路，分别制定了《下党及周边乡村旅游总体规划》《下党村红色生态文化旅游区总体规划暨近期修建性详细规划》《下党村传统村落保护性修复规划》，让规划走在开发的前头，避免了财力和资源的浪费，同时也避免了旅游产品同质化，目标更加清晰，效益更加持续。此外，加大宣传，做到“政府搭台，群众唱戏”，充分发挥了贫困群众的参与性，既增强特有的文化气氛，提高资源的吸引力，更为重要的是让贫困群众真正从旅游中收益，既能实现旅游扶贫的功能，又能自觉保护旅游资源，实现地区旅游资源的可持续利用。



Pro-poor tourism can help to make the tourism a regional pillar industry and achieve both poverty relief and prosperity for residents and local finance in poverty-stricken areas by developing the rich tourism resources in poverty-stricken areas and establishing tourism economic entities, which has gradually become one of the main means of poverty alleviation in many poor areas of our country.

However, in many poverty-stricken areas, the overall plan for pro-poor tourism has not been well developed and it is still in the primary stage of development. The rural tourism products provided there are primary and of lower level, mainly sightseeing and leisure agriculture. Xiadang Village of Shouning County in Ningde City, Fujian Province, bases itself on its rich tourist resources with red tourism and rural tourism as the leading ones, fully tapping the cultural contents of the village and making efforts to achieve the goal of "Xiadang's red tourism, a new landmark", which provides a new of addressing above problems.

## I. A Summary of Poverty Alleviation in Xiadang Village, Shouning County

### 1. The basic information of Xiadang

Therefore, in Xiadang, mountains are high and forest land is large. There are few fields and rare people. Xiadang Village is located in the southwest of Shouning County, 35 kilometers away from Shouning County. There are 309 households with 1,341 people.

It was classified as a poverty-stricken village by Fujian Province. In 2005, it was designated as a national pilot village and key village for pro-poor tourism by the State Council Leading Group Office of Poverty Alleviation and Development and the former China National Tourism Administration. The village used to be a village with "no lighting, no telephone, no roads, no running water and no office space". For more than 20 years, leading cadres and the masses at the provincial, municipal, county and township levels have kept in mind Xi Jinping's words. They have been arduously struggling with determination, and have begun a difficult journey of getting rich.

### 2. President Xi Jinping's three visits to Xiadang

On July 19th and July 26th, 1989, Xi Jinping, the secretary of Ningde Party Committee, went through the mountains twice and walked to the village to "go deep into the grassroots". He visited the poor and asked about their bitterness, fought floods and provided disaster relief, dealt with works on-site and coordinated the solution of local development problems and the same time placed hopes people. Impressed by Xiadang people's simplicity, enthusiasm, tenacity and desire to get rid of poverty, he began to worry about Xiadang, which is a remote and poor rural area. On August 7, 1996, Xi once again went to Xiadang to carry out the "go deep into the grassroots" practice. After serving as the leader of our party and state, President Xi Jinping repeatedly recalled in different meetings his "extremely difficult and unforgettable" journey to Xiadang, remembering "a bowl of mung bean soup and a cup of herbal tea." He once drank there.

## II. The Process of Implementing Pro-poor Tourism in Xiadang Village

### 1. Positioning Accurately and taking a good path

With inheriting and carrying forward President Xi's

series of good thoughts, traditions and style of work as the main line for work, and starting from "telling a good story of Xiadang", Xiadang focuses on the "135" working concepts initiated by county party committee, that is, to achieve the goal of realizing "Xiadang's red tourism in China, a new landmark". Efforts have been made to build it into a demonstration base for the party's work style construction, the education base for the mass line, and the practice base for poverty alleviation. To take the training of the party school students of the provincial and municipal party committees as a breakthrough, Xiadang tailored special activities for them (i.e. Retake a section of the road, revisit a section of history, hold a party class, hold a ceremony, and talk about the experience at night). The content of the Xiadang red tourism is constantly enriched and the brand of "fresh Fujian, unforgettable party" is also launched.

### 2. Exploring Resources and Telling a Good Story

Based on rich tourism resources, especially the story of President Xi's "three times went deep into Xiadang", Xiadang fully explored the cultural contents of the party. With the theme of "culture of dream" running through the whole process of rural tourism, visitors can get access to the feeling of "Seeing the mountains and water; remembering the memories of living in the hometown." Xiadang paid attention to tapping the valuable spiritual legacy left by President Xi Jinping. Thus it strengthened the communication and tie with the Party School of the Central the Central Committee, the Provincial Party Committee and the Municipal Party Committee, striving to build Xiadang into a national party spirit education base in the new ear, which educates people on taking the mass line, going deep into the grassroots, improving the work style and setting up the image of officials.

### 3. Planning First and Improving Facilities.

In accordance with the requirements of tourism standards, we carried out the protective restoration

and development of the Ming and Qing ancient houses and the ancient covered bridge "Luanfeng Bridge" in Xiadang Ancient Village, promoting the protection and development of traditional villages with the attention to planning first, insist on the planning idea of "repairing the old one to make it as it once was" and the implementation of "protective restoration plan for the traditional villages of Xiadang. Xiadang utilized the valuable opportunity of the pair and supporting project initiated by provincial Tourism Committee to effectively promote the construction of tourist service center, tourist toilets, parking lots, farmhouses, homestays, "taste of the countryside" street, tourist signs, etc.; Borrowing loans from ADBC of 1.9 100 million yuan, Xiadang invested the loans in the construction of party's work style education base, Xiadang red tourist scenic spot (Phase I) and other projects. Therefore, the tourism infrastructure and tourism facilities in Xiadang continued to be improved, In the first half of 2018, Xiadang received more than 150,000 tourists. The villagers directly increased their income by more than 8 million yuan.

### 4. Tourism leading and Industry Integration

Industrial integration is the focus of pro-poor tourism for Xiadang to cast off poverty and become better off. First, Xiadang integrated the tea industry, builds the tea tour sightseeing spot, set up Mengzhiyuan Agricultural Comprehensive Development co., LTD., constructed the standardized factory building of more than 1600 square meters, and established the two tea brands of "Fu Shan Shui" and "the Taste of Countryside". Second, the integration of agriculture. Xiadang took advantage of its superiority of developing navel orange, chestnut and kiwifruit, setting up agricultural "picking-experiencing garden", greening and beautifying the entrance of the park as well as building roads and resting points in the park. Third, the integration of three industries. Xiadang

supported respectively four “agritainment”, “homestay”. Fourth, the integration of processing industry, regarding President Xi’s “recipe” as the blueprint, Xiadang created a brand called “the taste of countryside”, developing agricultural and sideline products. It also set up display and shopping windows. It introduced a food processing enterprise to cooperate in the development of Xiadang’s herbal tea and beverage.

### III. Effectiveness Evaluation

Guided by tourism, Xiadang set up Mengzhiyuan Co., Ltd., which mainly deals with rural tourism industry and achieved remarkable results. Xiadang set up Mengzhiyuan agricultural comprehensive development co., LTD and registered the public service brand “the Taste of the Countryside”. Additionally, it embedded firstly the concept of “poverty alleviation through consumption” among the national brands and planned to make “the Taste of the Countryside” the first nationwide visualized poverty alleviation customized tea garden. to bring 31 poor households so as to increase the average price per catty of tea young people from 2.4 yuan to 10 yuan. Tea garden income has raised per mu from 2000 yuan to 6000 yuan, tea farmers to double income. It set up a professional tea planting cooperative for Rong People, and involved 31 households classified as poverty-stricken and more than 80 tea farmers in the management of cooperatives, and signed a “tea green”(newly picked leaves from the tea trees) underwriting agreement. In this case, the price of “tea green” per kilogram increased from former 2.4 yuan to 10 yuan now, while the income per mu of tea garden increased from 2,000 yuan to 6,000 yuan, doubling the income of tea farmers. The establishment of Xiadang’s Professional Cooperative for Homestay includes the 9 homestays of the village in the unified management. Moreover, it coined a new model of “Pro-Poor Tourism

+ Homestay”. In 2017, the cooperative received a group of tourists with an income of more than 13 million yuan and the poverty alleviation funds accumulated by it totaled more than 30,000 yuan, which had effectively give impetus to the participation of more than 20 villagers getting involved in managing farmhouses and homestays. Led by tourism, Xiadang Village took targeted measures in poverty alleviation, thereby getting 31 households classified as impoverished lifted out of poverty.

### IV. Successful Experience and Policy Enlightenment

1. Clear Position: Combine red-tourism resources with natural environmental resources

The basic idea of the poverty alleviation work through tourism in Xiadang Township is to base itself on great natural resources and profound cultural heritage. By bringing together the red-tourism resources, cultural resources of celebrities, cultural resources of ancient architecture and ecological resources, and by fully unleashing the potential of the cultural content, the development position of “Xiadang Township being the Second Yan’an and Dream Place” should be clear and also its publicity image of being “A place with cultural charms and touching stories”. Precious spiritual connotations are added to the original landscape so that the tourists can feel the melody of harmony between culture and natural environment.

2. Innovative development: pro-poor tourism drives industrial development

Industry is the key for tourism. Poverty reduction cannot be achieved only through countryside tourism. Industrial development is the key element for Xiadang villager to overcome poverty and achieve prosperity. People in Xiadang have established sightseeing spots for



tea-tourism and started a company to conduct the first tea garden program for achieving poverty reduction. “Internet+” platform is utilized to enable consumers to trace the whole manufacturing and managing process. Thus, a brand new poverty-alleviation path is explored to teach the villagers to create wealth by themselves.

3. Planning comes first with governmental uniform regulation to promote tourism brand.

Based on the principle of overall planning and management while sticking to the idea “the renovation

should be done to preserve the original style of the buildings”, government in Xiadang village has formulated *Overall Plan for Tourism in Xiadang and Surrounding Villages*, *Overall Plan/Detail Plan for Recent Construction of Ecological and Cultural Red-tourism Area*, and *Renovation Plan for Protecting Traditional Villages in Xiadang*. To make planning come before developing could avoid waste of finance and resource and also the similarity of tourism services. Thus, the objective will be clearer and the benefit will be more sustainable. Moreover, publicity work should be enhanced to involve the poverty-stricken population in the effort so that when the government has created the necessary conditions, the mass public should take the lead. It will improve cultural atmosphere, make the place more attractive. More importantly, on the one hand, the poverty-stricken population could benefit from the tourism, and on the other hand, they can consciously protect tourism resources to achieve sustainability.



# 甘肃甘南藏族自治州旅游扶贫减贫

## Poverty Alleviation Through Tourism in Gannan Tibetan Autonomous Prefecture in Gansu Province



### 基本情况

甘南藏族自治州是全国 10 个藏族自治州之一，位于青藏高原东北边缘，地处甘肃省西南部。全州总面积 4.5 万平方公里，辖 7 县 1 市，有藏、汉、回等 24 个民族，总人口 74 万，其中藏族人口占 54%。

甘南州是安多藏区的宗教文化中心，文物古迹众多，民族特色浓郁，拥有闻名遐迩的中国藏传佛教格鲁派六大主寺之一的夏河拉卜楞寺、临潭冶力关等国家 4A 级旅游景区。是青藏高原的窗口，也是离内地最近的雪域高原，同时也是我国青藏高原重要的生态安全屏障，是国家生态主体功能区和生态文明先行示范区。

2014 年底，甘南州仍有纯收入在 2300 元以下的贫困人口 16.99 万人，其中大部分仍居住在自然条件非常恶劣的高海拔地区，贫困面广量大程度深。

### 主要做法

#### 1. 完善政策措施，强化扶贫责任主体

甘南州委州政府先后制定出台了《关于扎实推进旅游精准扶贫工作的实施意见》《甘南州开展乡村旅游富民工程推进旅游扶贫工作实施方案》《关于印发乡村旅游扶贫工程行动方案的通知》等一系列操作性强的政策措施，制定了《甘南州旅游专业村建设标准》，成立甘南州旅游精准扶贫工作领导小组，有力促进了旅游扶贫工作的扎实开展。

#### 2. 整合项目资金，完善乡村旅游基础设施

一是借助生态文明小康村建设，整合各类项目资金 10.68 亿元，建成旅游专业村 126 个，对 1112 户农牧家乐进行“三改一整”工程（改厨、改厕、改房、整理院落），极大改善了乡村旅游接待条件。二是积极争取国家乡村旅游富民工程项目资金 1100 万元，对 11 个旅游扶贫重点村基础设施进行了全面改造。三是争取天津对口支援甘南州项目资金 720 万元，实施了环境革命升级版碌曲县尕海乡尕秀村旅游专业村、临潭县八角乡庙花山“花庐”民俗旅游综合体的建设。四是整合州县旅游发展资金 6900 万元，通过“以奖代补”的形式，建设道路沿线观景台 52 处，旅游厕所 286 座。五是实施万亩油菜花观赏带和 3 条绿色长廊建设，精心打造临潭县八角乡万亩油菜花梯田观赏带，倾力打造“最美彩色风景线”“最美 213 国道自驾游线路”“中国西部最美民族风情自驾游线路”，实施了“花开舟曲”观赏项目，全面提升“九色甘南香巴拉”旅游对外形象。

#### 3. 丰富乡村旅游产品，挖掘特色文化内涵

注重“一村一品”“一家一特”，积极发展农家特色菜、传统民居、果园采摘、游牧文化体验，山野菜、刺绣、根雕、木（石）雕等加工销售，拓宽农牧民增收渠道。积极鼓励引导旅游专业村组建农牧村业余演出队 62 个，帮助民间文艺团体，在城区广场、景区景点等地开展常态化演出，不断丰富乡村旅游文化内涵。

#### 4. 推进“三变”改革，积极探索乡村旅游扶贫新模式

一是探索“政府+公司+合作社”乡村旅游发展模式。选择临潭县庙华山村，投入 2460 万元，将 17 户民居提升改造成高端民宿，完善基础设施，政府投资计入公司股份，村集体以周边闲置土地入股，村民以闲置房屋入股，引进兰州艺雅斯酒店管理有限公司参与运营，村委会参与管理，村民参与接待和保洁工作，初步形成了可遵循、可借鉴、可复制的“花庐模式”。二是积极探索“互联网+旅游扶贫”模式，在 126 个旅游专业村建立电子商务平台，以碌曲尕秀村、迭部扎尔那村、临潭庙花山村为代表的“互联网+乡村旅”



游模式趋于规范，实现了景区、村貌 360 度实时观景，当地土特产品网络售卖，农牧家乐网上展览、预订、营销等功能，为当地群众增收开拓了新的渠道。三是探索“公司+农户模式”专业旅游村发展模式，引进迭部泰吾赛雍文化产业园项目，泰吾赛雍旅游公司租赁迭部县电尕镇谢谢寺村村民耕地 100 亩，用于园区的花卉种植，并引导村民从事住宿、餐饮、花卉种植、演艺等工作，使专业旅游村走上良性运营道路。四是积极探索“公司+村集体经济模式”发展模式，全面启动夏河县阿木去乎镇安果尔村民俗旅游特色村建设项目，甘南九色香巴拉旅游文化开发有限公司参与投资建设及市场运营，公司持股 80%，村集体持股 20%（村集体每年保底资金 52 万），项目建成后，将带动群众参与旅游特色项目经营、手工制作、民族演艺、食材提供等产业链发展，最大限度的增加村民收入。

#### 5. 强化业务技能培训，提升乡村旅游从业人员技能

按照“培训一人、就业一人、脱贫一家，扶贫与扶志相结合”的旅游扶贫工作思路，不断创新乡村旅游扶贫人才培养方式，积极开展乡村旅游经营户、乡村旅游带头人、乡村旅游导游、乡土文化讲解等各类实用人才培养，近两年共举办各类乡村旅游从业人员培训班 62 期，培训 7060 人次，有效提升了乡村旅游从业人员技能。

## 扶贫效果

甘南州初步探索出了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、带动效果显著的乡村旅游示范村。2017 年全州共接待乡村旅游游客 368.3 万人次，乡村旅游收入 8.5 亿元，打造旅游专业村 126 个，农（牧）家乐 1112 户，其中星级 110 户。冶力关镇池沟、益哇乡扎尕那等 9 个村被评为“中国乡村旅游模范村”；4 个村被国家民委命名为“中国少数民族特色村寨”；舟曲县大川镇土桥村入选“中国美丽乡村百家范例”。全州旅游直接从业人员达 17300 人以上，乡村旅游有效带动了群众增收致富。



## 扶贫经验

### 1. 创造更多利益分享机会

甘南州积极推进农牧村“三变”改革，让群众通过宅基地、闲置土地等资产入股的方式，不断增加贫困户收入，同时，带动群众参与旅游特色项目经营和后期手工制作、民族演艺、食材提供等产业链发展。通过生态文明小康村、富民工程等项目多渠道筹措资金对旅游贫困村的村道硬化、民居改造、停车场、旅游厕所、步行道、太阳能路灯、给排水、垃圾桶、标识牌等进行了全面改造，不断改善人居环境和旅游基础设施建设，让贫困户从不同层面享受到旅游发展的红利。

### 2. 辐射带动贫困村发展

甘南州把景区周边及道路沿线的 67 个贫困村全部纳入旅游扶贫村，对其基本情况摸底调查，按照区位分为 3 类：景区核心村、景区周边村、景区辐射村。立足各村实际情况，按照“一村一品”思路，将培育壮大旅游新业态及配套服务业建设与改善农村环境融合发展。在景区核心村，建设一批具有地域文化特色的参观体验项目、观景台、休闲栈道等。在景区周边村，重点发展特色餐饮、住宿为主的乡村游，建设一批与核心景区互补相融的民宿、帐篷城、特色村寨等。在景区辐射村，引导贫困户参与特色种植养殖和土特产品加工销售，让农民真正成为旅游发展的受益者。



## I. Background

As one of China's ten Tibetan autonomous prefectures, Gannan Tibetan Autonomous Prefecture lies in southwestern Gansu Province, on the northeastern edge of the Tibetan Plateau. The prefecture has a total area of 45,000 square kilometers, as well as 7 counties and 1 city under its jurisdiction, where live a total of 740,000 people representing 24 ethnic groups, including the Tibetan, Han, and Hui peoples. The Tibetans account for 54% of the total population there.

The prefecture is the cultural and religious center of the Tibetan region of Amdo and boasts numerous cultural relics and strong national flavors. In fact, it has many national AAAA tourist spots, including Labuleng Temple in Xiahe County, widely known as one of the six Tibetan temples of the Geluk school of Buddhism in China, and a tourist spot at Yeliguan Town in Lintan County. Not only does the prefecture serve as a gateway to the Tibetan Plateau, but it is deemed an area of snow-covered highland that is closest to the interior of China and a major ecological defense for the Tibetan Plateau. In fact, the prefecture is home to both a national ecological main-body functional zone and an

ecologically civilized model area.

At the end of 2014, the prefecture's population of people with an annual total income of below 2,300 yuan stood at 169,900, most of whom lived in high-altitude areas of harsh natural conditions. It is fair to say that the poverty there was severe and widely distributed and involved large numbers of people.

## II. Main Measures

1. Perfecting policy measures, strengthening all parties involved in poverty alleviation

The prefectural government has taken a series of highly operable policy measures one after another, including the *Opinion on Steadily Promoting Poverty Alleviation with Precision*, *Plan for Promoting Poverty Alleviation through Tourism by Implementing Rural Tourism Projects*, and *Announcement about Issuing the Action Plan for Implementing Rural Tourism Projects*; it has devised the *Standard for Constructing Specialized Tourist Villages in Gannan Prefecture* and formed a leader group for all related efforts. As a result, efforts are being actively made to promote poverty alleviation in the prefecture.

2. Bringing together projects' funds, perfecting rural tourism infrastructure

Firstly, it is necessary to capitalize on the effort to build ecologically civilized villages, bring together 1.068 billion yuan in funds from all sorts of projects, build 126 specialized tourist villages, make a broad effort to transform the homestead's kitchen, lavatory, and buildings, and tidy its yards, which involves a total of 1,112 homes making their facilities available for business. As a result, the conditions under which tourists enjoy rural tourism have greatly improved. Secondly, it is essential to strive for 11 million yuan from the funds set aside by the state for rural tourism projects, and use the funds thoroughly to transform the infrastructure of 11 major villages specially targeted by the effort to alleviate poverty through tourism. Third, it is key to secure 7.2 million yuan from the funds set aside by Tianjin Municipality for assisting projects in Gannan Prefecture, and use the money to build the specialized tourist village of Gaxiu Village in Gahai Township, Luqu County, which serves as an updated version of the ongoing environmental revolution, and the "Hualu" folk custom tourism consortium in Huashan, Bajiao Township, Lintan County. Fourthly, it is better to bring together 69 million yuan made available at prefectural and county levels, and dole out the money to build a total of 52 viewing stands, scattered along the roads, and 286 tourist lavatories. Fifthly, it is important to build a 10,000-mu field of rape plants and three green corridors; carefully build the viewing belt along the 10,000-mu rape field in Bajiao Township, Lintan County in an effort to forge the "most beautiful colorful landscape belt," the "most beautiful self-drive route on National Highway 213," and the "most beautiful self-drive route with a national flavor in West China." Moreover, a sightseeing project titled "Flowers Bloom in Zhouqu County" is implemented, and Gannan's reputation for quality tourism, based on its "Nine-Color Xiangbala," is further enhanced.

3. Enriching rural tourism products, unearthing unique cultural treasure

It is better to pay attention to "one product per village," "one specialty per family," and actively develop such things as rural unique dishes, traditional rural residences, fruit picking at orchards, and experiencing nomadic culture, intensify efforts to gather or produce edible wild herbs, embroidery, root carvings, and wood (and stone) carvings, and increase the peasants and herdsmen's means of boosting their income. Actively encourage and lead the specialized tourist villages to assemble 62 spare-time troupes, and help folk performing troupes give performances regularly at squares in town and tourist spots and other sites with a view to constantly enriching the cultural offerings of rural tourism.

4. Driving the "three changes" reforms and exploring new modes of alleviating poverty through tourism

Firstly, it is key to explore the mode of rural tourism development characterized by the "government+company+cooperative" combination. Select Miaohuashan Village, Lintan County, as the target of an investment project of 24.6 million yuan, which involves transforming 17 rural residences into high-end accommodations; perfect the infrastructure; make any



government investment part of the company's stock; let the village committee join the project as a shareholder by making idle land around the village available while allowing villagers to become shareholders by making their unused houses available; introduce Lanzhou Yiyasi Hotel Management Co., Ltd. to help run the project; let the village committee take part in the project management; enlist villagers' services in receiving tourists and doing the cleaning. As a result, a "Hualu mode" has initially taken shape that can be followed, borrowed from, and replicated. Secondly, it is necessary to explore the "Internet+poverty alleviation through tourism" mode and build an electronic commerce platform that serves 126 specialized tourist villages; this mode, represented by Gaxiu Village In Luqu County, Zhagana Village in Diebu County, and Miaohuashan Village in Lintan County, is becoming standardized, and sightseeing can be done on any tourist spot or village site in real time from any possible angle of view; local specialties can be sold online; services at rural homes making their facilities available for business can be displayed, booked, and promoted online, which provides the locals with a new means of earning additional income. Thirdly, it is necessary to explore the "company+peasant household" mode as a means of developing specialized tourist villages; introduce the Diebu County Taiwusaiyong Cultural Park project; allow Taiwusaiyong Tourist Company to lease 100 mu of land from villagers of Xiexiesi Village, Dianga Town, Diebu County, for cultivation of flowers intended for the park, and to guide the villagers in accommodations, catering, flower cultivation, performing, and other kinds of work, with a view to enabling the tourist villages to prosper as business ventures. Fourthly, it is key to explore the "company+village collective economic entity" mode as a means of enhancing development; go all out to launch the project aimed at building Anguoer Village, Amuquhu Town, Xiahe County, into a folk custom

tourist village; let Gannan Nine-Color Xiangbala Tourism Culture Development Co., Ltd. participate in the project by making investment and doing construction and marketing work, with the company holding a 80% stake in the project and the village as a whole holding the remaining 20% (the village as a whole provides at least 520,000 yuan every year); when it is completed, the project will encourage the villagers to participate in the development of such aspects of rural tourism as marketing tourism-related specialties, handicraft, national performing arts, and catering, thereby maximizing their income.

5. Intensifying skill training, enhancing the skills of those involved in rural tourism

Follow the approach to poverty alleviation through tourism which involves "giving training to and employing anyone so his family may get rich and attaching equal importance to poverty alleviation and encouragement," keep innovating the way personnel involved in poverty alleviation through tourism are trained, actively organize various kinds of practical training sessions directed at rural tourism household operators, leaders in rural tourism, rural tourist guides, interpreters of rural culture, and other personnel; over the past two years, 62 sessions have been organized for people employed in the rural tourism industry, resulting in a total of 7,060 attendances and thereby greatly improving the trainees' skills as rural tourism workers.

### III. Results

The prefecture has discovered by exploration a path to alleviating poverty in poverty-stricken areas. As a result of its effect, a group of rural tourism model villages have emerged of which all feature rapid growth and each employs a unique mode of development and brings about the development of others. In 2017, the prefecture's rural tourism industry received 3.683



million visits from tourists, translating into 850 million yuan in rural tourism revenues; 126 specialized tourist villages were established, and 1,112 homes made their facilities available for business, with 110 of them being star-rated. Nine villages, including Chigou Village in Yeliquan Town and Zhagana Village in Yiwa Township, were rated as "Model Villages in China's Rural Tourism"; the title of "Chinese Village with a Unique Ethnic Flavor" was conferred on four villages by the State Ethnic Affairs Commission; Tuqiao Village, Dachuan Town, Zhouqu County, was listed among "China's 100 Beautiful Model Villages." Across the prefecture there are over 17,300 people involved in tourism, and rural tourism has provided the masses with an opportunity to increase their income and get rich.

### IV. Poverty Alleviation Experience

1. Creating more opportunities to share gains from tourism

The prefecture actively carries out the "three change" reform by letting the masses, including poverty-stricken families, increase their income by making some of their homestead and other idle land available and becoming a shareholder; this in turn encourages the masses to participate in the development of such aspects of rural tourism as marketing tourism-related specialties, handicraft, national performing arts, and catering. By means of projects like those directed at ecologically civilized villages and increasing the masses' wealth, the

prefecture raises funds through multiple channels so as to transform the facilities of poverty-stricken villages involved in rural tourism, for example by paving the village roads and transforming the rural residences, parking lots, tourism spot's lavatories, pedestrian roads, solar-powered lights, water supply and sewer systems, garbage cans, and signboards; as a result, the effort keeps improving the people's living environment and tourism infrastructure, thereby enabling poverty-stricken families to share at various levels in the gains from the development of tourism.

2. Letting rural tourism spread and drive development of poverty-stricken villages

The prefecture lists all the 67 poverty-stricken villages on the perimeter of the tourist spots and along the roads as villages to be lifted out of poverty through tourism; according to a survey designed to find out the basic situation at these villages, they can be divided into three types on the basis of their location: villages at the core of a tourist spot, villages on the perimeter of a tourist spot, and villages some distance away from any tourist spot. By taking into account each village's situation and following the principle of "one product per village," the prefecture will strengthen new tourism modes and the development of related services and improve the integrated development of rural environments. As for villages at the core of a tourist spot, it is necessary to build sightseeing and experiencing facilities, viewing stands, and leisure roads that are imbued with the locality's cultural traits. As for villages on the perimeter of a tourist spot, importance is attached to developing unique catering and accommodation services and rural sightseeing ones and building rural residences, tent camps, and villages with unique characteristics that complement the tourist spot they serve. As for villages some distance away from any tourist spot, it is vital to encourage the poverty-stricken families to grow unique crops and process and sell local specialties, with a view to making peasants benefit from development of tourism.

# 广西富川岔山村： 古道繁华，旅游扶贫走出一片艳阳天

## Chashan Village in Fuchuan County, Guangxi: Ancient Road Successfully Lifts Chashan Out of Poverty

### | 基本概况

广西贺州市富川瑶族自治县朝东镇岔山村始建于明代初期，兴于明中期，距今已有 600 多年，是一个历史悠久的瑶族古村落。天降异石，山开两岔，岔山村因此得名。该村东面与东水交界，南邻秀水，西北两面与湖南接壤，秦汉时期从中原通过潇贺古道进入岭南的第一个入口，是镶嵌在潇贺古道上的一颗璀璨明珠。

村内随处可见古民居、石板路、石板桥、石碑刻、古风雨桥、古戏台、古隘口、古庙，古祠堂、古树、古井，是潇贺古道文化的活字典。据考证，岔山“古道”最初建成于秦始皇二十八年（公元前 219 年）冬，多为就地取材的拳头大碎三角石或青石板拼建而成。它是嬴政为便于对岭南三郡的辖制和管理，在岭南古道的基础上，扩修的一条自秦国都咸阳到广州的水陆相连的秦代“新道”——潇贺古道，被誉为“英雄古道”，是古代疲惫英雄最好的歇脚处。而位于湘桂隔界的岔山村刚好位于潇贺古道上，于是“潇贺古道入桂第一村”这块响亮的金字招牌让岔山村声名鹊起。

岔山村是一个贫困山村，贫困发生率曾将近 40%。农户靠天吃饭，收入来源单一，当时 225 户农户中有 100 户是贫困户。

### | 主要做法

近年来，当地政府和旅游部门在该村大力实施旅游扶贫，促进了该村的生态旅游和产业发展。尤其是从 2016 年开始，用一年多的时间，通过“古道 + 美食 + 互联网”旅游开发模式，为这个藏在深山的古村打造出了一条有扶贫超市、古道油茶店、农家乐、烧酒铺等各类特色商铺的古道旅游商业街，

古道重现繁荣，富川岔山旅游扶贫走出一片艳阳天。

#### 1. 精准定位，打造旅游者向往的金字招牌

富川瑶族自治县以创建特色旅游名县为契机，全力挖掘“古文化”旅游产业，推动富川旅游扶贫更上新台阶，加快了“中国瑶族文化旅游目的地”“中国瑶乡生态养生休闲度假优选地”的建设步伐，取得了一定成效。凭借深厚的历史文化背景，岔山村积极发展特色旅游产业，组织村民进行岔山古戏台重建、百年古井挖掘、潇贺古道恢复、兴隆风雨桥修缮等。目前已建成一家村部博物馆——岔山博物馆、民俗体验馆、瑶族油茶展示馆、知青馆、农家乐、扶贫商店等。每天都有人慕名而来参观和体验岔山古道文化。

#### 2. 差异化开发，探索“古道 + 美食 + 互联网”旅游发展模式

如今，越来越多乡村做起了旅游文章，很多乡村旅游发展模式几乎一致，如果没有过硬的吸引点，游客很快失去新鲜感，乡村旅游发展也必然面临瓶颈。前来考察调研的国家旅游局规划财务司资源利用处处长张夕宽认为，乡村旅游要想长期吸引游客的眼球，需要摆脱同质化的模式，不断丰富其内容与内涵。

“推进乡村旅游业态多样化，势在必行。”为此，岔山村创新“古村 + 美食 + 互联网”乡村旅游开发运作新模式，紧扣千年潇贺古道和古村资源优势，将岔山村定位为“潇贺古道入桂第一村”，实现岔山村商业级无线 WIFI 免费覆盖，开发古道油茶、古道梭子粑特色农家美食，依靠保护完整的古村落，主动将岔山纳入区域联动旅游新线路，丰富乡村旅游的内涵。

特别是 2016 年，该县旅游部门将梭子粑包装并成功在贺州旅游市场推出，梭子粑被评为“贺州市十大金牌小吃”之一。同时通过网络、电视等多种媒体推介，金牌特色小吃“梭子粑 + 油茶”旅游美食组合广受欢迎，梭子粑成为贺州旅游网红，岔山梭子粑名声在外，“古道 + 美食 + 互联网”旅游开发模式引爆岔山游。

#### 3. 成立合作社，带领群众共同增收

以旅游带动为契机，引导村民打造微田园、微果园、菜中村、花中村，发展生态观光农业经济和农家乐经济，形成“探古、赏荷、登山、采果、摘菜”的乡村休闲养生度假旅游新格局。

从村党支部书记杨志魁的爱人和村里 6 家贫困户一起创立第一个油茶合作社开始，该村通过组织群众加入合作社等各类经济体形式，鼓励群众参与旅游项目配套设施的投资建设，依照协议获得分红。依托鑫连种植合作社和荣茂果蔬种植合作社，以“观赏花卉 + 采摘莲子 + 捕捞河鲜”模式，利用进村道路旁连片 20 亩水田种植荷花，混养禾花鱼、田螺和泥鳅等河鲜，吸引

了游客来岔山村拍照、赏花和品尝美食。通过合作社抓群众主体，培育了旅游股份新农民，旅游扶贫不断延伸拓展。

## 扶贫效果

通过为岔山旅游发展进行精准定位，“潇贺古道入桂第一村”已经成为旅游者向往的金字招牌。“古道+美食+互联网”旅游发展模式的成功，引爆了岔山村的乡村旅游，2017年到岔山村旅游的游客突破10万人大关。农业旅游合作社的成立带动村民共同发展，预计可实现合作社工资性收入4万元，集体经济收入2万元左右；依托荣茂果蔬种植专业合作社，充分发挥党支部带头作用，以股份合作制模式，按每户出资1000元入股，带动20多户农户一起发展黄金瓜、草莓、青瓜、香芋、南瓜等绿色果蔬种植，供游客采摘，带动了10多户贫困户增收。没有参与合作的农户也纷纷自主开设农家乐、便利店，销售土鸡蛋、烤红薯等土特产，为游客提供饮食、零售等服务。

## 扶贫经验

### 1. 坚持规划先行，科学谋划发展

该村根据县里出台的《关于加快旅游业发展的实施意见》、《关于创建广西特色旅游名县的实施意见》、《关于鼓励发展农家乐的实施意见》、《富川瑶族自治县“十三五”脱贫攻坚旅游业发展规划》，等相关配套政策，按照村里实际启动编制《广西富川岔山村总体发展规划》，制定乡村休闲旅游扶贫三年行动计划，以旅游扶贫发展规划来统揽其他规划，为该村发展旅游业打好基础。

### 2. 创新发展机制，打造旅游产业新格局，增大旅游收益。

县里以《关于加快富川旅游产业发展的实施意见》为基础，补充完善扶持乡村旅游发展的奖励政策。参照自治区标准，对新创建、带动贫困人口脱贫成效显著的农家乐给予奖励，对录用贫困户劳动力的旅游企业按照相关政策给予扶持。根据资源和发展条件，分后山休闲景区和古道商铺景区等不同类型，对应指导该村发展旅游业。鼓励推动发展“一村一品”“一家一艺”；鼓励贫困户开发经营手工艺品、纪念品、民族服饰、土特产、传统特色小吃；鼓励民间演艺团体组建开展民族民俗表演，促进文旅、农旅融合发展。培训乡村旅游经营户、乡村导游、旅游致富带头人、瑶族手工艺传承人，着力培养一支较高素质的乡村旅游实用人才队伍，提升贫困群众自我发展能力。

### 3. 整合各类资源，实现旅游众筹全覆盖

一是整合媒体资源，加大该村特色旅游宣传力度。以创建广西特色旅游

名县为契机，通过“寿乡旅游”和“慢游富川”两个微信公众号，积极推送岔山村旅游信息。特别推送了“岔山，疲惫生活里的英雄梦想”“早知瑶乡，何必丽江”等文章，对岔山村旅游进行了专题营销，吸引更多游客到该村旅游观光。

二是整合项目资金，对扶贫、旅游、交通、住建等项目资金进行整合，用于该村基础设施建设。加快推进该村对外连接道路和村道建设，加强景区与其它旅游点之间交通路网建设，实现通旅游大巴，重点建设公共停车场、旅游厕所、游客服务中心、交通标识牌、休憩设施等旅游公共服务设施。建立完善旅游信息咨询、旅游安全保障，优化乡村旅游发展环境，为该村脱贫摘帽创造条件。

## I. Background

Chashan Village in Chaodong Township, Fuchuan Yao Autonomous County, Hezhou City, Guangxi Zhuang Autonomous Region. The town began its history as a small settlement founded at the dawn of the Ming Dynasty, and prospered in the middle of that dynasty. In fact, the village has existed for over 600 years and is known as a Yao village steeped in history. Chashan got its current name because it was believed that an exotic rock had dropped suddenly out of the sky, splitting the mountain in two. The east and south sides of the village border on Dongshui and Xiushui, respectively, while it is bordered by Hunan Province to the north and west; during the Qin and Han dynasties, the area served as the first entrance to the region south of the Five Ridges on Xiaohe Ancient Road. These days the village is deemed a bright pearl on Xiaohe Ancient Road.

Inside the village, ancient treasures can be seen all around; including ancient family residences, flagstone-paved roads, flagstone bridges, steles, ancient "wind and rain" bridges, ancient stages, ancient alleyways, ancient temples, ancient ancestral halls, ancient trees, and ancient wells. In fact, these relics in the village can serve as a living encyclopedia of Xiaohe Ancient Road culture. According to research into ancient literature, the "ancient road" around Chashan was initially built in the winter of the 28th year of Qin Shi Huang's reign (219 B.C.), mostly by obtaining materials, in the form of triangular pieces of rock the size of a fist or flagstone, from local sources and piecing the rock pieces together to form the road's surface. At the time Qin Shi Huang, hailed as China's first emperor, deemed the completed work a new road that would facilitate his dynasty's administration and management of the three prefectures south of the Five Ridges, noting that it had been built around an existing ancient road leading to the region to create a water and overland

path between Xianyang, the capital of the Qin Dynasty, and Guangzhou. Xiaohe Ancient Road was later hailed as the Heroes' Ancient Road, for it was perfectly suited to giving various heroes, tired on the road home from warring in the region, a good rest. Because of its location on the ancient road, Chashan Village's great reputation as the first village on Xiaohe Ancient Road as one heads for Guangxi has made the village famous far and wide.

Chashan Village is a poverty-stricken mountainous village and people below the poverty line once accounted for nearly 40% of its population. At the time, peasant families in the village lived at the mercy of the elements and there was hardly any source of income other than farming. Because of this, there were 100 impoverished families among the 225 families in the village.

## II. Main Measures

In recent years, the local government and tourism authorities have gone all-out to alleviate poverty through tourism with the result that the village's ecological tourism and industry have greatly developed. What is particularly worth noting is, since 2016, the "ancient road+fine food+Internet" tourism development mode was chosen after a decision period of more than a year, which has resulted in an ancient road tourism and commerce street in the ancient village tucked away in the mountains that accommodates various kinds of stores, including poverty-alleviating supermarkets, tearooms specializing in congee made from sweetened fried flour, local family restaurants, and shops selling local spirits. As a result, prosperity has emerged once again on the ancient road, and poverty alleviation through tourism has successfully lifted Chashan Village out of poverty.

1. Making offerings that sell, acquiring a great

reputation among tourists

Capitalizing on the effort to build it into a county famous for tourism with unique distinguishing features, Fuchuan Yao Autonomous County has gone all-out to exploit its potential for the development of ancient culture, with the aim of bringing its efforts to alleviate poverty through tourism to a new level, and speed up the fruition of such projects as the "Destination of China's Yao Culture Tourism" and a "Preferred Site for Ecological and Health-preserving, Leisure Vacationing in China's Yao Homeland." To date, the county's efforts have achieved some success. By virtue of its rich historical and cultural background, Chashan Village has actively developed a tourism industry with distinguishing features and encouraged local villagers to rebuild the ancient stages in the village, renovate the hundred-year-old ancient well, restore Xiaohe Ancient Road, and renovate the Xinglong "Wind and Rain" Bridge. To date, a village museum called Chashan Museum, a folk custom exhibition hall, an exhibition hall for the Yao people's sweetened fried flour congee, an exhibition hall for school graduates, local family restaurants, and poverty-alleviating stores have all been established. People come to the village every day to experience the ancient road culture of Chashan first-hand.

2. Adopting a differentiated approach to development, exploring the "ancient road+fine food+Internet" tourism development mode

Nowadays, more and more villages are turning their attention to developing tourism, and many of them are adopting a similar approach to rural tourism development. If no local highlights are available to attract them, tourists will grow less interested and the development of tourism will suffer as a result. During a recent visit, Zhang Xikuan, director of the Resources Utilization Division of the Planning & Finance Department of China National Tourism Administration,

said that for rural tourism to attract tourists in the long run, it is vital to avoid the situation where many different places adopt the same mode of development, and also to keep on enriching each area's attractions and offerings.

"It has become imperative to diversify the business models of rural tourism," Zhang said. To follow his direction, Chashan Village has adopted an "ancient road+fine food+Internet" mode of development with a view to capitalizing on the thousand-year-old Xiaohe Ancient Road and the village's rich resources and making itself famous as the first village on Xiaohe Ancient Road as one heads for Guangxi; in addition, the village has extended full Wi-Fi coverage everywhere at a commercial grade for free, and developed the local congee of sweetened, fried flour popular in ancient times around the ancient road as a tourism product, as well as other special foods unique to the ancient road. Also, relying on the almost-perfectly preserved ancient village remains, an effort has been made to put Chashan Village on the regional network of tourist routes and thereby enrich the rural tourist attractions there.

In 2016, the county's tourism authorities succeeded in promoting a unique local food called Suozibaba and launching it on the tourism market of Hezhou City. In fact, Suozibaba was even rated as one of the "Ten Best Snacks of Hezhou City." At the same time, by promoting it through media such as the Internet and TV, the top-rated "Suozibaba+congee of sweetened, fried flour" combination has been warmly received, and Suozibaba has become a hot topic among netizens. In fact, Suozibaba, from Chashan Village, is widely known, and the "ancient road+fine food+Internet" tourism development mode has made Chashan Village very popular.

3. Establishing cooperatives, leading the masses on the path to wealth

The process is as follows; Capitalize on the opportunity to develop tourism; lead local villagers in building miniature gardens, miniature orchards, miniature villages tucked away in the between vegetable patches, and the same tucked away in the middle of bunches of flowers; and develop an ecologically-friendly sightseeing agricultural economy and local-family-restaurant economy so as to create a tourist spot that combines "ancient relics sightseeing, lotus sightseeing, mountain climbing, fruit picking and vegetable picking."

Since the wife of Yang Zhikui, secretary of the village's Party committee, and other six poverty-stricken families established their first cooperative on the sale of sweetened fried flour congee, Chashan Village has encouraged its villagers to invest and participate in various matching tourist facilities by having them join various kinds of business entities like cooperatives. The villagers will share in the dividends according to the agreement they signed. Their mission statement was as follows: relying on Xinlian Cultivation Collective and Rongmao Vegetable and Fruit Cultivation Collective; adopting a "flower sightseeing+lotus seed-picking+aquatic organism catching" mode; using 20 mu of paddy fields, joined into a single stretch along the road leading into the village, to grow lotus plants and raise aquatic organisms like snails and mudfish; and attracting tourists to Chashan Village so that they may take photos, appreciate the flowers, and enjoy the fine foods. By establishing cooperatives and motivating the masses, the village encourages villagers' participation as shareholders in tourism business ventures, and as a result poverty alleviation proceeds to affect more and more villagers.

### III. Results

By making offerings that sell as part of developing tourism in Chashan Village, the first village on Xiaohu

Ancient Road to Guangxi has already become very popular among tourists nationwide. The success of the "ancient road+fine food+Internet" mode has given a big boost to rural tourism at Chashan Village. In fact, the number of tourists to the village exceeded 100,000 in 2017. The establishment of the rural tourism cooperatives has spurred on the general growth of the villagers' business ventures. It is expected that 40,000 yuan in wages will be achieved by the cooperatives while 20,000 yuan in revenues will be realized by the collectives; this has been achieved by relying on Rongmao Vegetable and Fruit Cultivation Collective, giving full play to the village's Party committee's role as a leadership, letting every family become a shareholder by investing 1,000 yuan in the project, and having over 20 peasant families grow green vegetables and fruits like muskmelon, strawberry, cucumber, taro, and pumpkin so that tourists may come and pick them for fun. This has resulted in over 10 poverty-stricken families lifting themselves out of poverty. Peasant families which have not participated in this project have also begun to open peasant family restaurants and convenience stores for business, selling local specialties like eggs and roast sweet potatoes, and providing tourists with catering and retail services.

### IV. Poverty Alleviation Experience

#### 1. Planning comes first and science plans development

The village drew up the *General Development Plan for Chashan Village, Fuchuan County*, which is a three-year action plan for alleviating poverty through rural tourism, in accordance with a series of documents released by the county's authorities, including *Opinion on How to Speed up the Development of Tourism*, *Opinion on How to Encourage the Development of Peasant Family Restaurants* and *Fuchuan Yao Autonomous County's Plan for Developing Tourism*

during the 13th Five-year Plan Period. This plan aims to make the plan for alleviating poverty through tourism act as leader to all the other plans, with a view to laying a solid foundation for tourism development in the village.

2. Innovating development mechanisms, creating a favorable situation for tourism, increasing gains from tourism

The county, using the "Opinion on How to Speed up the Development of Fuchuan's Tourism" as a foundation, perfects and improves the series of policy measures aimed at encouraging the development of rural tourism. By making reference to standards set at the provincial level, the county rewards newly created local family restaurants that will make great contributions to the efforts to lift people out of poverty, and take appropriate policy measures to support tourism-related businesses that employ labor from poverty-stricken families. Based on available resources and development conditions, business ventures fall into two major categories; those in the rear mountain's leisure tourist spot and those in the ancient road store tourist spot. The aim of such categorization is more closely directing the development of tourism in the various parts of the village. The plans set out to encourage and promote the "one product per village," "one specialty per family" strategy; encourage poverty-stricken families to produce and sell handicrafts, souvenirs, national dresses and adornments, local specialties, and traditional snacks; encourage folk performing troupes to give national and folk custom performances in order to achieve a proper balance in the development of culture and agriculture and tourism; cultivate rural tourism operators, rural tourist guides, leaders in the effort to alleviate poverty through tourism, as well as encouraging participation from the heirs to Yao handicrafts; train a team of professionals

well versed in rural tourism; and improve the poverty-stricken people's ability to increase their wealth.

3. Integrating various kinds of resources, extending tourism and crowdfunding to all

First, the project aimed to integrate all available media resources and intensify efforts to give publicity to the village's unique tourism projects. Then it capitalized on these efforts to create famous tourism counties in Guangxi by setting up two WeChat accounts, called "Shouxianglvyou" and "Manyoufuchuan" respectively, and actively pushed messages about tourism projects in Chashan Village. In fact, a number of articles have been published through the two WeChat accounts, including "Chashan, the Hero's Dream during a Tiring Life" and "Had I Known of this Yao Hometown Before, Would I Have Gone to Lijiang?," with a view to promoting tourism at Chashan Village and attracting more tourists to the village.

Second, the funds from the poverty-alleviating, tourism, transportation, development projects are integrated to support the construction of the village's infrastructure. This helps to speed up the construction of roads connecting Chashan Village to the outside as well as those inside the village, and improve the road network serving the tourist spots at the village and other tourist spots so that tourist bus routes are set up and various public tourism facilities are built or renovated, including parking lots, lavatories for tourists, tourist centers, traffic signs, and leisure facilities. In addition, it helped the village establish reliable systems for distributing tourist information and guaranteeing tourists' safety, optimize the environment in which rural tourism develops, and create favorable conditions so Chashan Village can shed its status as a poverty-stricken village.



# 贵州黔西南纳孔村： 产业融合与民俗文化融合

## Nakong Village, Qianxinan Prefecture, Guizhou Province: Industry Convergence and Folk Culture Convergence

### | 引言

纳孔村所打造“旅游扶贫合作设+农户示范项目”模式，亮点在于高效产业融合与民俗文化融合，抓住了生态、绿色、传统、民族、文化的禀赋与发展机遇，将原有并不能创造财富的自然和民俗文化资源有机利用起来，为乡民村民创造好“钱景”，实现多个利益主体共赢的发展格局，其模式在类似区域具有推广价值。

### | 纳孔村旅游扶贫的有利条件

纳孔村位于贵州省黔西南州贞丰县三岔河畔的纳孔布依寨，是布依族聚集、依山傍水、民族文化丰富的村寨。这片土地有几项先天性优势：一是地理交通优势。距离县城近 18 公里，距镇政府仅 1 公里。二是自然景观优势。村内拥有省级风景名胜，三岔河湖畔。三是民俗文化优势。纳孔村居住着汉族、布依族、苗族等民族，其中少数民族 2214 人，少数民族占全村总人口的 49.2%。故此，地理优势融合自然和文化优势，令纳孔村打造旅游区拥有有利条件。

### | 纳孔村旅游专业合作社的运行模式

#### 1. 破解难题：成立旅游合作社，主抓产业融合

“纳孔村旅游专业合作社”成立于 2015 年 8 月 18 日。最初的动机很简单，即纳孔村在基础设施搭建完毕，但旅游业依旧产业形式单一，无法留住游客创造更高收益。仍然无法实现农户脱贫。关于如何破题，纳孔村“两委”认真研究决定，成立“纳孔村旅游专业合作社”。合作社鼓励村民用土地、

资金等资源入股，并积极招商，设计了后续贫困户以及农户的利益共享方案。

#### 2. 资金来源：村支两委牵头，注册资金 500 万元

合作社由村支“两委”牵头创办“纳孔村旅游专业合作社”，注册资金 500 余万元。

#### 3. 实施方案：产业联动、五方共赢

通过流转土地，建成花卉基地 150 亩，以“花海”与三岔河景区管理公司合作经营，着力将“花海”建成集婚纱摄影、青少年摄影、旅游观赏、花卉销售等多位一体的娱乐休闲旅游基地，实现公司、企业、合作社、村集体、农户互利共赢。

#### 4. 收益模式：股份制+农户发展基金

合作社与三岔河景区管理公司合作经营，景区管理公司占股 60%，村级旅游专业合作社占股 40%。合作社发展基金主要用于支持本村农户发展产业、开展技能培训、推进民族文化旅游基础设施建设等。按照政府引导、群众主体原则，合作社围绕“五个起来”目标，努力实现民族文化旅游与精准扶贫有机结合。

### | 扶贫成效

#### 1. “房屋变资产”，以住房增加租金收入

通过合作社收租闲置民居并对外招商，引进浙江商会投资 1000 多万元，租用农户房屋建成扶贫示范民宿酒店，每户每年分别可获租金 8000 元、2 万元、3 万元。

#### 2. 吸纳富余劳动力，增加务工收入

对部分流转了土地或出租房屋，不必再从事劳动生产的富余劳动力，纳孔村的部分产业可以为其提供务工机会。例如，组织对农户进行培训后回酒店务工，月人均收入达 2500 元，实现家门口就业增收；实施农家乐、阳光雨露蔬菜观光园的发展，为农户打造多种就业渠道。

#### 3. 互联网+扶贫，打开新市场

纳孔村在发展旅游业的同时，抓住了贵州省“发扶贫、大数据”的发展机遇，引进乡村淘、农商行、邮政屋等企业入驻，为农户扩大了产品销售市场，同时增加了村民日常消费品的买渠道，提高了收入，降低了消费。

#### 4. 尊重传统习俗，培育特色产业

纳孔村充分发挥布依民族文化，培训特色工艺品加工产业，累计解决就业 200 余个；培训、组织、成立了绣娘家庭作坊，在家门口制作布艺手绣商品，合作社统收统售，确保留守妇女、贫困户家庭足不出户有创收。

### 5. 专业发展思路，搭建旅游公司

纳孔合作社坚持“全域旅游”发展理念，搭建旅游发展有限公司，合作社将纳孔村民居、土地等资源整，以旅游发展公司为平台，积极开展旅游招商，发展旅游业态。仅2017年春节期间，旅游收入达1225.8万元，同比增长306.45%。

### 6. 良性发展模式，美化生态环境

在“旅游+扶贫”发展路径中，纳孔村坚持“既要金山银山，又要绿水青山”，投入1428万元，实施荒山绿化5270亩、村庄绿化200亩、通道绿化30亩，并开展村庄整治行动，改善了居民居住环境，美化亮化全村整体形象。

## | 成功经验

### 1. 创新点：绣娘作坊

纳孔村“旅游扶贫合作社”体现出特色文化产业下对女性技能的重视。合作社充分发挥带动作用，培训、组织、成立了绣娘家庭作坊，在家门口制作布艺手绣商品，合作社统收统售，确保留守妇女，贫困户家庭足不出户有创收。

### 2. 成功经验

#### (1) 科学的发展规划

从全县的发展历程上，生态保护和生态重建先行。纳孔村坚持“跳出旅游抓旅游”，依托良性生态保护模式间接促进旅游业发展。利用合作社形式的旅游扶贫模式有效将“青山绿水”转化成村民的“金山银山”。

#### (2) 稳扎稳打打基础

发贵州省领导和扶贫干部具有远见性的为纳孔村打下了坚实的发展基础：进行社区建设，完善建设道路、互联网、电力水利等基础建设，形成了基础设施先行的良性发展基础。

#### (3) 资源与文化的有机融合

纳孔村的发展规划并没有超出纳孔村人力资源、自然资源和地理资源的发展范围，不是“空降兵”，而是顺势而为，依托村民村貌村庄特色的比较优势所产生。纳孔村的旅游扶贫合作社，有效融合乡村资源、风土人情、文化民俗特色，将传统第一产业有效延伸，以生态旅游业有效带动第三产业发展，形成上下行完整产业链条。

### 3. 政策启示：解决了旅游扶贫产业精准性不高的难题

纳孔村旅游合作社良性融合了企业的发展目标与农户的脱贫致富目标，让贫困户作为经济发展的参与主体，利用自身产业、劳动力、资产和文化禀赋，有机融入到发展当中。可以说，纳孔村全民参与的旅游扶贫模式，具有很强的政策含义和启示，充分体现出扶贫过程中为农户赋能赋权的长效机制。

## | 推广价值

1. 纳孔村“旅游合作社”模式充分发挥房产变资产效应。例如，合作社收租闲置民居并对外招商形成民宿酒店给农户租金，上述模式可复制、易推广。

2. 合理利用生态资源，顺势而为“跳出旅游抓旅游”。纳孔村依托良性生态保护模式间接促进了旅游业发展，形成了正向的生态循环链条，有效将“青山绿水”转化成村民的“金山银山”。这对于很多拥有优质生态资源的农村地区，是一条可借鉴的发展路径。

3. 纳孔村旅游业融入了当地布依族等民族文化特色，对弘扬传统文化，增强文化的延续性起到积极作用。

4. 激发内生动力十分重要，旅游扶贫作为一种对接外界的特殊形式，有效增强了地方居民与外界的沟通交流、文化互通，开拓了村民视野。

## I. Introduction

The highlight of the "Pro-poor Tourism Cooperative + Farm Household Demonstration Project" model demonstrated by Nakong Village lies in the highly efficient convergence of industry and folk culture, and how it has grasped the endowment and development opportunities of its ecology, green development, traditions, ethnic groups, and culture. The natural and residential cultural resources that could not be used before have been applied organically to create a "golden goose" for local villagers and to realize the win-win development pattern for multiple stakeholders. The model also has value as a promotional tool in other similar regions.

## II. Favorable Conditions for Pro-poor Tourism in Nakong Village

Nakong Village is located in Nakong Bouyei Stockaded Village, near the Sancha River, in Zhenfeng County, Qianxinan Prefecture, Guizhou Province. It is a village surrounded by mountains and rivers, where Buyi people gather, and has a rich minority culture. This piece of land has several congenital advantages. The first is the geographical transport advantage. It is 18 kilometers away from the county seat, and only 1 kilometer away from the town government. The second is the natural landscape advantage. The village has its own provincial scenic spot—the Sancha River Lakefront. The third is the folk culture advantage. Nakong Village is inhabited by Han, Buyi, Miao and other ethnic groups—2,214 people in the village belong to an ethnic minority, accounting for 49.2% of the total population of the village. Therefore, with its geographical, natural and cultural advantages, Nakong Village had favorable conditions to build a tourist area.

## III. The Operation Mode of the Tourism Cooperative in Nakong Village

1. Overcoming the obstacles: Set up tourism cooperatives and focus on industry convergence

The "Nakong Village Tourism Cooperative" was established on August 18, 2015. The original motivation was simple: although Nakong Village had completed its infrastructure, its tourism industry still only took a single form, unable to retain tourist interest, generate higher returns, and help lift farmers out of poverty. In order to solve this problem, the Village CPC Committee and the Villagers' Committee of Nakong Village seriously studied the problem and decided to set up the "Nakong Village Tourism Cooperative". The cooperative encourages villagers to be shareholders in their land, capital and other resources, and actively solicit investment. The village has also designed a follow-up benefit-sharing scheme for poor households and farm households.

2. Source of funding: obtain a registered capital of 5 million yuan under the leadership of the Village CPC Committee and the Villagers' Committee Led by the Village CPC Committee and the Villagers' Committee, the "Nakong Village Tourism Cooperative" was established with a registered capital of 5 million yuan.

3. Implementation plan: benefit five parties through industry convergence

Through the land transfer, a flower base of 150 mu (1 mu is equal to around 666.67 square meters) in size was built; and through the cooperative operation with the Sancha River Scenic Spot Management Company, the "Flower Sea" was built into an all-in-one leisure tourism base combining wedding photography, youth photography, tourism viewing, and flower sales, achieving win-win results for the company, enterprise, cooperative, village, and farmer households.

4. Revenue Pattern: Shareholding System + Rural Development Fund

The cooperative has carried out cooperative operations with the Sancha River Scenic Spot Management Company. The scenic spot management company holds 60% of the shares, and the village tourism cooperative holds 40% of the shares. The cooperative development fund is mainly used to support farmers in the village to develop industries, undertake skills training, and promote the construction of its ethnic cultural tourism infrastructure. In accordance with the guidance of the government and the principle of focusing on the people, the cooperative, with "Five Up" as its goal, has made efforts to achieve the organic combination of ethnic cultural tourism and precision poverty alleviation.

## IV. Poverty Alleviation Effects

1. Increasing rental income for residential houses by "transforming houses into capital"

The cooperative collected vacant houses and received an investment of more than 10 million yuan from the Zhejiang Chamber of Commerce. The rented residential houses have been built into poverty alleviation demonstration lodgings, through which each household can earn rents of 8,000 yuan, 20,000 yuan, or 30,000 yuan per year.

2. Incorporating spare labor force and increasing employment income

Some people, whose land has been transferred or whose houses have been rented, have become a spare labor force that does not need to work. For them, some of Nakong Village's emerging industries can provide employment opportunities. For example, the village organizes farmer-training sessions and then sends them back to work in the hotels, at which the per

capita income can reach 2,500 yuan per month, helping villagers increase their income near their homes. The village has also developed the agritainment industry and the Sunshine and Rain Sightseeing Vegetable Garden, to create a variety of employment channels for farmers.

3. Opening up new markets through Internet + Poverty Alleviation

While developing tourism, Nakong Village has seized the development opportunity of "Great Poverty Alleviation with Big Data" in Guizhou Province and introduced enterprises such as rural shopping stores, rural commercial banks, and post offices, expanding the market for selling products for farmers. At the same time, it has increased the channels through which villagers can buy daily consumer goods, and has increased their income, while reducing their consumption.

4. Respecting traditional customs and cultivating featured industries

Giving full play to Buyi's ethnic culture, Nakong Village has trained farmers on its unique handicraft processing industry, and provided more than 200 jobs. It has also trained, organized, and set up family workshops for women's embroidery. The hand-embroidered fabric goods are produced in local homes, and collected and sold by the cooperative, so as to make sure that the women whose husbands are working in the city and poor households can earn money without leaving their homes.

5. Setting up the tourism company guided by professional development thought

Adhering to the concept of "All-for-one Tourism" development, Nakong Cooperative set up a tourism development limited company. Then, the cooperative integrated the residential houses land and other resources, and actively carried out tourism investment

at the platform of the tourism company, so as to develop the village's tourism sector. During the 2017 Spring Festival alone, the tourism revenue reached 12.258 million yuan, up 306.45% from the same period in the previous year.

6. Making the ecological environment more beautiful with a benign development model

Along the development path of Tourism + Poverty Alleviation, insisting on "we want not only rivers of gold and mountains of silver but also rivers of blue and mountains of green", Nakong Village has invested 14.28 million yuan in the greening of 5270 mu barren hills, 200 mu village land, and 30 mu passageway, and has also implemented village renovation projects, improving the living environment of residents and beautifying the overall image of the village.

## V. Success Cases

### 1. Innovation Point: Women's Embroidery Workshop

The "Nakong Village Pro-poor Tourism Cooperative" pays close attention to traditional women's skills in the featured cultural industries. Giving full play to its ability to drive new industries and attractions, the cooperative trained, organized, and set up family workshops for women's embroidery. The hand-embroidered fabric goods are produced in local homes, and collected and sold by the cooperative, so as to make sure that the women whose husbands are working in nearby cities as well as poor households can earn money without leaving their homes.

### 2. Success Experience

#### (1) Scientific development planning

In the county's development process, ecological protection and ecological reconstruction have always been put first. Nakong Village insists on "Practicing

Tourism beyond Tourism", which has indirectly promoted the development of tourism by relying on benign ecological protection. The cooperative's pro-poor tourism model has effectively transformed the "green mountains and blue rivers" into the villagers' "mountains of silver and rivers of gold".

#### (2) Laying a solid foundation

The visionary leaders in Guizhou Province and the poverty alleviation cadres have laid a solid foundation for the development of Nakong village. The village has carried out community construction, improving the condition of its roads, the Internet, power and water conservancy and other infrastructure, and so forming a sound foundation in which the infrastructure has been put first.

#### (3) Organic integration of resources and culture

The development plan of Nakong village has not gone beyond the development scope of the village's human resources, natural resources and geographical resources, which do not come "from nowhere", but conform to local conditions and relies on the villagers, the village appearance and the comparative advantages of the village's unique features.

The pro-poor tourism cooperatives in Nakong Village has effectively integrated rural resources, local conditions and customs, cultural and folk characteristics, extending the traditional primary industry and promoting the development of the tertiary industry with eco-tourism, and so forming a complete industrial chain.

### 3. Policy Inspiration: Improve the precision of pro-poor tourism

The Nakong Village Tourism Cooperative has integrated the development goals of enterprises and the goal of poverty alleviation of farmers in a benign

way, so that the village's poor households have become the main participants in the economic development of the area, organically integrated into the development of their own industries, labor force, assets and cultural endowment. It can be said that the full participation pro-poor tourism mode of the Nakong Village is of significant policy significance, helping inspire and enlighten future projects and fully reflecting the long-term mechanism to empower farmers as part of the poverty alleviation process.

## VI. Promotion Value

Firstly, the "Tourism Cooperative" model of Nakong Village has fully demonstrated the transformation of house property into capital. For example, the cooperative collected vacant houses, and solicited investment, and then created rural lodgings and gave the rent back to the farmers. The above model can be broadly imitated and is easy to promote.

Secondly, the village rationally utilized its ecological

resources and carried out "practicing tourism beyond tourism" in accordance with the local conditions. Relying on the benign ecological protection model, Nakong Village indirectly promotes the development of the tourism, forming a positive eco-cycle chain which effectively transforms the "green mountains and blue rivers" into the villagers' "mountains of silver and rivers of gold". This is a development path that can be borrowed by other rural areas that lay claim to an abundance of quality ecological resources.

Thirdly, Nakong tourism has absorbed the ethnic cultural characteristics such as the local Buyi ethnic culture, playing a positive role in promoting the traditional culture and strengthening the cultural continuity.

Finally, it is very important to stimulate the internal motivation. As a special way to connect with the outside world, the pro-poor tourism can effectively enhance communication and cultural exchanges between the village and the outside world, and expand the vision of the villagers.

# 海南保亭槟榔谷： 打造“富游 + 富农 景区 + 农户” 共同体

Hainan Baoting Betel Nut Valley: Building "Rich Tourism + Rich Farmers & Scenic Area + Farmers' Houses" Community

## | 基本概况

海南槟榔谷黎苗文化旅游区创建于 1998 年，位于海南省保亭县与三亚市交界的甘什岭自然保护区内，规划面积约 5000 亩，因其两边森林层峦叠嶂，中间是一条延绵数公里的槟榔谷地而得名。距三亚市区约 18 公里，距亚龙湾海岸 26 公里，处于“大三亚旅游圈”，是海南“三亚—槟榔谷—呀诺达”三点一线黄金旅游路线上的核心节点。

槟榔谷以黎苗文化为核心，由非遗村、甘什黎村、谷银苗家、田野黎家、《槟榔·古韵》大型实景演出、兰花小木屋、黎苗风味美食街七大文化体验区构成，谷中古木参天、藤蔓交织、气候温润、瓜果飘香，是黎族纺染织绣、打柴舞、树皮布制作技艺、船形屋营造技艺等 10 项非物质文化遗产的展示载体，同时以深度体验的形式，让游客充分感受挑山栏、舂米、拉乌龟、攀藤摘花等丰富多彩的“赛隆奥（黎家人）”趣味民俗生活。槟榔谷还是海南黎族苗族传统“三月三”及“七夕嬉水节”等重要活动举办地之一，文化魅力十足，是海南省最丰富、最权威、最灵动、最纯正的民族文化“活体”博物馆，是海南民族文化活化石。2015 年荣膺国家 AAAAA 级旅游景区称号，是国内首家民族文化 5A 级景区，成为世界了解海南民族文化的重要窗口。作为海南旅游品牌的标杆企业之一，槟榔谷还是“国家非物质文化遗产生产性保护基地”和“十大最佳电影拍摄取景基地”。

槟榔谷景区依托拥有两百多年历史的甘什黎村而建，甘什村共有 400 余人，是国家级贫困村，以前的经济收入主要是种植槟榔，但由于种植技术不佳，病虫害影响导致产量较低，人均收入微薄。



## | 主要做法

1. 变“输血式帮扶”为“造血式引领”，探索精准扶贫新模式

槟榔谷景区始终坚持“互惠互利、和谐发展”的理念，在抓好景区建设的同时，积极探索出“景区 + 农户”“农民 + 员工”共生共荣的经营模式与发展道路。在帮扶村民的过程中，景区积极变“输血式帮扶”为“造血式引领”，在劳动用工方面优先考虑和安置当地村民，并针对性地为甘什村村民量身定制“半天务农 + 半天务工”的弹性工作模式，让老百姓纷纷参与建设，村民变为景民，稳定了地方安宁的同时，使本地老百姓从出租到打工再到自主经营，尝到了甜头，愿意与企业一同发展，一同生存。槟榔谷和甘什村 20 年的携手致富路，形成了“景区 + 农户命运共同体”的精准扶贫新模式。

2. 多种方式助力脱贫，实现村企和谐发展

第一是从景区得到合作土地的股红与租金收入。按每亩 1500 元的标准支付给农户，并一次性给予青苗赔偿，标准高于政府青苗补偿标准 30% 至 50%，此外，土地上的椰子、槟榔、菠萝蜜等果实收益权仍归农户所有。

第二是景区务工收入。景区因地制宜地为村民量身打造了全天班和半天班两种不同的工作模式。这种灵活的用工模式不仅让农户实现了“就业不离家、失地不失业、收入有保障”的愿望，也保证了景区工作人员的稳定。

第三是铺面经营的营业收入。为了帮扶村民，景区累计出资 300 万元建设惠农街，统一建造 116 间小商铺，并无偿分配给与景区合作的村民自主经营，创造了近 200 多个就业岗位，有效地打造了景区与村民之间的“命运共同体”。

### 3. 加强基础设施建设，改善乡村卫生环境

槟榔谷先后出资 1500 万元用于村道路改造、安装路灯、打造深水井、安装自来水管网、改造排水沟、修建垃圾池村、清理运送垃圾、民居所改造和新建等乡村环境改造工程，村容村貌大为改观。2007 年，甘什上村被保亭县政府授予“甘什上文明生态村”称号。

### 4. 强化扶贫组织领导，成立农村工作领导小组

为了推进“景区+农户”的合作模式，景区专门设立了农村工作领导小组，下设农村工作办公室，负责沟通协调景区与周边农村的各种关系，办理农户与景区的业务往来和经济结算工作。农村工作领导小组在“造血”扶贫、村民关系协调等方面发挥了极其积极的作用。

## | 扶贫效果

2017 年景区经营收入 1.31 亿元，上缴国家税收 1310 万元，旅游总人数 168 万人次。通过近二十年来的发展摸索，带动近万人脱贫，更悟出“多包容、多做事”的发展原则，开辟出了一条农民脱贫致富的绿荫大道。

企业与甘什村形成发展命运共同体，有效提高土地利用率和附加值，大幅提高了甘什村的经济收入，使村民人均收入日益增长，村民年人均收入由 1998 年的不足 2000 元，增长到 2017 年的 11060 元。加上景区扩建进行土地合作的分红等收入，村民 2017 年人均收入达到 36000 元以上。

## | 扶贫经验

### 1. 构建景区与农户和谐的社区关系是乡村扶贫的基础

景区专注农业、农村、农民与企业的共生共荣。用多年发展经验探索出“景区+农户”“农民+员工”共生共荣的经营模式与发展道路。

### 2. 坚持民族文化遗产，打造景村一体化发展

秉承“保护为主，开发为辅”的发展理念，在美丽乡村旅游方向上发力，在甘什上、下村建立“乡村旅游路线”，构建“体验式”乡村旅游项目。结合周边黎苗族土特产及手工艺品以开办商铺，创建产销一体的产业链。更重要的是让甘什上下村的村民受益，以“旅游+”带动上、下村向着美好生活迈出坚定的步伐。

## | I. Overview

Hainan Betel Nut Valley Li & Miao Cultural Tourism Area was founded in 1998. It is located in Ganshiling Nature Reserve which is at the border area between Baoting County and Sanya city of Hainan Province, with a planned area of about 5,000 mu. It is named as Betel Nut Valley because on its both sides there are forest and mountainous, and in the middle it is a stretch of several kilometers of betel nut valley. It is about 18 km from Sanya city, 26 kilometers from the coast of Yalong Bay, located in the "Great Sanya Tourism Circle", and is the core node on the Hainan gold tourism route "Sanya-Betel Nut Valley-Yanoda".

The Betel Nut Valley focuses on Li & Miao culture at the core, comprising 7 big cultural experience areas, including intangible cultural heritage village, Ganshenli village, Guyin Miao people's homes, Li people's homes on field, "Betel Nut, Ancient Rhyme" large-scale live action performance, orchid cabin, and Li & Miao Flavor Food Court. The valley is featured with ancient towering trees, weaving vines, moist climate, and fragrant fruits, and is a display carrier for 10 intangible cultural heritages such as Li people's textile embroidery, firewood cutting dance, bark cloth production skills, boat-shaped house building technology and so on. At the same time, in the form of deep experience, it lets tourists fully feel the fun of Li people's folk life by abundant activities like picking up mountain bars, pounding rice, pulling turtles, climbing vines to pick up flowers, and other colorful activities. Betel Nut Valley is also one of the most important places for such important activities of Li & Miao people in Hainan as traditional "March third" and "Tanabata Festival". With rich cultural charm, it is a "living" museum of the richest, most authoritative, most smart, most pure national culture of Hainan Province, and "living fossil" of Hainan national culture. In 2015 it was awarded the title of National AAAAA-level tourism scenic spot which makes it the first national culture



AAAAA-level scenic spot in China. It has become the important window for the world to understand the national culture of Hainan. As one of the benchmarking enterprises of Hainan tourism brand, Betel Nut Valley is also the national intangible cultural heritage productive protection base and Top Ten best film shooting base.

Betel Valley Scenic Area is constructed relying on Ganshenli village, which has more than 200 years of history and more than 400 residents. It is a state-level poor village. The economic income was mainly from growing betel nuts before, but because of poor planting technology, pests and diseases caused low yield, and per capita income was very low.

## | II. Main Practices

1. The change from "blood transfusion help" into "hematopoietic leading" to explore the new model of precision poverty alleviation mode

The administration of Betel Nut Valley scenic area has always adhered to the concept of "mutual benefit and harmonious development". While doing well in the construction of scenic spot, they have actively and successfully explored the operation mode and development road of co-existence and common



prosperity, "scenic spot + farmer's houses", "farmers + employees". In the process of helping the villagers get away from poverty, the scenic area administration has positively changed "blood transfusion help" into "hematopoietic leading". On labor employment aspect, local villagers are given top priority and consideration for job placement, and for Ganshen villagers, the flexible work mode of "half day farming + half day working" is tailored, so that people can participate in the village construction. While farmers become scenic spot workers, the local peace is stabilized and local people offered renting and worked as employees and also did independent business operation, having tasted sweetness. They are willing to develop and survive together with the enterprise. The join-hands prosperity achieving road of Betel Nut Valley and Ganshen village over 20 years has formed a new precision poverty relief mode of "scenic area + farmers destiny community".

2. Various ways to help poverty alleviation and achieve harmonious development of village and enterprise

The first way is to get the share of land dividend and rental income from the scenic area administration. In accordance with the standard of 1,500 yuan per mu, payment is given to farmers, and one-off compensation is given to farmers for loss of crops at a standard higher than governmental compensation standard by 30% to 50%. In addition, the income right for the fruits on the land like coconuts, betel nuts, pineapples and other

fruits is still owned by farmers.

The second way is the income from labor work at the scenic area. The scenic spot administration adapted to the villagers situation and tailored two different employment modes of whole day work and half-day work. This flexible employment work mode not only allows farmers to achieve the will of being "employed but not leaving home, no land but no unemployment, and secured income", but also ensures the stability of the scenic area staff on the other hand.

The third way is the operating income from store business. In order to help the villagers, the scenic area administration has cumulatively offered 3 million yuan to build farmers' street on which 116 small shops are constructed in a unified way and are allocated to the villagers in cooperation with the scenic area administration for free and independent operation. It has created nearly 200 jobs, effectively creating a "destiny community" between the villagers and the scenic area administration.

3. Strengthening infrastructure construction and improving rural health environment

Betel Nut Valley has successively invested 15 million yuan in the rural environment renovation project, including village road reconstruction, installation of street lamps, building deep wells, installation of tap water pipe network, reconstruction of drains, construction of garbage pool, cleaning and transportation of garbage, residential living houses

reconstruction and new houses building, leading to great improvement on village appearance. In 2007, Ganshen Shang Village was awarded the title of "Ganshen Shang Civilized Ecological Village" by Baoting County government.

4. Strengthening the leadership of poverty alleviation organization and establishing rural work leading team

In order to carry out the "scenic area + farmers' house" cooperation mode, the scenic area administration has specially set up a rural work leading team, under which there is rural work office, responsible for the communication and coordination on the relations between the scenic area administration and surrounding villages, and also for the business transactions and economic settlement work between farmers and scenic areas administration. The leading team of rural work has played an extremely positive role in the "hematopoietic" poverty alleviation and coordination on the relations with villagers.

### III. Effectiveness of Poverty Alleviation

In 2017, the scenic area administration received the operating income of 131 million yuan, and submitted 13.1 million yuan to national tax bureau, while the total number of tourists hit 1.68 million person times. Through the development and exploring in the past 20 years, it has driven nearly 10,000 people out of poverty, and the development principle of "more inclusive, doing more work" was learned, and a green road of poverty removing is opened up.

The enterprise and Ganshen Village have formed a development destiny community, which has effectively enhanced land utilization rate and added value, greatly enhanced the economic development of Ganshen village, and caused villagers' per capita income to grow day by day. The villagers' per capita income increased from less than 2,000 yuan in 1998 to 11,060 yuan in 2017. Plus

the income from land cooperation dividends and other incomes from scenic spot expansion, the villagers per capita income reached more than 36,000 yuan in 2017.

### IV. Experience of Poverty Alleviation

1. Building a harmonious community relationship between scenic areas and farmers are the foundation of rural poverty alleviation

The scenic area administration focuses on the co-existence and co-prosperity between agriculture, countryside, farmers and enterprises. With years of development experience, they have explored the co-existence and co-prosperity business mode and development road of "scenic area + farmers' houses", "farmers + employees".

2. Adhering to national cultural heritage and building integrated development of scenic areas and villages

Adhering to the development concept of "protection as a main, development as a supplement", the scenic area administration has made much effort in the direction of beautiful village tourism, and in Ganshen Shang village and Ganshen Xia Village, established a "rural tourism route" to build "experiential" rural tourism project. In combination with the surrounding Li and Miao native products and handicrafts, shops are opened and they have created an integrated industrial chain of production and sales. More importantly, it is to let the villagers of Ganshen Shang and Ganshen Xia village benefit from it. "Tourism +" mode led the villages to take a firm step toward a better life.



# 鄂旅投减贫：开发一个景区，带活一方经济，致富一方百姓

## ECOTIC Poverty Alleviation: Developing a Scenic Area to Bring Local Economy and Enrich Local People

### 基本概况

湖北省文化旅游投资集团有限公司（简称“鄂旅投”）坚持以习近平新时代中国特色社会主义思想为指导，认真履行精准扶贫责任，积极探索构建“项目布局、品牌带动、文旅融合、精神扶贫”的“旅游+”造血扶贫新模式，有力推动贫困地区整体稳定脱贫、贫困户持续稳定增收。2014年，国务院扶贫开发领导小组授予鄂旅投“全国社会扶贫先进集体”称号。2014年12月5日和2015年8月18日，鄂旅投两次在全国旅游扶贫大会上作经验交流，时任国家旅游局局长李金早说：“鄂旅投发挥龙头企业、龙头景区引领作用，推进旅游扶贫做了有意义、很成功的探索。”2015年5月18日，时任中央政治局委员、国务院副总理，现任中央政治局常委、全国政协主席汪洋到恩施大峡谷视察，充分肯定鄂旅投“旅游+扶贫”的做法。

恩施地处武陵山片区是湖北有名的深度贫困地区，山高谷深，交通不便，信息闭塞。恩施大峡谷景区已开放七星寨和云龙地缝两大核心景区，天坑、地缝、绝壁、峰丛、岩柱群、溶洞、暗河等地质景观一应俱全。还是国



家AAAAA级旅游景区，入选长江三峡30个最佳旅游新景观之一。

恩施大峡谷核心区所辖5村1居，共有182个村民小组7456户30088人，其中，建档立卡贫困户2832户9133人。

### 主要做法

#### 1. 加强项目布局，打造绿色引擎

湖北省文化旅游投资集团有限公司对武陵山片区进行整体开发，总投资116.8亿元，统筹开发恩施大峡谷、唐崖土司城、坪坝营等旅游资源，建设景区绿色引擎，让深藏大山、交通闭塞的旅游资源“活”起来，让基础设施落后、功能不完善的旅游项目提质升级，景区品质进一步提升，带动了区域经济社会发展，实现了“建一个景区、富一方经济”。

#### 2. 实施产业引导，培育致富头雁

在恩施大峡谷景区开发过程中，鄂旅投对当地荒山荒坡进行土地流转，农民平均每户获得补偿收入达到20万元，催生了一批能人小老板。同时，投资近2000万元在景区出入口和景区的缓冲区建设202个商铺，采取低廉的租金，引导当地近400人创业，年均收入超过4.5万元，最高超过20万元。恩施大峡谷旅游扶贫效应在区域内不断凸显。

#### 3. 推进文旅融合，推动红利共享

坚持文化与旅游深度融合，大力培育草根导游、群众演员，实现“搭建一个平台、成就一方百姓”，让村民尽享旅游扶贫的天然红利。回到家门口创业、就业，成为大峡谷村民的一种“潮流”。大峡谷域内村民每天都会关注演出微信群，在群里报名参加群演。每场需要104名群众演员，往往群里报名人数达到300人以上。

#### 4. 强化精神扶贫，倡导观念创新

一方面，将扶贫与扶志相结合，在帮扶驻点村——咸丰县黄家村通组公路建设时，鄂旅投采取以奖代补的办法，群众投工投劳铺路基，公司筹资300万元筑路面，有效调动贫困群众积极性、主动性、创造性；另一方面，注重扶贫与扶智相统筹，举办“产业技能培训班”2期，把专家请进课堂，把教室搬到一线，把技能送到农户。

### 扶贫效果

随着景区开发，旅游成为了恩施扶贫的金翅膀，扶贫则是恩施旅游的主战场。2017年全州接待游客5132.89万人次，实现旅游综合收入367.46







亿元，同比分别增长 17.6%、22.3%，旅游业成为州内正在打造的四大产业集群的第一集群，旅游业增加值占 GDP 的 15% 以上，旅游扶贫直接带动 10 万人从业，间接带动相关行业 40 万余人吃上了旅游饭。

在恩施大峡谷景区，已有农家乐 300 余家，带动 1067 户 1820 人增收。还支持 642 家个体工商户围绕旅游拓宽市场，提供就业岗位 2000 余个，直接带动 260 户 780 人脱贫。2017 年恩施大峡谷景区接待游客突破 200 万人次，累计脱贫 1067 户 3841 人，预计到 2019 年将整体脱贫。

## I. 扶贫经验

### 1. 通过品牌效应，推动多维度精准扶贫

通过恩施大峡谷 5A 旅游景区开发及其品牌效应，带动景区居民发展农家乐、农家宾馆、民宿、餐饮店等，还支持个体工商户围绕旅游拓宽市场，带动一批能人参与到景区发展中，从多个维度全面推动精准扶贫。

### 2. “互联网+”等技术推动旅游扶贫

充分利用抖音、火山小视频、微信等网络平台对景区进行旅游宣传，还利用微信关注演出微信群，在群里报名参加群演。不仅在经济上给予帮扶，同时在精神上给予帮扶，还通过开展产业培训班，帮助乡村民居丰富知识、学习技术、开拓视野、提高素质、做到“授人以鱼不如授人以渔”，不至于使其返贫。

### 3. 资源整合、设施配套，实施旅游扶贫模式输出

除恩施大峡谷所在的武陵山片区以外，鄂旅投还按照恩施大峡谷模式，先后在湖北秦巴山、大别山和幕阜山等贫困地区投资近 200 亿元，建成了 14 个特色旅游产业项目和一批基础设施，利用有利条件整合旅游资源，推动特色产业发展，形成“村村寨寨是景区，家家户户是宾馆，人人个个做旅游”的良好局面，拉动社会投资逾 2000 亿元，让产业扶贫、乡村振兴之路越走越宽。

## I. Overview

Hubei Culture Tourism Investment Group Co., Ltd. (ECOTIC in short) takes President Xi Jinping's New Era Socialism Thought with Chinese Characteristics as a guide, earnestly fulfills the responsibility of precision poverty alleviation, and actively explores the construction of the new "tourism + poverty alleviation mode, in other words, "project layout, brand-driving, culture and tourism integration, and spiritual poverty alleviation". It has vigorously promoted comprehensive stable poverty eradication in poor areas, and sustainable and stable income growth for poor households. In 2014, the State Council of China Poverty Alleviation Development Leadership Team awarded the company ECOTIC with the "National Social Poverty Alleviation Advanced Collective" title. On December 5, 2014 and August 18, 2015, ECOTIC took part in experience exchanges twice at the National Tourism Poverty Alleviation Conference. Mr. Li Jinzao, former Director of China National Tourism Administration, said: "ECOTIC played the leading role as both a leading enterprise and a leading scenic area and has made meaningful and very successful explorations in the field of promoting poverty alleviation via tourism." On May 18, 2015, former Politburo Member and vice-premier of China, current Standing Committee member of the Politburo, and CPPCC chairman Wang Yang conducted an inspection around Enshi Grand Canyon, and fully affirmed ECOTIC's "tourism + poverty alleviation" approach.

Enshi is located in Wuling Mountain area and is a famous deeply impoverished area in Hubei with high mountains and deep valleys, inconvenient transportation, and poor access to information. Enshi Grand Canyon Scenic area has opened two core scenic spots, Seven Star Village and Yunlong Ground Cracks, where geological landscapes like naturally formed pits, cracks in the ground, cliffs, peak clusters, rock pillar clusters, Karst Caves, and hidden rivers are all there to

be explored. It is also one of the national AAAAA level tourist attractions and made the list of 30 best new tourism landscapes in the Three Gorges of the Yangtze River.

Under Enshi Grand Canyon Core Area Jurisdiction, there are 5 villages with 1 bureau in charge of them, a total of 182 communities with their own residence committees, 7,456 households and 30,088 people; of which 2,832 households including 9,133 people are recorded as being below the poverty line.

## II. Main Practices

1. Strengthening project layout and creating a green engine

Hubei Province Cultural Tourism Investment Group Co., Ltd. has implemented in-depth development into the Wulingshan area with a total investment of 11.68 billion yuan, and has a comprehensive plan as a whole for the development of Enshi Grand Canyon, Tangya Chieftain City, and Pingbaying tourism resources. Additionally, the group has built a 'green engine' for the scenic area, unleashing the tourism resources that had previously been locked away and hidden in the big mountains, with upgrades to the extant poor infrastructure and incomplete support service structures, leading to further improvement to the scenic area's quality. It has driven regional economic and social development and has realized its goal of "constructing a scenic area, enriching the local economy".

2. Implementing industry guidance, cultivating leaders in acquiring wealth

During the process of developing the Enshi Grand Canyon Scenic Area, ECOTIC conducted local barren mountain and wasteland transfer to provide local farmers compensation. On average each household obtained a compensation income of 200,000 yuan, and has helped generate a capable lower-level management



group. At the same time, it has poured investment of nearly 20 million yuan into the entrance and buffer zones of the scenic area to build 202 shops. With low-cost rental, it has led nearly 400 local people to become entrepreneurs, producing an average annual income of more than 45,000 yuan, with the highest annual income exceeding 200,000 yuan. The poverty alleviation results in Enshi Great Canyon are a highlight in the region.

3. Promoting the integration of culture and tourism, advancing dividend sharing

ECOTIC adheres to the deep integration of culture and tourism, vigorously cultivates grassroots tour guides and local actors to achieve "setting up a platform to help local people", so that villagers can enjoy the natural dividends of poverty alleviation through tourism. Going back to their home town to be entrepreneurs or to be stably employed has become a "trend" among Grand Canyon villagers. In the Grand Canyon, the villagers pay attention to the WeChat performance group every day and sign up for roles in the group performances. Each play needs 104 local actors, but often the enrollment number in the group reaches more than 300.

4. Strengthening spiritual poverty alleviation and advocating concept innovation

Poverty alleviation is combined with expert support. When helping the nearby supporting village, Xianfeng County's Huangjia Village, in the construction of a

road to their village, ECOTIC also adopted the method of offering financial compensation. The local people offered labor and time to construct the roadbed, and the company raised 3 million yuan to lay the road, effectively mobilizing the poor people's enthusiasm, initiative, and creativity. Additionally, poverty alleviation and helping with expertise availability are combined into a single whole. The company organized two "Industrial skills training classes", inviting experts into the classroom, moving the classroom to the frontlines, and transferring skills to farmers.

### III. Effectiveness of Poverty Alleviation

Along with the development of scenic spots, tourism has become the main driver for poverty alleviation in Enshi, and poverty alleviation is the main goal of Enshi tourism. In 2017, the entire autonomous prefecture received 51.3289 million visitors and achieved an overall tourism income of 36.746 billion yuan, a year-on-year growth of 17.6% and 22.3%, respectively. The tourism industry has become the first of four major industrial clusters to reach completion. Tourism's increased value accounted for more than 15% of the area's GDP. Tourism-based poverty alleviation directly led 100,000 people to take part in the industry and indirectly led more than 400,000 people working in related industries to see increased revenue due to tourism.

In Enshi Grand Canyon Scenic Area, there are more than 300 farmer's houses offering agritainment, driving 1067 households with a total of 1,820 people to gain income from the industry. The area also supports 642 individual businesses in broadening the market around tourism, providing more than 2,000 jobs, directly leading 260 households with a total of 780 people to rise out of poverty. In 2017, Enshi Grand Canyon Scenic area received more than 2 million visitors, recording a cumulative poverty relief of 1,067 households and

3,841 people. It is expected to reach overall poverty eradication by 2019.

### IV. Experience of Poverty Alleviation

1. Promoting multi-dimensional precision poverty alleviation through brand effect

Through Enshi Grand Canyon AAAAA Scenic spot development and its brand effect, the residents in the scenic area have been guided to develop agritainment, farm house hotels, shared accommodation spaces, restaurants and so on. The area also supports self-employed businesspeople to broaden markets around tourism and has led a group of capable people to participate in the development of the scenic area, forming a comprehensive precision poverty relief model that covers a number of dimensions.

2. "Internet +" and other technologies promoting poverty alleviation through tourism

Internet platforms as Tik Tok, Huoshan Mini-videos, and Wechat have been fully leveraged for tourism publicity, and Wechat's public account-following function is used to follow announcements and opportunities in the performance group, so that local people can enroll in local performances using the group.

The company not only offers economic support, but also spiritual assistance through the implementation of industrial training classes to help rural people to enrich their knowledge, learn new technologies, broaden their horizons, and undertake self-improvement. By this method - teaching people to fish rather than to giving people fish - it will not prevent them from sliding back into poverty in future.

3. Resource integration with matching facilities, and transmitting the tourism poverty alleviation model to other regions

In addition to Wulingshan area of Enshi Grand Canyon, ECOTIC has invested nearly 20 billion yuan in other poor areas using the Enshi Grand Canyon model, such as Hubei Qinba Mountain, Dabie Mountain and Mufu Mountain, and built 14 special tourism projects and a batch of infrastructure facilities. Additionally, the company has integrated tourism resources with favorable conditions to promote the development of featured industries, and formed a good environment where "Every village is a scenic area; every household is a hotel; everyone takes part in tourism". It has drawn a social investment of more than 200 billion yuan, leading to a broader road for poverty alleviation by industry and rural revitalization.

# 江苏宜兴白塔村： 乡贤白塔，乡村振兴的践行者

## Baita Village in Yixing City, Jiangsu Province: Virtuous Baita Becomes an Practicer of Rural Vitalization

### 基本概况

江苏宜兴白塔村位于宜兴市西渚镇西部，与天目湖交界，地处丘陵山区，依山傍水，濒临云湖景区，省道张戴公路穿村而过，交通便利。全村区域面积7.6平方公里，村民3020人，是宜兴市的一个偏僻村庄。由于地理位置偏僻、工业经济起步较晚等多种原因，在较长的时间内，它一直是宜兴市有名的经济薄弱村。

白塔村的文化资源得天独厚，既是星云大师祖庭白塔寺院原址所在地，也是我国著名剧作家于伶先生的家乡，原生态良好，具有发展生态旅游的条件。还建造有白塔文旅园、含有“小猪跳水”运动会的亚洲最大猪博物馆、甲有度假村和高端民居民宿休闲区牵稼园，建立了特色瓜果、樱花（观赏）、南天竹、优质茶叶等休闲农业示范基地。



### 主要做法

#### 1. 产业旺，发展休闲农业

白塔村坚持“一村一品”，先后建立南天竹、茭白、樱花、苗木、无公害大米、特色瓜果、优质茶叶和猪博园八大农业示范基地，引导农民发展优质高效的绿色农产品，农业适度规模经营已超过85%，基本形成了以观光农业为主体的生态种植和生态养殖产业。在此基础上，白塔村组建休闲农业专业合作社，推进农业产业化，打造“白塔味道”农产品品牌，并通过素博会、“白塔乡村旅游季”等活动扩大知名度。2015年，白塔村被无锡市人社局评为“农民创业孵化示范基地”。

#### 2. 乡村美，延伸乡村旅游

白塔村抓住云湖风景区开发契机，积极发展乡村旅游。首先，保留了原汁原味的江南乡村风情，其次先后建成兴望农牧文化园、甲有农林生态园、芸芯山庄、高端民居民宿牵稼园和白塔文旅园五大生态农业观光园区，建成江苏省四星级大型农家乐2家。建成“亚洲第一、中国最大”的“猪文化馆”；创新开发白塔旅游APP，实现游前、游中、游后服务。

#### 3. 文化强，打造禅德品牌

白塔村文化底蕴深厚，既是星云大师祖庭白塔寺院原址所在地，也是我国著名剧作家、电影家于伶的家乡。为提升文化底蕴，做活文化产业，讲好白塔故事，白塔村先后修复薛家桥、白塔寺旧址、南宋古窑群遗址，重现古景“白塔钟声”“薛桥寻梅”“古陶文化”等。为打造白塔禅德文化品牌，白塔村打造了于伶纪念馆、古窑展示厅、民俗陶瓷馆、生活行旅馆、宜人书院、白塔春天、拓展基地等组成的白塔文化公园，白塔文化公园二期项目星云大师白塔国民小学旧址、儿时记忆园、南宋古窑址陈列馆等顺利开工建设。此外，开展的“百年电影百年情”活动让村民们铭记了峥嵘历史；《中国作家》杂志社宜兴创作基地也于2015年落户白塔村。

#### 4. 生态美，打造秀美村庄

白塔村充分尊重农村的传统和习惯，保持生态环境和自然风貌的原生性，展现田园风光。以张戴公路沿线为区域板块，以薛家桥自然村庄为重点，打造100户样板区。村内所有主干道全部硬化到位，清理河道和池塘，房屋外墙立面出新，村庄主要道路、公共绿化、农户房前屋后绿化和河道绿化全方位实施。严格执行卫生长效管理制度，农村卫生状况大大改观。通过村庄环境整治，改善了村容村貌，充分展现了水清、树绿、景美的农村自然风貌。



## 扶贫效果

白塔村在发展中点亮“生态农业、优美环境、文化底蕴”这三盏“明灯”，甩掉了“穷村脏乱差”的“帽子”，村庄美景越“画”越美，为全村老百姓搭建了一个7.6平方公里的乡村旅游致富平台，让群众都参与进来，共同致富。3年村级经济实现了翻番，农民人均收入达到3.8万元，年均增长25%，村民幸福指数与日俱增。2017年，接待游客80万人次，以白塔村为“领头雁”的头雁效应逐渐凸显，宜兴乡村发展越来越多的红色细胞逐渐被激活。为此，白塔村先后获得“全国文明村”“中国美丽休闲乡村”“全国生态文化村”“中国特色村”“中国慢生活休闲体验村”“全国乡村旅游模范单位”“全国休闲农业与乡村旅游示范点”“《中国作家》创作基地”“中国旅游3.15示范基地”“中国最美村镇”“江苏最美乡村”“江苏省四星级旅游示范区”“江苏最具魅力休闲乡村”“江苏省社会主义新农村建设先进村”“江苏省生态村”“江苏省文明村”“无锡市十大美丽乡村”及“陶都美丽乡村”等荣誉称号。

## 扶贫经验

### 1. 多方参与，形成旅游扶贫发展合力

白塔村的发展，离不开各级政府的关心和支持，离不开典型人物的引领和带头，更离不开党的政策引导和时代机遇。白塔村积极践行强村富民发展方针，统筹联动、全域推进，努力打造“生态优、村庄美、产业特、农民富、集体强、乡风好”的特色田园乡村。

### 1. 合理规划，培育乡村旅游发展大格局

合理规划游客接待区、文化展示区、水上娱乐区、草坪游乐区、烧烤区、住宿餐饮区、儿童乐园、景观花卉区等板块，建设星云大师白塔国民小学旧址、儿时记忆园、南宋古窑址陈列馆、加拿大小吃一条街等配套项目。开辟旅游新线路，推进横塘观光登山道建设，形成旅游环线，沿线布点农家乐、果园采摘等项目，延伸拓展乡村旅游产业链；重点规划开发以露营、民宿、乡村休闲游为主的乡村旅游业，要学习借鉴周边先进村旅游发展的经验，结合白塔村实际，大力引进、培育和发展好新型服务业态。

## I. Overview

Situated in the western part of Xizhu Township, Yixing City, Jiangsu Province, and bordering on Tianmu Lake, Baita Village lies in a hilly region at the foot of a mountain and beside a stream. In fact, Baita Village is close to Yunhu Scenic Spot and passed by the provincial Zhangdai Highway - a road funded and operated at the provincial level, giving the village easy transportation access. The village is 7.6 square kilometers in area, has a population of 3,020, and is deemed a remote village of Yixing City. Due to its remote location and its failure to make a good start in developing its economy, among other reasons, the village has long been widely regarded in Yixing City as a village with a rather weak economy.

The village enjoys rich and unique cultural resources, for it is not only the original site of Great Master Xingyun's Zuting Baita Temple but also the hometown of Yu Ling, the famous Chinese playwright. The village boasts an excellent ecological environment and this gives it favorable conditions for developing ecotourism. Baita Village is also home to such places of cultural and ecological interest as Baita Wenlv Park; Asia's largest museum of swine, which holds the "Little Swine Diving" Sports Meet; Jiayou Vacation Village; and the "Qianjia Park," an area of high-end private residences and facilities for leisure activities. The village has also built a model base for leisure agricultural activities like growing

unique fruits, Japanese cheery trees (for sightseeing purposes), nandina, and high-quality tea trees.

## II. Main Measures

### 1. Stimulating industry, developing leisure agriculture

Baita Village has stuck to the principle of "one product per village," and has set up a total of 8 major model agricultural bases in succession, which are used for growing nandina, wild rice stem, Japanese cherry, nursery stock, pollutant-free rice, unique fruits, and premium tea, as well as developing the village's pig-farming capabilities. The village encourages its people to produce quality green agricultural products efficiently, and so agricultural operations have grown to account for 85% of all its agricultural operations, and an ecologically-friendly crop and livestock cultivation industry has taken shape that is dominated by sightseeing-oriented agriculture. On top of all this, Baita Village has also established cooperatives specializing in leisure agriculture with a view to industrializing its agricultural operations and building up the reputation of its agricultural products as goods with a "Baita flavor." Moreover, the village also seeks greater recognition as a popular tourist destination through its Vegetarian Food Exposition and the "Baita Rural Tourism Season." In 2015, Baita Village was rated as a Model Base for Peasant Entrepreneurship by Wuxi City's Human



Resources and Social Security Bureau.

## 2. Beautifying rural landscapes, extending rural tourism

Baita Village, seizing the opportunity offered by the development of Yunhu Scenic Spot, has actively developed its rural tourism industry. First, the village still retains its original flavor of a beautiful village south of the Yangtze River. Second, it has built 5 parks for hands-on appreciation of ecologically-friendly agriculture by visiting tourists, namely Xingwang Agricultural and Herder Culture Park; Jiayou Agricultural and Forestal Ecological Park; Yunxin Mountain Villa; Qianjia Park, an area of high-end private residences; and Baita Wenlv Park. It has also built two of Jiangsu Province's large-scale four-star peasant family restaurants. The village has built a museum of swineherd-related culture, hailed as "the first of its kind in Asia and the largest of its kind in China"; and it has also developed a mobile app designed to promote its tourism offerings online, with a view to providing services for tourists before they arrive in the village, to make their experience more fun while they are staying there, and to make sure all their needs are attended to after they leave.

## 3. Focusing on cultural assets, emphasizing its great cultural significance

The village enjoys rich and unique cultural resources, for it is not only the former site of Great Master Xingyun's Zuting Baita Temple but also the hometown of Yu Ling, the famous Chinese playwright and a prominent figure in China's early film industry. To put its rich cultural resources to good use and help its cultural industry be a resounding success, Baita Village has successively renovated many ancient relics, including Xuejia Bridge, the former site of Baita Temple, and the ruins of a group of ancient kilns from the Southern Song Dynasty, as well as reproducing such ancient attractions as "Peal of Baita Bells," "Looking for Plum Flowers at Xuejia Bridge," and "Ancient Pottery Culture." To build Baita Chande culture as a brand, Baita Village has built a

park called Baita Culture Park that is composed of Yuling Memorial Hall, the Ancient Kiln Exhibition Hall, the Folk Custom Ceramics Museum, Shenghuoxing Hotel, Yiren Academy, Baita Spring, and the Enlightenment Base; the construction of the culture park has successfully entered the second phase, involving the construction of the former site of Great Master Xingyun's Primary School in Baita Village, the Childhood Memories Park, and the Exhibition Hall for the Group of Ancient Kilns from the Southern Song Dynasty, among other attractions. Moreover, an event called "Experience the Past 100 Years of History by Watching Films Produced in the Period" was staged with the aim of making the villagers remember the village's extraordinary history; the creativity base of Chinese Writers magazine in Yixing City also moved to Baita Village in 2015.

## 4. Boosting its ecological beauty, building it into a beautiful village

Baita Village has great respect for its traditions and customs, and ensures that its ecological environment and its natural landscape are preserved with a view to presenting a pastoral landscape to tourists. It has built a total of 100 model homes around Zhangdai Highway, with special emphasis on the natural village near Xuejia Bridge. All main roads inside the village are paved, all river courses and ponds are dredged, the external walls of all houses are painted, and all main roads, spaces in front of and behind of every local house, and all river courses are planted with trees. A long-standing sanitation management system has been more strictly implemented and the sanitary situation in the village has greatly improved. As a result of harnessing the village environment and improving its looks, the village has taken on a brilliant appearance characterized by clear waters, green trees, and beautiful scenery as far as the eye can see.

## III. Poverty Alleviation Achievements

In developing itself, Baita Village has attached

importance to "ecologically-friendly agriculture, beautiful environment, rich cultural resources," and rid itself of its reputation as a poor, dirty, and disorderly village. As a result, the beautiful scenery of the village is becoming more beautiful, and has built all the villagers a platform on which they can increase their wealth through rural tourism and which allows every one of them to participate and earn money. Over the past 3 years, the village's economy has doubled, thereby increasing the average villager's annual income to 38,000 yuan at a year-on-year growth rate of 25%. As a result, the villagers are feeling happier with each passing day. In 2017, the village received a total of 800,000 visitors as tourists, and Baita Village has played an increasingly important role as a leader in lifting all the villages in the region out of poverty. In fact, more and more of Yixing City's poverty-stricken rural areas have seen economic resurgences. As a result, Baita Village has won a series of honorary titles, including "Civilized Village of China," "Beautiful Leisure Village of China," "Ecologically-friendly, Culture-rich Village of China," "Slow-lifestyle, Leisure Village of China," "Rural Tourism Model Unit of China," "Leisure Agriculture and Rural Tourism Model Site of China," "Creativity Base of *Chinese Writers Magazine*," "China Tourism 3.15 Model Base," "Most Beautiful Village or Town of China," "Most Beautiful Village of Jiangsu Province," "Four-star Tourism Model Zone of Jiangsu Province," "Most Charming Leisure Village of Jiangsu Province," "Advanced Village in Building Socialist New Countryside in Jiangsu Province," "Ecologically-Friendly Village of Jiangsu Province," "Civilized Village of Jiangsu Province," "one of Wuxi City's 10 Most Beautiful Villages," and "Beautiful Village of the Ceramics Capital."

## IV. Poverty Alleviation Experience

1. Inviting all parties to participate and making a concerted effort to alleviate poverty through tourism

Not only does Baita Village's development rely on the attention and support of government bodies at various levels, but it depends completely on prominent local figures taking the lead in the broad effort to develop tourism, and on the Chinese Communist Party's guidance and the opportunities offered by the times. Baita Village actively adopted an approach to development that is aimed at strengthening the village and enriching its villagers, planned the development as a whole, and sought universal development across the village, aiming to build itself into a pastoral village that excels when it comes to ecology, industry, the wealth of the average villager and the village, and ethics.

## 2. Planning properly in order to create a favorable situation for rural tourism development

The village's success owes much to properly planning various tourism facilities, including the tourist reception areas, culture exhibition areas, water recreation areas, lawn recreation areas, barbecue areas, catering and accommodation areas, children recreation areas, sightseeing flower areas, and others; build a series of matching facilities, including the former site of Great Master Xingyun's Primary School, the Childhood Memories Park, the Exhibition Hall for the Group of Ancient Kilns from the Southern Song Dynasty, and the Street of Canadian Snacks. This is in addition to and in concert with developing new tourist routes and building sightseeing and climbing paths at Hengtang, with the aim of creating a tourist loop; distributing local family restaurants and fruit-picking sites along the tourist routes to extend the industry chain of rural tourism; attaching importance to planning and developing a form of rural tourism revolving around camping, accommodation at private residences, and leisure tours in rural areas; and drawing on the experiences of other villages nearby in developing rural tourism with a view to taking into account Baita Village's actual situation and developing its rural tourism vigorously.

## 宁夏西吉县龙王坝村： 穷山村实现了华丽变身

Longwangba Village, Xiji County, Ningxia: Big Change for A Poor Mountain Village

### | 基本概况

龙王坝村坐落于宁夏南部山区著名的红色旅游胜地——六盘山脚下，位于火石寨国家地质公园和党家岔震湖两大景点之间，背靠兰州遥望红色将台堡，距离县城 10 公里，火石寨景区 19 公里，北接 309 国道，南连西三公路，交通便利。

村里小梯田众多，梯田里种植着各种小秋杂粮，梯田边种植着杏、桃等，农林间作、自给自足、相得益彰。目前，龙王坝村形成了传统三合院、多种风格特色民居并存的美丽乡村风貌，建设有塞上龙脊高山梯田、滑雪场、窑洞宾馆、民宿一条街等多种旅游项目。

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### | 主要做法

1. 打出休闲采摘牌，创新推行“农户土地 + 政府补助 + 合作社兜底”的农村 PPP 扶贫帮扶模式

创新推行“农户土地 + 政府补助 + 合作社兜底”的农村 PPP 扶贫帮扶模式，农户投入 2.8 万元（户均 1 亩地作价 3000 元入股、政府补贴合作社建温棚的 2.5 万元也作为农户的股份），合作社投入 6.2 万元建设 1 亩日光温棚，种植草莓、油桃、西瓜、西红柿、黄瓜等果蔬，发展休闲采摘观光农业。每座大棚按 2500 元 / 年标准出租，采取“保底 + 分红”方式，农户每亩每年保底收入 800 多元。

2. 发展大地景观农业，提高土地产出效益

利用林下空闲地和陡坡地，户均推广种植 2 亩油用牡丹套种万寿菊、板蓝根等中药材，油用牡丹产 200 公斤 / 亩牡丹籽，按照市场最低价计算 40 元 / 公斤，年创收可达 1.6 万元。这样既形成了大地农业景观，又提高龙王坝村土地产出效益。

3. 发展休闲民宿，推进“乡村休闲观光旅游 + 餐饮 + 住宿”经营模式

采取“政府危房改造补贴 + 农户筹资 + 合作社争取项目补助”的方式改造 3 间客房，大力发展休闲民宿，提升接待能力和水平，推进“乡村休闲观光旅游 + 餐饮 + 住宿”一条龙经营模式。并且合作社帮助农户向西吉县银行贷款 4 万元用于发展民宿旅游业。

4. 培训致富手艺技能，提升贫困群众自我发展能力

建设龙王坝农村实用人才扶贫培训基地，围绕当地产业发展，开展以劳动技能为主要内容的培训。2016 年共举办农业种养殖、餐饮、回乡刺绣、



民宿等专业技能培训班 6 期，培训人数达 400 人（次），户均掌握了一门增收技术，进一步提升了贫困群众自我发展能力。

## 扶贫效果

龙王坝村在 2014 年—2017 年分别确定为“中国最美休闲乡村”“全国生态文化村”“中国最美乡村游模范村”“全国科普惠农先进单位”“中国乡村旅游创客示范基地”“中国第四批宜居乡村”自治区十大特色产业示范村。同时也是央视农民春晚和央视乡村大世界的拍摄基地，截止目前已完成投资 9000 万元，建成百亩梯田高山观光温室果蔬园、千亩油用牡丹基地，农家餐饮中心、文化小广场、民宿一条街、滑雪场、窑洞宾馆、山毛桃生态观光园、扶贫车间等，贫困群众生活得到了明显改善。2017 年接待游客达 16 万人（次），收入达 1600 万元（其中电商销售农产品 480 万元），为 208 建档立卡贫困户解决就业，全村人均纯收入达从 2015 年脱贫销号前的 2850 元变成了 10500 元，带动全村农民走出了建 1 栋休闲采摘日光温棚、种植 2 亩油用牡丹、改造 3 间客房、贷款 4 万元的“1234”脱贫致富路。

## 扶贫经验

### 1. 推进旅游扶贫离不开资源转化利用

龙王坝村依托当地山、水、绿等得天独厚的自然资源，建成千亩林下油牡丹、万寿菊基地，农家餐饮中心、文化小广场、窑洞宾馆、滑雪场、儿童

游乐场、山毛桃生态观光园等，打造休闲生态农场，推进本地农产品直销，延伸了产业链，提升了价值链，培育了新的农民增收点。

### 2. 推进旅游扶贫离不开基层组织干部和能人带动

龙王坝村充分发挥村干部、党员和致富能手的示范带动作用，带领贫困户共同致富奔小康。

### 3. 旅游扶贫助推乡村振兴离不开机制创新

龙王坝村实施多元化经营，扩大生产规模，改变了过去农户单打独斗、一家一户各自经营的局面，开始走“基地 + 农户 + 合作社 + 市场”的经济发展模式，极大地提高了农户抵御风险和抢占市场的能力。

### 4. 发展旅游扶贫助推乡村振兴离不开“互联网 +”。

一是利用互联网创办最美龙王坝微信公众号，每天对村子里的大小事情通过微信平台进行发布。二是“微信红包”“村民专业群”搭建交流互动新平台。三是借助互联网服务创新，提升产品附加值。

### 5. 推进乡村旅游与休闲农业发展离不开丰富配套、延伸消费

龙王坝还建设了骑马、射箭、酒吧、咖啡馆、滑雪场等多种娱乐项目，还有专门针对儿童的小型游乐场和乡村科技馆以及针对年轻人的马场和乡村酒吧，延长了游客停留时间。

### 6. 推进乡村旅游与休闲农业发展离不开搭建平台、共享经济

龙王坝除了鼓励村民参与农家乐经营外，合作社鼓励和吸引大学生、返乡青年、复转军人、转型小老板、高校农业专家、文化企业等到龙王坝创业，新开了创客咖啡馆、乡村酒吧、梯田精品民宿、大学生创意密室逃脱、7D 影院等。同时和西吉县科协合作打造的乡村科技馆成为了政府与村子共享资源的新模式，最近龙王坝正在加紧推出龙王坝新村民计划让更多的城里人来龙王坝下乡安家共同推动乡村振兴。

## I. Overview

Longwangba Village is located at the foot of Liupan Mountain, a famous historical tourist resort in the southern mountainous area of Ningxia, between Huoshizhai National Geopark and the Dangjiacha Earthquake Lake, opposite Lanzhou and facing the Red Jiangtai Fortress. It is 10 kilometers away from the county seat and 19 kilometers away from the Huoshizhai scenic spot, connecting the 309 National Highway in the north and the Xisan Road in the south. Thus, transportation to and from the area is very convenient.

There are many small terraces in the village, in which a variety of autumn grains are planted. By the terraced fields, there are apricot trees and peach trees. The agroforestry provides sufficient products, with the crops and trees complementing each other nicely. At present, Longwangba Village has a beautiful rural appearance in which the traditional three-house yard and residential houses of various styles coexist. The village has built a variety of tourism projects, such as Longji High Mountain Terraces, ski resorts, cave-house hotels, Guesthouse Street and so on.



Longwangba Village is one of 238 poor villages in Xiji County, with 8 communities, 404 households, including 208 registered households, and 1,764 villagers.

## II. Main Practices

1. Introducing the leisure picking industry, and creatively launch the rural PPP poverty alleviation mode of "Farmer's Land + Government Subsidy + Cooperative Support"

The Village has creatively launched the rural PPP poverty alleviation mode of "Farmer's Land + Government Subsidy + Cooperative Support". With 28,000 yuan from the farm household (1 mu of farmland, or around 666.67 square meters, can be invested into shares at 3,000 yuan for each household, and the 25,000 yuan subsidy from the government to build the greenhouse can also be regarded as part of a farm household's shares), and 62,000 from the cooperative, a greenhouse 1 mu in size was built to plant strawberries, nectarines, watermelons, tomatoes, cucumbers and other fruits and vegetables, to develop the leisure picking tourism industry. Every greenhouse is rented for 2500 yuan per year, and the farm household

is guaranteed to get a minimum revenue of over 800 yuan for each mu every year according to the "minimum guarantee + bonus" revenue distribution mode.

2. Developing landscape agriculture and increasing the benefit of land output

Using the vacant land under the forest and steep slopes, each farm household is encouraged to plant 2 mu of oilseed peony inter-planted with Chinese medicinal materials such as marigold and isatis root. The oilseed peony can produce 200 kg/mu of peony seeds. According to the lowest market prices, i.e. 40 yuan / kg, annual incomes can reach 16,000 yuan. This practice not only helps shape the agricultural landscape, but also improves the land output efficiency of Longwangba village.

3. Developing the leisure guesthouse and promoting business model of "Rural Leisure Tourism + Catering + Accommodation"

Three guesthouses were renovated by means of the "government subsidy for dangerous house renovation + financing by farm households + project subsidies got by the cooperative" approach, so as to develop leisure guesthouses and enhance the reception capacity and level, promoting the one-stop business model of "Rural Leisure Tourism + Catering + Accommodation". In addition, the cooperative helps the farmers to access loans of 40,000 yuan from the Xiji County Bank for the development of the guesthouse tourism.

4. Training the skills that help poor villagers increase their earnings and develop themselves further

Longwangba Rural Practical Talents Poverty Alleviation Training Base has been built around the local industrial development, to carry out trainings featuring practical labor skills. In 2016, six training courses were held on specialized skills such as farming and breeding, catering, Hui ethnic embroidery, and guesthouse



operation, with a total of 400 sign-ups taught and trained, each household mastering a skill for increasing income, thus further enhancing the local poor's ability to develop themselves.

## III. Poverty Alleviation Achievements

In 2014-2017, Longwangba Village has named and awarded the Most Beautiful Leisure Village in China, the National Eco-cultural Village, the Most Beautiful Rural Tourism Demonstration Village in China, the National Advanced Unit of Benefiting Agriculture through Science Popularization, the Rural Tourism Maker Demonstration Base in China and 4th on a list of the Top 10 Distinctive Industry Demonstration Villages or Autonomous Regions in China. At the same time, it has also acted as the shooting base for CCTV's Spring Festival Gala for Farmers and CCTV's Big Rural World. So far, 90 million yuan has been invested to build 100 mu of terraced fields, high mountain sightseeing greenhouses, fruit and vegetable gardens, and 1,000 mu of oil seed peony bases. A Farm Household Dining Center, small cultural square, Guesthouse Street, ski resorts, cave-house hotels, mountain peach ecological sightseeing gardens, poverty alleviation workshops, and so on, have also been established. Thus, the lives of the local poor have been significantly improved. In 2017, tourism to the area reached 160,000 visitors, and the income reached





a total of 16 million yuan (including 4.8 million yuan of agricultural products sold via e-commerce), providing employment for 208 registered poor households. The per capita net income of the whole village was 10,500 yuan, up from 2,850 yuan before poverty alleviation efforts began in 2015. The villagers have been led to walk on a poverty alleviation path of "1234", i.e. building 1 leisure picking greenhouse, planting 2 mu of oil seed peony, renovating 3 guesthouses, and borrowing 40,000 yuan.

#### IV. Poverty Alleviation Experience

1. The promotion of pro-poor tourism is inseparable from the transformation and utilization of resources

Relying on the unique natural resources of the local mountains, waters, and forests, Longwangba Village has built a base of a thousand mu of oilseed peony and marigold under the forest. A Farm Household Dining Center, small cultural square, cave-house hotels, ski resorts, children's playgrounds, mountain peach ecological sightseeing gardens, etc. have also been established, to create leisure-oriented ecological farms,

promote the direct sale of local agricultural products, extend the industrial chain, upgrade the value chain, and cultivate new points for increasing farmers' income.

2. The promotion of pro-poor tourism is inseparable from the leadership of the cadres at the grass-roots level and of experts

Longwangba Village gives full play to the demonstration and driving role of village cadres, CPC members, and experts in increasing wealth in the area, and leads the poor households to achieve common prosperity.

3. The rural revitalization through pro-poor tourism is inseparable from the mechanism innovation



Longwangba Village has implemented diversified operation and expanded the scale of production, changing the situation in which farm households struggled alone and each household operated independently in the past, and has begun to follow the economic development model of "Base + Farm Household + Cooperative + Market", which has greatly improved the farmers' ability to withstand risks and occupy a fair market share.

4. The rural revitalization through pro-poor tourism is inseparable from Internet +.

First, in its efforts to better utilize the Internet, the village has created the Most Beautiful Longwangba WeChat official account, and releases the village updates through the WeChat platform every day. Second, the "WeChat Red Packet" and "Villager Professional Group" have been used to set up new platforms for communication and interaction. Third, with the help of Internet service innovation, the added value of products has been enhanced.

5. To promote the development of rural tourism and leisure agriculture, it is necessary to enrich the supporting facilities and extend consumer engagement

Longwangba Village has also built horse-riding facilities, archery ranges, bars, cafes, ski resorts and

other recreational activity spaces, as well as small playgrounds and rural science and technology museums for children, and horse farms and rural bars for young people, thus extending the stay time of tourists.

6. To promote the development of rural tourism and leisure agriculture, it is necessary to build the platform and share the economy

In addition to encouraging villagers to participate in agritainment, the cooperative encourages and attracts college students, young people returning to their hometown, demobilized soldiers, small business-owners in transition between jobs, agricultural experts in colleges and universities, and cultural enterprises to start their own businesses in Longwangba. There are newly opened coffee shops, rural bars, terraced boutique guesthouses, college student-led creative "Escape Rooms", 7D cinemas, and so on. At the same time, the Rural Science and Technology Museum, built in cooperation with the Xiji County Science and Technology Association, has become a new model for resources sharing between the government and the village. Recently Longwangba is stepping up the launch of the Longwangba New Villagers Plan to attract more citizens to settle in Longwangba Village and jointly promote the rural revitalization.

# 陕西留坝：全域留坝，探索乡村旅游开发扶贫新路子

Liuba County, Shaanxi Province: Explore New Methods of Rural Tourism Development and Poverty Alleviation Through All-for-one Tourism



## | 基本情况

陕西留坝县地处秦岭南麓腹地，陕西省西南、汉中市北部，面巴蜀而背秦川。东连洋县、城固，南接汉台，西邻勉县，北靠太白、凤县，是国家南水北调的重要水源涵养地和重点生态功能区，还是国家级扶贫开发重点县和革命老区县。全县总面积 1970 平方公里，人口 4.7 万，

境内生物资源得天独厚，森林覆盖率达 90.8%，林木绿化率达 92.97%，居西北前列，是国家南水北调中线工程重要水源地之一，素有“绿色宝库”“天然氧吧”之美誉。境内生态环境优越，自然风光宜人，两汉三国历史文化积淀丰厚，自然景观与人文景观交相辉映，旅游资源独具特色，张良庙紫柏山国家 4A 级旅游景区、张良庙国家重点文物保护单位、紫柏山国际滑雪场、中国栈道水世界等多张旅游名片倍受青睐。境内栈道遗迹星罗

棋布，褒斜栈道、连云栈道、陈仓古道穿境而过，历史典故众多，文化源远流长，故有“栈道博物馆”之称。

留坝县确认贫困村 45 个，贫困人口 10889 人。2014 年，实现脱贫 2900 人，现有贫困人口 2909 户 7989 人。

## | 主要做法

### 1. 找准定位，明确旅游扶贫思路

留坝县认准了走旅游扶贫的道路，始终将旅游产业作为脱贫攻坚、富民增收的重要产业来抓。围绕建设中国山地度假旅游示范区目标，依托“全域留坝、四季旅游”品牌，促进乡村旅游快速发展，探索乡村旅游开发扶贫新路子，形成了“大旅游、大扶贫、大发展”的旅游开发扶贫新格局。

### 2. 创新模式，强化旅游扶贫成效

精心打造一批特色景点，以景区景点为中心，辐射带动周边贫困户发展餐饮业、住宿业等三产服务业，形成“开发景区(点)一带活经济—致富百姓”的连锁效应，带动贫困群众脱贫致富。同时，制定了《关于加快推进旅游扶贫工作实施办法》《留坝县旅游扶贫带资上岗实施细则》《鼓励社会资本参与旅游开发的奖励扶持政策》等政策制度，将扶贫政策转化为落实措施。

### 3. 全域旅游，夯实旅游扶贫基础

坚持把全县作为一个大景区，用全域旅游的理念规划全县，用景区的标准建设城乡，全力做精县城、做美镇村。精心编制了中国山地旅游度假示范区总体规划，制定了《留坝县发展全域旅游特色村庄改造提升实施方案》，坚持大融合和“旅游+”的理念，围绕“吃住行游购娱、商养学闲情奇”等旅游要素，推动农旅、文旅、体旅全产业链融合发展，培育新业态、打造新产品。一大批旅游产品的推出，进一步完善了旅游扶贫基础，有效带动了贫困群众增收致富。

### 4. 培育优质品牌，拓宽旅游扶贫渠道

留坝县确定了农业“做特做优”的产业发展思路，大力发展休闲农业、品牌农业、良心农业，着力把优质特色农产品打造成高附加值的旅游商品。一是从做亮品牌、保证品质等关键环节着手，通过种源控制、制定标准、品牌认证、市场管控等措施，保证农产品绿色、环保、优质。二是为贫困群众和相关企业在种植、加工、销售等环节购买“产业扶贫保险”，最大程度降低风险。三是建立了农产品质量安全追溯体系，健全了县镇村三级农产品质量安全监管网络，实行“三品一标”认证农产品二维码追溯。此外，大力发



展电子商务，建成了县电子商务运营服务中心，在各镇、各贫困村建立了电子商务示范店。并实行“企业+扶贫社+贫困户”的“订单式”发展模式，以销定产，实现了山区特色农产品与外界市场的有效对接。

## | 扶贫效果

留坝坚持农旅融合，成功申报留坝香菇、木耳、土蜂蜜、板栗、银杏、西洋参 6 个国家地理标志认证产品，推出“留坝棒棒蜜”“留坝土鸡”等一批深受旅客喜爱的高品质的旅游商品。在旅游产业的带动下，农民从传统农产品的生产者转变成成为旅游服务产品的提供者，农业发展方式从传统农业转变为高附加值的休闲农业。2017 年全县共接待游客 280.26 万人次，实现旅游总收入 12.2 亿元。全县 70% 的农户直接或间接地参与到旅游及相关产业中，平均获利 2920 元，1627 户 3640 名贫困群众在参与旅游产业中实现了最有尊严的脱贫，过上了好日子。

落实旅游景区就业岗位，建立景区劳务与贫困村合作社协作分包机制，各景区景点 90% 的就业岗位安置县内建档立卡贫困户。

## | 扶贫经验

### 1. 旅游助力脱贫攻坚

确立“四养一林一旅游”产业扶贫思路，突出旅游扶贫的特色和重点，探索建立了“景区景点带动，乡村旅游拉动，旅游商品推动”三大扶贫模式，让贫困群众成为旅游及相关产业的提供者、参与者和利益获得者。

### 2. 推进“旅游+”发展模式

以全域旅游为发展理念，留坝县坚持改善农村生产条件与发展产业并重的扶贫工作思路，帮助引导贫困群众增强自我发展能力，结合旅游一业突破，全力推进旅游业与农业产业、文化产业的融合发展，大力发展休闲农业、品牌农业和良心农业。



## | I. Overview

Liuba County is located in the hinterlands below the southern foot of the Qinling Mountains, in the southwest of Shaanxi Province, to the north of Hanzhong City, and facing both the Bashu region and Qinchuan regions. With Yangxian and Chenggu counties to the east, Hantai county to the south, Mianxian county to the west, and Taibai and Fengxian counties to the north, Liuba is an important water conservation area and a key ecological function region for the national South-to-North Water Diversion Project, and it is also a key national development county of poverty alleviation as well as an old revolutionary county. The county covers a total area of 1,970 square kilometers and has a population of 47,000. There are unique and rich biological resources in the county, whose forest coverage is 90.8% and the forest and greenery rate is 92.97%, ranking first in the northwest area. It is one of the important water sources of the middle route of the national South-to-North Water Diversion Project, known as the "Green Treasure House" and the "Natural Oxygen Bar". With its superior ecological environment, pleasant natural scenery, profound historical and cultural legacy of the Han Dynasty and the Three Kingdoms, Liuba County, where the natural landscape and the cultural scenic spots add radiance and charm to one another, can claim distinctive tourism resources. Many tourist attractions such as Zhang Liang Temple-Zibai Mountain National 4A

Scenic Spot, the State-Protected Zhang Liang Key Cultural Relics Site, Zibai Mountain International Ski Resort, and China Trestle Water World are very popular. Trestle ruins are found everywhere throughout the county, and Baoxie Trestle, Lianyun Trestle, and Chen Cang Trestle pass through the region. The home of numerous historical episodes, and with a long and storied culture, the county is sometimes called "Trestle Museum".

In Liuba County, 45 villages have been identified as poor villages, with 10,889 people living in poverty. In 2014, 2,900 people were lifted out of poverty. Currently, there are 7,989 poor people in 2,909 households.

## | II. Main Practices

1. Defining the precise orientation and thought of pro-poor tourism

With a view to tackle poverty and bring wealth to the poor via tourism, Liuba County has always regarded the tourism industry as an important industry to be used as a tool for poverty alleviation and income increasing. Committed to the goal of building a mountain resort tourism demonstration zone in China, and attracting attention to its "Four Season All-for-one Tourism in Liuba" branded project, the county is promoting the rapid development of rural tourism and exploring a new way of rural pro-poor tourism. A new pro-poor tourism pattern of "Great Tourism, Great Poverty Alleviation and Great Development" has been formed.

2. Innovating models to enhance achievements of pro-poor tourism

A number of featured special attractions have been meticulously created, centered around scenic spots, to lead poor households in the area to develop catering, accommodation, and other service industries, and form a domino effect of "developing scenic sites (spots), stimulating the economy, getting rich". Thus, the poor villagers can be guided to rid themselves of poverty and start creating wealth. At the same time,

Liuba County has formulated policies and systems such as *Measures for Accelerating the Implementation of Pro-poor Tourism*, *Detailed Implementing Regulations for Employment with Capital of Pro-poor Tourism in Liuba County*, and *Incentive and Support Policies for Encouraging Social Capital to Participate in Tourism Development*, to translate the poverty alleviation policies into practical measures.

### 3. Laying the foundation for pro-poor tourism through all-for-one tourism

Regarding the entire county as a large scenic area, Liuba County is carrying out its comprehensive plan with the concept of all-for-one tourism as a guide, and constructing the urban and rural areas with the standards of scenic sites, making all efforts to create a boutique county with beautiful towns and villages. The overall plan of the mountain resort vacation demonstration zone in China has been meticulously worked out, and the Implementing Plan for Upgrading the Featured Villages of the All-for-one Tourism in Liuba County has been formulated. Adhering to the concepts of Great Integration and "Tourism+", and concentrating on the tourism factors of "food, housing, transport, traveling, shopping, entertainment, business, education, leisure" and so on, the county promotes the integration and development of the full industry chain of agricultural tourism, cultural tourism, and sports tourism; fosters new business models; and creates new

products. The introduction of a large number of tourism products has further improved the foundation for pro-poor tourism and effectively led the poor people to increase their income and become richer.

### 4. Cultivating high-quality brands and widen pro-poor tourism channels

Defining the industrial development idea of "doing special and excellent work" in agriculture, Liuba County has vigorously developed its leisure agriculture, brand agriculture and conscience agriculture, and strived to turn its high-quality and characteristic agricultural products into tourism commodities with a great deal of added value. First, starting from the key links of enhancing brands, ensuring quality and so on, the county makes sure that its agricultural products are green, environment-friendly, and of high quality through provenance control, standards setting, brand authentication, market control and other measures. Second, the county buys "Industrial Poverty Alleviation Insurance" for its poor people and related enterprises in planting, processing, sales and other links to minimize the risks. Third, the county has established a quality and safety traceability system for its agricultural products, improved the agricultural product quality and safety supervision network that covers the three levels of county-town-village, and implemented QR code traceability for the agricultural products with the certification "Pollution-free Agricultural Products, Green



Food, and Organic Agricultural Products with Agro-product Geographical Indications". In addition, efforts have been made to develop e-commerce. The county's e-commerce operation service center has been set up, and e-commerce demonstration stores have been set up in all towns and poor villages. At the same time, the "order-based" development mode of "enterprise + poverty alleviation association + poor household" is being carried out, in which the production is determined by the sales, and the effective connection between the agricultural products specific to the mountainous parts of the county and the market has been realized.

## III. Poverty Alleviation Effects

Persisting in the integration of agriculture and tourism, Liuba County has successfully applied for six products with national geographic indications, including Liuba mushroom, auricularia, local honey, chestnuts, ginkgo, and American ginseng, and has introduced a series of high-quality tourism products loved by the tourists, including "Liuba Bar Honey", "Liuba Local Chicken", and so on. Driven by the tourism industry, farmers have changed from the traditional producers of agricultural products into providers of tourism services, while the agricultural development is changing from traditional agriculture into high value-added leisure

agriculture. In 2017, the county received 2.8026 million tourists, with a total revenue of 1.22 billion yuan. 70% of the county's farmers have been directly or indirectly involved in tourism and related industries, with an average profit of 2,920 yuan, and 3640 poor people of 1,627 households have rid themselves of poverty by participating in the tourism industry with dignity, and have been able to live a good life at last.

In the implementation of tourist attraction jobs, the county has established a cooperation and subcontracting mechanism between the labor services departments of the scenic spots and the cooperatives of the poor villages, through which 90% of the scenic spots jobs have been given to the poor households registered in the county.

## IV. Poverty Alleviation Experience

### 1. Realizing poverty alleviation through tourism

Liuba County has established the idea of "four nurtures, one forest, and one tourism" to help the poor, highlighting the characteristics and key points of pro-poor tourism, and has explored and set up three modes for poverty alleviation, i.e. "led by scenic spots, driven by rural tourism, and promoted by tourism commodities", which have transformed the poor villagers into the providers, participants and beneficiaries of tourism and related industries.

### 2. Promoting "Tourism +" development mode

Taking all-for-one tourism as the key development concept, Liuba County adheres to the poverty alleviation idea of attaching equal importance to improving rural production conditions and developing industries, helping and guiding poor people to enhance their ability to develop themselves. In combination with its breakthroughs in tourism, the county also vigorously promotes the integration and development of tourism and agricultural and cultural industries, and energetically develops leisure agriculture, brand agriculture and conscience agriculture.

# 四川省稻城县麻格同村： 创新理念，激发乡村旅游内生动力

Magetong Village, Daocheng County, Sichuan Province: Stimulate Rural Tourism with Innovative Ideas

## 基本概况

四川省旅游投资集团成立于 2017 年，是四川省委省政府批准组建的大型旅游旗舰型企业集团。四川旅投以服务全省发展战略、提升旅游产业竞争力为主要目标，通过开展投融资、产业培育和股权运作等方式，提升国有资本在旅游产业领域的影响力、控制力、带动力，重点发挥旅游产业转型升级平台、旅游资源战略整合平台和国有资本旅游投资平台的作用。四川旅投的业务涵盖酒店、景区、航空旅游、商贸发展、旅游教育、旅游金融六大领域重点业务，将紧紧围绕四川省“一个愿景、两个跨越、三大发展战略”总体谋划，履行产业投资职责，促进产业整合，带动产业发展，力争 2020 年资产规模突破 1000 亿元，成为具有四川特色、代表四川形象、全国一流、世



界知名的现代旅游服务业投资商和运营商。

稻城县麻格同村高质量脱贫作为对口帮扶单位，坚持把提高脱贫质量放在首位，创新扶贫工作思路和方式方法，通过入户摸底、问计于民、问计于贤摸清底数，通过以奖代补、以工代补等新做法奖勤罚懒，以整体规划、产业帮扶、环境治理、建章立制、扶志扶智等系统措施助推长效脱贫，激发群众内生动力，变外部“输血”为内部“造血”，助推麻格同村高质量脱贫。

## 主要做法

### 1. 发挥优势，布局旅游扶贫示范县远景

利用旅投集团自身优势，深入挖掘稻城县旅游目的地资源和文化底蕴，开发符合当地特色的节庆项目和文创产品，打造以仲堆村藏式特色民居、特色民宿接待、藏地温泉体验等极具地域特色乡村旅游示范点。将电子商务和脱贫帮扶相结合，因地制宜，搭建产品和电商平台间的桥梁，拓宽销售渠道。集团所属旅行社开展高端定制旅游产品和服务，将旅游扶贫线路纳入全县旅游精品线路的节点重点推介，以点带面，辐射带动更多的村发展乡村旅游。

### 2. 夯实基础，做好“四好村”的脱贫帮扶整体规划

按照一村一景、一户一园标准对麻格同村村容村貌、民居风格、家庭庭院、基础设施等进行整体规划，并已现期投入 80 万元落实整体规划。按照麻格同村群众发展愿望，对民宿内部设计、民居接待培训、民居示范户建设、乡村旅游等进行规划。按照麻格同村需求，安装太阳能路灯，修建移动式环保公厕、交通停车场、旅游观景台、文化广场等基础设施，为今后发展旅游业做好前期准备工作。创新爱心帮扶机制，以爱心凝心聚力，为解决当地日常生活困难，投入 20 万元建立爱心便民超市，围绕当地群众卫生习惯差等实际，将超市物品按照公益类、电子商务类和便民产品类进行分类，极大地方便了当地群众生活购物。

### 3. 因地制宜，扶持培育特色产业品牌

结合当地主要特色产品为藏香猪、虫草、松茸，产业非常单一的现状，帮助建立农业合作社，建设藏香猪散养基地，针对不同家庭制定不同养殖帮扶措施，根据出栏数量给予养殖户不同奖励，不断鼓励扩大养殖规模。同时，以季节性产品需求为切入点，延长藏香猪产业链，将藏香猪优良品质与粽子的传统文化相结合，联合农业合作社研发生产了总额近 200 万元的“锦江熊猫”山海真味粽。集团投入 48 万元通过农业合作社以优惠价格收购当地群众采挖的虫草 1 万根，通过加工、包装和市场推广等手段打造成为特色产品品牌。为扩大麻格同村知晓度、曝光度，以虫草、松茸、藏香猪和原始的



态为突破口，集团投入 21 万元，在新华网、央视网等媒体做好麻格同村的宣传营销。

## I 扶贫效果

随着四川省旅投集团打出系列帮扶组合拳，逐步从“要我脱贫”变为“我要脱贫”，村容村貌、产业发展、村民素质得到全面改善。扶贫项目激发了群众内生动力，变外部“输血”为内部“造血”，让麻格同村高质量脱贫。全村 43 户（贫困户 13 户）256 人（贫困人口 71 人）实现产业帮扶全覆盖，目前户均收入已达 1.38 万元。



## I 扶贫经验

### 1. 落实主体责任，集中力量脱贫攻坚

一是提高思想认识，凝聚扶贫共识。集团把对口帮扶工作当做当前的重点工作和一把手工程来抓，主要领导亲自靠上，分管领导亲自抓推进，明确专人抓好落实。二是加强组织领导，激发帮扶活力。成立脱贫帮扶领导小组，研究制定帮扶计划、帮扶规划。三是强化督查考核，提升帮扶成效。高度重视扶贫督查考核工作，将扶贫工作考核纳入基层党建考核。

### 2. 创新理念方式，激发脱贫攻坚内生动力

一是转变观念，激发主动脱贫内生动力。集团注重加强与贫困群众之间的互动，集团领导经常性带队跑县进村调研走访，与当地干部群众研究讨论脱贫计划。二是扶志扶智，提升主动脱贫能力。在帮扶中把宣传教育融入日常工作，充分利用村民小组会、坝坝会、入户会等形式，对贫困群众宣传扶贫政策。三是强化激励，增强主动脱贫积极性。通过以奖代补、多劳多得的方式激发群众脱贫致富积极性，制定“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，破除“等靠要”，激起由“看”变“干”。

## I. Overview

Established in 2017, Sichuan Tourism Investment Group (hereinafter referred to as “the Group”) is a large-scale flagship enterprise group for tourism approved by the CPC Sichuan Provincial Committee and the provincial government. The Group is aimed at serving the provincial development strategy and promoting the competitiveness of the tourism industry. It strives to enhance the influence and control of state-owned capital in the tourism industry by means of investment and financing, industrial cultivation, and equity operation. For the purpose, it particularly leverages the role of the Platform for Transformation and Development of the Tourism Industry, Platform for Strategic Integration of Tourism Resources, and Platform for Investing State-Owned Capital in Tourism.

The Group’s business scope covers hotels, scenic spots, aviation tourism, business development, tourism education, and tourism finance. Adhering to Sichuan’s overall plan of “One Vision, Two Strides, and Three Major Development Strategies”, it strives to shoulder its responsibility towards industrial investment, industrial integration, and industrial development. Moreover, the Group is set to expand its assets beyond 100 billion yuan by 2020, thereby emerging as a world-known investor and operator in the modern traveling service industry with Sichuan characteristics.

Magetong Village of Daocheng County is the “counterpart-support partner” of the Group for realizing high-quality poverty alleviation. The Group puts the quality of poverty alleviation on top its agenda. For the purpose, it carries out innovation in ideas and methods for effectively undertaking poverty alleviation work. In addition, it has gathered detailed information about the village through household surveys, advice solicitation, and expert consultation. Moreover, it has implemented the new practice of replacing subsidies with rewards and employment. In this way, the hard-working villagers are rewarded, while the lazy ones are punished.

Furthermore, the Group has adopted systematic measures for overall planning, industrial assistance, environmental governance, regulations and mechanism construction, confidence building, and educational support. Through these measures, it has realized poverty alleviation with long-term effects, cultivated the villagers’ endogenous potential, and changed the approach of “external blood transfusion” into “internal hematopoiesis”, thereby helping the village achieve high-quality poverty alleviation.

## II. Main Practices

### 1. Leveraging Advantages: Build a model county of poverty alleviation through tourism

Capitalizing on its own advantages, the Group has been exploring the culture and resources of Daocheng County as a tourist destination. It has been organizing festival-related activities besides launching creative cultural products in accordance with the local conditions to create tourism demonstration spots with regional characteristics. These include Tibetan-style residential houses in Zhongdui Village, featured rural lodging, and Tibetan hot springs. Moreover, combining e-commerce and poverty alleviation, the Group has been expanding sales channels by building bridges between products and e-commerce platforms suitable for local conditions.



Meanwhile, the travel agencies of the Group have also developed high-end customized tourism products and services. They have incorporated tourism lines for poverty alleviation into the county's highlighted boutique tourism lines, leading more villages to develop rural tourism through the radiation effect.

## 2. Laying Solid Foundation: Undertake Overall Planning for Poverty Alleviation and Assistance of the "Four-Good Village"

Adhering to the standard of "One is Village is One Scene, and One Household is One Garden", the Group has carried out the overall planning for Magetong Village, involving its appearance, residence style, family courtyard design, and infrastructure. So far, 800,000 yuan has been invested to implement the overall planning. In a bid to fulfill the development-oriented wishes of the villagers, the interior design of lodgings, residential reception training, construction of demonstration houses, and rural tourism have all been integrated into the planning. Moreover, the Group has helped the village install solar streetlights, and build mobile environment friendly public toilets, parking lots, tourist sightseeing platforms, cultural squares, and other infrastructures, which can meet the village's

needs for future tourism development. Furthermore, the Group is carrying out innovation in its support mechanism, thereby gathering love and synergizing forces. At the same time, it has invested 200,000 yuan to build a convenience supermarket to address the locals' daily needs. Therein, the goods are sorted into three categories: public welfare goods, e-commerce goods, and convenience goods. This categorization is in line with the villagers' health habits and other practical characteristics. It has greatly facilitated the locals in their lives.

## 3. Adapting to Local Conditions: Support and Cultivate Distinctive Industry Brands

In view of the village's main local specialties, which include Tibetan pigs, caterpillar fungus and pine mushrooms, the Group has been helping the villagers establish an agricultural cooperative and cage-free bases for Tibetan pigs. It has also formulated various breeding assistance measures, rewarded villagers according to the number of adult pigs, and encouraged them to constantly expand the breeding scale. At the same time, the Group has been focusing on seasonal products for extending the industrial chain of the Tibetan pork. Combining high-quality Tibetan pork with the traditional

rice dumplings recipe, the Group joined hands with the village's agricultural cooperative to produce Jinjiang Panda Rice Dumplings with Genuine Mountain and Sea Flavor. This product is valued at nearly 2 million yuan. Moreover, the Group invested 480,000 yuan to acquire 10,000 caterpillar fungus gathered by locals through agricultural cooperatives at preferential prices. In this way, it built a distinctive product brand through processing, packaging, and marketing. Furthermore, taking caterpillar fungus, pine mushroom, Tibetan pigs, and the primitive ecology as the breakthrough points, the Group has invested 210,000 yuan for the publicity and promotion for Magetong Village at Sina.com, CCTV.com, etc.

## III. Poverty Alleviation Effect

A series of assistance measures carried out by the Group has enabled Magetong Village to gradually change its status from "I hope to get rid of poverty" to "I want to get rid of poverty". The village's appearance, level of industrial development, and villagers' quality of life have been comprehensively improved. Poverty alleviation projects have motivated the villagers, changed their approach from needing "external blood transfusion" to realizing "internal hematopoiesis", and helped the village achieve high-quality poverty alleviation. The 43 households (including 13 poverty-stricken households) and 256 villagers (including 71 poverty-stricken villagers) of the village have all received industrial assistance. At present, the average household income has reached 13,800 yuan.

## IV. Poverty Alleviation Experience

### 1. Defining Main Responsibility and Concentrating on Poverty Alleviation

First of all, it is necessary to enhance ideological understanding and build a consensus on poverty alleviation. The Group regards counterpart-support as the key task that should be undertaken by the top

management. Its principal leader and top leadership are personally involved in pushing the tasks forward, while the designated personnel are aptly equipped for doing a good job. Secondly, it is important to strengthen organization and stimulate vitality in the assistance work. A leading group on poverty alleviation support should be set up to study and formulate the support plans and agenda. Thirdly, it is necessary to strengthen supervision and examination to improve the effectiveness of support. Supervision and examination of poverty alleviation should be prioritized while the assessment of poverty alleviation should be incorporated into the assessment of party building at the grassroots.

### 2. Innovating in Ideas and Methods to Indigenously Stimulate Poverty Alleviation

The first task is to change people's views and motivate them to actively get rid of poverty. The Group has been stressing on strengthening interaction with poor villagers. The leaders of the Group often enter the county and the village to visit and investigate with the team, studying and discussing poverty alleviation plans with local cadres and villagers. The second task is to improve the ability to actively get rid of poverty through confidence building and educational support. Publicity and education are being integrated into the daily assistance work. The villager group meetings, dam meetings, and household meetings are also being fully utilized to publicize poverty alleviation policies to the poverty-stricken villagers. The third task is to increase incentives and boost the initiative to get rid of poverty. People's motivation to get rid of poverty and become rich is being stimulated through replacing subsidies with rewards and giving more to the people who do more. For the purpose, six reward measures have been formulated, including Student Support Measures, Funding Measures for Returning Poverty, Rewards for Improving Village Appearance, Rewards for Leaders, etc. These measures have changed the locals' aptitude of "waiting, relying, and asking for", thereby motivating the "spectators" to become "workers".



# 天津市蓟州区郭家沟： 休闲养生地，山水郭家沟

Guojiagou, Jizhou District, Tianjin Municipality:  
Land of Leisure and Health Preservation, Village of  
Mountains and Rivers

## 基本概况

郭家沟村地处天津市蓟州区北部下营镇，津围二线、马营路北侧，交通便利，道路顺畅，全村 51 户 180 人，耕地 204 亩，林地 800 亩。

郭家沟村背靠“天津之巅”九山顶和郭家沟水库，环境优美，具有“塞上水乡”之称，是下营镇有名的旅游特色村之一。村庄依山傍水，一条小溪南北贯穿全村，山湖相依，风景秀丽，泉甜物美，民风纯朴。山上松柏郁郁葱葱，山下果树花果满枝，是一个山青水秀的美丽小山村。村周围景区、景点较多，包括黄崖关长城、梨木台、八仙山、九龙山、九山顶等。

郭家沟村曾是蓟州区有名的贫困村，2011 年以前村民主要依靠种植果树、外出务工获得收益，人均年收入不足 3000 元。

## 主要做法

### 1. 因地制宜，实施“农家乐革命”

一是本着不搞大拆大建的原则，对全村 50 余户民房全部进行外部包装，形成青砖灰瓦的统一风格。游客住的房间均建有独立卫生间，并安装热水器。村里还建了洗衣房，床品统一洗涤，一客一换。二是农家乐的污水全部进入地下管网，集中处理。三是完善公共设施配套设施，新建旅游接待中心、文化娱乐中心、停车场、垃圾转运站、公共厕所等。四是基础设施建设工程，改造主干道路、乡间小路、入户道路及游园路，建设污水处理站，铺设污水管道，新增电力电缆设施。五是自然景观打造工程，改造沟渠，新挖沟渠、人工湖，建拦水坝、木桥，水库大坝外坡加固美化，新建、改造绿廊，改造宅间绿地，进行零星点位绿化。

### 2. 探索“公司+农户”乡村旅游发展模式

为提升乡村旅游整体品质，2013 年，村里成立了天津市塞上水乡旅游开发中心服务公司，请来专业团队对村庄进行保护性开发和经营管理，将水电网线全部入地、重修道路、治理河道、进行景观建设、开发旅游产品。全村形成统一营销推广、统一服务质量、统一采购支出、统一分配客源、统一收费结算的联合经营模式，对所有农家乐统一划分等级、统一定价、统一宣传、统一接受预定，提高经营管理的效率。

### 3. 做足“水”文章，走景、村、农家院协调之路

郭家沟村以村西山脚下 1500 米终年流淌的蜿蜒小溪作为观光主线，打了 14 道拦水坝并对两岸进行了梳理改造，使水面得到了提升和扩展，雨季来临形成一道道天然瀑布，令游人流连忘返。按照观赏区、亲水区、文化展示区，规划建设塞上水乡，大力发展农家旅游，走景、村、农家院相互协调，共同发展之路。成为京津地区一道独特靓丽的风景，被誉为“塞上水乡”。此外，还组建塞上水乡旅游服务公司，逐步实现正常运营。

### 3. 不断引入新业态，丰富旅游活动内容

为丰富旅游活动内容，增加旅游元素，郭家沟村不断引入旅游新业态。一方面，与北京小蚂蚁儿童亲子乐园合作，建成小蚂蚁亲子乐园；另一方面，积极筹建水岸尚街商业综合体、飞行营地项目和姆明谷儿童乐园等项目，不断更新的乡村旅游业态，使郭家沟村焕发出勃勃生机。





## | 扶贫效果

乡村旅游的发展，使全村面貌发生了质的改变，2016年郭家沟村被评为2A级景区，2018年被评为3A级景区。农家院经营者由原来的9户增加到43户，床位达到1100余张，服务质量、价位和游客接待数量大幅度提升，2017年，郭家沟村共实现旅游收入约3000万元，由2012年人均收入2万左右攀升至2017年的人均收入约7万元，

## | 扶贫经验

### 1. 政府引领，规划先行

蓟州区主要领导对整个项目的规划定位、设计理念亲自把关。区、镇两级政府负责该项目的规划、设计，并提供相应的优惠政策。成立了郭家沟项目建设指挥部，由主管旅游的副区长和区政协副主席担任指挥；区政府办公室、下营镇、区旅游局、广成集团负责同志担任副指挥；区政府办公室、下营镇、区旅游局、广成集团负责同志担任副指挥；区旅游局、建委、发改委、农工委、广成集团、规划局、土地局、审批办、交通局、水务局、环保局、农业局、市容委、下营镇分管负责同志为成员。各部门积极配合，保证了郭家沟项目工程顺利完成。同时，聘请专业规划公司对项目的开发建设和运营管理进行整体规划，保证了项目建设运营的高标准、高质量。

### 2. 农户主体，打造提升

镇村两级多次组织村民进行培训和到外地参观学习，激发打造热情，使村民对项目由不认可到认可，进而达到对整体规划、项目建设的支持率100%。村民房屋内外装修无条件服从规划设计，为施工提供一切便利。为便于施工，将全部土地流转至村集体名下，实行统一经营、使用，村集体每年发给村民每人3000元土地使用补偿费，保证了施工过程中不再与农户发生地树纠纷。

### 3. 市场运作，资金平衡

根据区政府提供的优惠政策，出让180亩建设用地平衡项目建设所需资金。由区土地整理中心通过招拍挂运作后，区政府将出让的180亩土地收益无偿提供给项目使用，从而实现了项目建设资金的平衡。

### 4. 公司管理，集约经营

成立天津市塞上水乡旅游开发中心(服务公司)，公司实行总经理负责制，公开招聘专业人员从事经营管理。公司不以盈利为目的，为全村农家院经营户提供服务。在不收取门票的前提下，收取每人28元的环境资源维护费，用于村内花草维护、卫生管理、推广营销、公司税费、职员工资等各项支出。



## | I. Overview

Guojiagou Village is located on the northern side of Maying Road, Xiaying Town, in the north of Tianjin's Jizhou District, just off the Tianjin Wei second highway. It has convenient transportation, smooth roads, 51 households in the whole village, a total of 180 people, 136 square meters of arable land, and 800 acres of woodland.

Guojiagou Village lies Behind Nine Hill Peak and Guojiagou Reservoir. It is surrounded by an incredibly beautiful natural environment and called a "Village on the water", well deserving of its place as one of the most famous tourist villages in Xiaying Town. The village was built on the mountainside and a stream divides the village from north and south. The village is surrounded by mountains and lakes, presenting a beautiful landscape in every direction, and has freshwater spring and unsophisticated folk customs. On the mountain there are plenty of pines and cypress trees; at the foot of the mountain, its fruit trees are full of flowers and fruits. It is a beautiful small mountain village with quite a few scenic spots in the surrounding areas, including Huangyaguan Great Wall, Pearwood Platform, Eight Immortals Mountain, Nine Dragon Mountain, and Nine Hill Peak.

Guojiagou Village once was a well-known poor village in Jizhou District. Before 2011, villagers mainly relied on planting fruit trees and going out to do farm labor work to earn income. Per capita income was less than 3000 yuan at that time.

## | II. Main Practices

1. Implementing "Agritainment Revolution" according to local conditions

First, under the principle of no big dismantling and no big construction, all of the more than 50 homes in the whole village are decorated on the outside to form a unified style of gray bricks and gray tiles. All the tourist accommodation is equipped with separate bathrooms and water heaters. A laundry room is also built in the village to offer unified washing of bedding, to offer clean sheets for each customer. Second, all the sewage from agritainment farmers' houses is discharged into the underground pipe network for centralized treatment. The third measure is to improve public facilities by building a new tourist information center, cultural and entertainment center, parking area, garbage and waste transport station, public toilets and so on. The fourth point is infrastructure construction projects, including

the renovation of the main road, countryside small roads, the entrance roads to farmers' houses, and the roads into gardens; as well as the construction of a sewage treatment station, sewage pipeline, and the new power cable facility. Fifth, the natural landscape is further beautified and renovated. The old ditches are renovated; the new ditches and an artificial lake, water dam, wooden bridges are built; the outside slope on reservoir dam is reinforced; some new green corridors are built and old green corridors are renovated; the green land between houses is reconstructed and additional greening of the area is also done.

#### 2. Exploring the "Company + Farmers" rural tourism development mode

In order to promote the overall quality of rural tourism, in 2013, the village set up Tianjin Waterside Village Tourism Development Center Service Company. A professional team was invited to conduct protective development and management. All the water and electricity pipelines were all put underground, roads rebuilt, the river way controlled, landscape constructed, and tourism products developed. The whole village adopted a unified marketing method, unified its service quality, unified procurement and expenditure, unified distribution of customers, and unified billing and settlement, for a comprehensive joint business mode. All farm houses are graded in a unified way, given unified pricing and unified publicity, and accept unified booking, to improve the efficiency of management.

#### 3. Encouraging positive articles on the village's "water" theme and maintaining harmony between the landscape, village and farmhouses.

In Guojiagou Village, the 1500 meter meandering stream at the foot of the hill on the west side of the village is regarded as the main line of tourism. 14 dams have been constructed, and the two sides of the stream have been renovated to raise water surface level and expand the water area. When the rainy season comes, natural waterfalls are formed,

attracting visitors to stay and watch. The waterside village was planned and constructed in such a way as to divide it into a sightseeing area, water fun area, and cultural display area, and farmers' houses tourism was vigorously developed in keeping with a strategy of mutual coordination and mutual development between the scenic area administration, villages and farmers' houses. It has become a unique beautiful scenic area in the Beijing-Tianjin area, known as the "Village on the water". In addition, a waterside village tourism service company was set up and has gradually realized normal operation.

#### 4. Continuous introduction of new business forms to enrich the content of tourism activities

In order to enrich the content of tourism activities and increase the attractiveness of the area as a tourist spot, Guojiagou Village has been introducing new tourism business forms. It cooperated with Beijing Small Ant Children's Paradise and established a branch in the village. In addition, they actively prepared the construction of water bank commercial street business complex, Flying Camp project and Muming Valley Children's Paradise project. Constantly, updated rural tourism forms have made Guojiagou Village buzzing with vitality.

### III. Effects of Poverty Alleviation

The development of rural tourism has deeply changed the whole village's appearance. In 2016, Guojiagou Village was assessed as a 2A-level scenic spot; in 2018 it was rated as AAA-level scenic spot. The number of households operating farmers' houses increased from original 9 to 43 households, offering more than 1100 beds, and these also saw significant increases in service quality, price and number of visitors. In 2017, Guojiagou Village achieved a total tourism income of about 30 million yuan, a big step up from the per capita income of 20,000 yuan in 2012 to a per capita income of about 70,000 yuan in 2017.

### IV. Experience of Poverty Alleviation

#### 1. Government leadership and forward planning

The main leaders of Jizhou District checked the planning and positioning of the whole project in person, and the leaders at the district and township level took charge of the planning and design and offered corresponding preferential policies. Guojiagou Project Construction Headquarters was established, for which the deputy director in charge of tourism with the district government office and the deputy chairman of District Political Consultative Committee worked as co-coordinators, while the relevant leaders with the district government office, Xiaying Town, District Tourism Bureau, and Guangcheng Group acted as deputy coordinators, and qualified individuals from the District Tourism Bureau, District Construction Commission, District NDRC, District Rural Work Committee, and Guangcheng Group, District Planning Bureau, District Land Bureau, District Examination and Approval Office, District Traffic Bureau, District Water Affairs Bureau, District Environmental Protection Bureau, District Agriculture Bureau, City Appearance Committee, and Xiaying Town served as members. All the related departments actively cooperated and ensured the successful completion of the Guojiagou project. At the same time, a professional planning company was employed to engage in the overall planning on the whole project development, construction, and operation management, ensuring the high standards and high quality of the project construction and operation.

#### 2. Farmers' houses as main body for upgrading

The government at the Township and Village level organized the villagers to receive training and visit outside villages to study, helping them to understand what other areas had done well and what visitors staying

at a farm might want out of the experience. They then achieved a support rate of 100% for the overall plan and project construction. The villagers unconditionally followed the plans and designs for the inside and outside house decoration, and provided all facilities for construction. In order to facilitate construction, all the land was transferred to the village collective for the implementation of unified management and use. The village collective distributes 3,000 yuan each year to each villager as financial land use compensation, ensuring that no more conflicts would occur in the construction process.

#### 3. Market operation, funding balance

According to the preferential policies provided by the district government, 120 square meters of construction land was sold to offer funding for project construction. The District Land Consolidation Center carried out the operation of tendering, auctioning and listing, and then the district government offered the revenue from the land sale for project use, thus achieving a proper project construction funding balance.

#### 4. Company management, intensive operation

Tianjin Waterside Village Tourism Development Center (service company) was established and a general manager responsibility system was adopted in the company while professionals were recruited openly to carry out business management. The company does not take profit as a purpose but offers service for all the village house operators. Under the premise of not charging for tickets, it only charges 28 yuan per person per time as an environmental resource maintenance cost, which is then used for the maintenance of flowers and plants in the village, sanitation management, marketing, corporate taxes, staff wages and other expenditures.

# 新疆生产建设兵团第十师 185 团： 特色旅游扶贫模式

## The 185th Regiment of Xinjiang Production and Construction Corps Tenth Division: Characteristic Tourism Poverty Alleviation Model

### 引言

位于新疆生产建设兵团第十师 185 团，地处阿勒泰山西南边缘的国境线上，素有“西北边境第一团”之称。近年来团场大力发展旅游产业，把“旅游扶贫”作为精准扶贫的有力抓手，出台多项惠民扶持政策和措施，积极引导当地的职工依托旅游资源实现了多元增收，脱贫致富。2016 年在第二届全国乡村旅游与旅游扶贫推进大会上 185 团白沙湖景区被评为“旅游扶贫景区带村示范项目”；2017 年通过国家 5A 级景区景观资源质量评审，成为兵团第一家 5A 级旅游景区。

### 扶贫模式介绍

近年来，团场以旅游扶贫为主要抓手，以“红色旅游”“生态旅游”为发展主线，按照以三产旅游为主导，一产为支撑，带动发展二产的“312”



产业发展模式，努力打造全天候、全季节、全产业、留得住游客的边境红色生态旅游产业。

具体来看，2017 年新疆生产建设兵团第十师 185 团共有 6 个贫困连队，125 户贫困户，贫困人口 326 人。其中，一连人文旅游资源有团使馆、地窝子、西北之北、沈桂寿升国旗旧址，是兵团屯垦戍边爱国主义教育基地、十师青少年爱国主义教育基地等，因此一连红色旅游资源丰富，且具有一定的知名度。二连总人口 61 人，域内拥有世界珍稀树种“欧洲山杨”面积 600 公顷，是摄影爱好者的乐园。目前，二连正在打造一八五购物集散地，现有旅游纪念品店一家，店内的商品涵盖阿勒泰地区大部分特色商品。三连全连总人口 47 人，连队紧挨核心景点白沙湖，白沙湖位于沙漠之中，海拔 650 米，被称为“沙漠奇景”。目前三连拥有大型停车场两处、农家乐 7 家、农家旅社及宾馆共 6 家、厕所 2 栋、商品零售 2 家，游客接待量逐年增加，使三连旅游业发展呈现良好的发展势头。四连和五连总人口为 205 人，是去往额尔齐斯河的必经之地，额尔齐斯河两岸生长着额河杨、胡杨、青杨、黑杨、银白杨等上百种杨树；河内有银鲫、鲤鱼、哲罗鲑、白斑狗鱼、东方真鳊、长颌白鲑等 30 余个冷水鱼种，岸上各种野生动物繁多；风光旖旎壮美，有很高的科考、漂流、旅游价值。这两个连队随着旅游的不断发展，依托额尔齐斯河良好的渔业资源，渔家乐和牧家乐会逐渐发展。

目前，团场旅游基础设施完备，高品质绿化全面覆盖；拥有宾馆 20 余家，酒店、农家乐 60 余家，游客接待中心 3 处，导游服务队 1 支；景区实现 Wifi 全覆盖，建成了“智慧旅游”网上平台。先后获得“全国特色旅游景观名镇”“全国休闲农业与乡村旅游示范县”“全国文明村镇”“国家生态旅游示范区”等荣誉称号。

### 扶贫模式实施过程

#### 1. 规划先行，全面提升旅游发展核心竞争力

一八五团全域旅游开发空间布局突出自身功能，发挥资源优势，以“蓝天、碧水、绿地、净土”的建设理念，食、宿、游、购、娱为主的经营模式，把一八五团建设成为生态环境良好、屯垦戍边文化独具特色的西北生态边城。同时，团场注重顶层设计，坚持规划先行，为高起点、高标准、高规格建设“白沙湖景区”乡村旅游区，编制了综合性的旅游发展系列规划。

#### 2. 完善基础，实施区域功能旅游化改造

对照《国家全域旅游示范区创建验收标准》《全域旅游示范区创建工作导则》，团场积极推进建设旅游数据中心、全域旅游服务保障机制。按照乡



村旅游“吃、住、行、游、购、娱、商、养、学、情、闲、奇”诸多要素，对“白沙湖景区”乡村旅游公共基础设施进行重点建设。总投资已达上亿元，对入口广场、标志景观、星级旅游厕所、节点景观、小品景观、标识标牌系统、生态停车场、游步栈道、景观大道沿线可视范围的居民房屋和农家乐风貌改造等公共基础设施进行重点建设。

### 3. 在旅游宣传促销上实现突破

“白沙湖景区”乡村旅游建设项目不但是 185 团的重点工程，更是师市的重点工程。为确保在规定的时间节点内完成，185 团党委采取了公开竞争，分段定施工单位，定任务质量、定完成时间的“三定”方法，顺利地完成了“白沙湖景区”乡村旅游景区的打造。同时，团场紧紧抓住军垦文化红色旅游资源，在现有网站、电子书、新闻媒体的基础上，组织专业人员进行策划，做成旅游宣传片和宣传手册，打造“边境风景线·传奇 185”的旅游形象。

### 4. 产村相融，实现特色产业综合发展

围绕“产村相融”“城乡共融”“一村一品”的特色发展路径，团场以旅游业为主导，文化、农业等相关产业为主线，促进旅游产业与相关产业的全面融合发展，实现旅游产业的转型升级。具体来看，结合“白沙湖景区”独特的地理位置和区位优势，重点发展了特色家禽养殖、有机蔬菜、高品质水果、向日葵、无壳南瓜、藜麦等种植，形成千亩农业观光种植基地，真正使“白沙湖景区”成为了周边城市的“菜园子”和“后花园”。

### 5. 创新投资模式，大力支持旅游项目发展

为确保团场特色产业顺利健康发展，团场多方筹融资，加大对旅游企业和旅游项目支持力度，在旅游基础设施和公共服务的建设上鼓励私营企业、民间资本与政府进行合作，促进投资主体多元化，形成全民共建共享模式，形成共建共享新格局。

## 扶贫模式成效评价

总的来看，“白沙湖景区乡村旅游示范区”的成功打造，使观光区的产业结构更加优化，农产品附加值在幅提升，既形成了“一村一品”产业格局，又巩固和提升新农村建设成果。各景点的形成和“农家乐”的兴起，使职工从单一的农田收入，扩展到了农田与三产服务收入并举，农耕种植与产品就地销售相融生辉。职工抗风险能力大大提高，职工参与积极不断增强。

随着一八五团边境游的不断升温和纵深发展，团场剩余劳动力就地得到有效转移，服务业从业人员达到 800 余，景区游客数量逐年递增，2017 年景区共接待游客 15.2 万人次，第三产业收入 8353.3 万，带动 6 个建档立卡贫困村、21 户贫困户脱贫致富。



## 扶贫模式经验启示

### 1. 坚持生态优先，加快转型、提升质量

闯出一条绿色发展之路，必须坚持生态优先。随着发展进程的加快，我们愈发感到，生态优势就是发展优势，绿水青山就是金山银山。

### 2. 坚持责任担当，带领广大职工群众共同富裕

必须坚持“增比进位、同步小康”的发展总基调，乘协同之势，打好脱贫攻坚硬仗，确保景区职工同步建设步入小康。

### 3. 坚持创新发展，全力打造特色旅游品牌

为应对旅游市场的新趋势新变化，满足游客更多样更优质的消费需求，白沙湖景区依据《旅游特色名镇建设规范》和《乡村旅游示范村建设规范》，积极创建白沙湖景区“乡村旅游十百千”品牌名录，不断推动乡村旅游转型升级、做大做强。

## 进一步推广建议

### 1. 完善经营管理规范，提升旅游产业发展质量

为提升产业发展质量，乡村旅游产业发展应加强对景区旅游市场秩序进行常态化检查、整治，规范景区市场管理；并通过基础设施建设和安全管理，鼓励农户充分利用政府各项优惠政策，对民宿及农家乐进行外部硬件设施的改造，制定各项旅游发展项目规划。

### 2. 提升全域旅游文化内涵，促进产业可持续发展

旅游产业发展是新兴产业、朝阳产业，同时也需要进一步提升和强化，以促进产业健康可持续发展。一方面，积极挖掘整合现有休闲旅游和全域旅游资源，另一方面，加强休闲旅游和全域旅游市场的规范管理，提高服务档次和质量。结合 185 团而言，应充分挖掘团场屯垦戍边等丰富的历史文化资源，通过差异化的自然资源与典型的兵团文化之间融合，努力实现于自然景观、红色人文、田园风光为一体，全民参与、全团融入的边境红色全域旅游产业，全力推进团场休闲旅游和全域旅游实现又好又快发展。

### 3. 结合乡村振兴战略，将乡村旅游发展与乡村振兴总体部署相统一

乡村旅游战略是以习近平同志为核心的党中央着眼党和国家事业全局，对新时代“三农”工作作出的重大决策部署，顺应了亿万农民对美好生活的向往，具有广泛的现实需求和深刻的时代必然性。按照“产业兴旺、生态宜居、乡风文明、治理有效、生活富裕”的总体要求，必须发挥旅游产业的关联带动作用，因地制宜、分类指导，促进农村景区休闲旅游和全域旅游健康发展，实现旅游扶贫与乡村振兴发展的有机融合。



## I. Introduction

The 185th Regiment of XPCC Tenth Division is on the national border of the southwestern edge of the Altay Mountain and known as the “The First Group in the Northwestern Border”. In recent years, the regimental farm has vigorously developed the tourism industry and regards “tourism poverty alleviation” as a powerful tool of targeted poverty alleviation. It has also introduced many social benefiting policies and measures, and actively guided local employees to achieve multiple incomes and get rid of poverty relying on tourism resources. On the 2nd National Conference on Rural Tourism and Tourism Poverty Alleviation of 2016, the Baisha Lake Scenic Area in the 185th Regiment was rated as “Tourism Poverty Alleviation Demonstration Project of Village Development Driven by Local Scenic Areas”; in 2017, it passed the scenic area resource quality assessment of AAAAA Tourist Attractions of China and became the first AAAAA Tourist Attractions of XPCC.

## II. Introduction of Poverty Alleviation Model

In recent years, the regimental farm has regarded tourism poverty alleviation as the main focus, with “red tourism” and “ecological tourism” as the main line of development. Under the guidance of the “312” industry development model that tourism serves as main pillar, driving development of the second industry with the first industry as support, the regimental farm strives to create a red eco-tourism industry in the national border

that is all-weather, all-season, all-industry and attracts tourists.

Specifically, the 185th Regiment of XPCC Tenth Division consists of 6 poor companies with 125 poor households and 326 poor people in 2017. The 1st Company has rich cultural tourism resources, such as the Library of Corps History, Diwozi (the ground nest), the North of the Northwest, and former flag raising site of Shen Guishou, serving as the patriotic education base of XPCC and the patriotic education base of the Ten Division. Therefore, the abundant red tourism resources bring the 1st Company certain tourism reputation. The total population of the 2nd Company is 61. The area has 600 hectares of the world's rare tree species, the “European Poplar”. It is a paradise for photographers. At present, the 2nd Company is building the shopping distribution center of 185th Regiment, where there is a tourist souvenir store now. The products in the store cover most of the specialty products in the Altay region. The total population of the 3rd Company is 47. The company is close to the core scenic spot, Baisha Lake, which is located in the desert at an altitude of 650 meters and known as “Wonderland in Desert”. At present, the 3rd Company has two large parking lots, seven farmhouses, six farmhouse lodges and hotels, two toilets and two retailers. The number of tourists has increased year by year, which brings a good tourism development momentum in the 3rd Company. The total population of the 4th Company and the 5th Company is 205, which is the only place to go to the Irtysh River. There are hundreds of poplars around river banks such as Euphratic poplar, populus euphratica, cathay poplar,

populus nigra and silver poplar; there are more than 30 cold-water fish species such as silver carp, carp, Hucho taimen, Esox lucius, abramis brama and whitefish, and many kinds of wild animals on the shore; the scenery is magnificent with a very high scientific research, rafting and tourism value. With the continuous development of tourism and relying on the good fishery resources of the Irtysh River, the fishing and farmhouse hotels in these two companies will gradually develop.

At present, tourism infrastructure in the regimental farm is complete, with fully covered high-quality greening; there are more than twenty hotels, more than sixty hotels and farmhouses, three tourist reception centers, and one tour guide service team; the scenic area realizes the wifi full coverage and has built “Intelligent Tourism” online platform. It has gained the honorary titles of “National Characteristic Tourism Landscape Town”, “Demonstration County of National Leisure Agriculture and Rural Tourism”, “National Civilized Villages and Towns” and “National Ecotourism Demonstration Zone” successively.

## III. Implementation of Tourism Poverty Alleviation Model

1. Planning comes first to comprehensively enhance the core competitiveness of tourism development

Through the development layout of all-for-one tourism, the 185th Regiment highlights its own functions and gives full play to its resource advantages. With the construction concept of “blue sky, clear water, green land and pure soil” and the business model of food, accommodation, tourism, purchase and entertainment, the 185th Regiment is built into a northwestern ecological border city with a good ecological environment and unique characteristics of the border culture. At the same time, the regimental farm focuses on the top-level design and insists on planning first. It has made a comprehensive tourism development series plan for the construction of “Baisha Lake Scenic Area” rural tourism area construction of high starting point,

high standard and high specification.

2. Improving foundation and implementing regional function tourism transformation

In contrast to the *National Global Tourism Demonstration Zone Acceptance Standards and the Guidelines for the Establishment of Global Tourism Demonstration Zones*, the regimental farm actively promotes the construction of tourism data center and the all-for-one tourism service guarantee mechanism. In accordance with the many elements of rural tourism, including “food, living, traffic, travel, purchasing, entertainment, business, old care, education, learning, feeling, leisure and origin”, the key construction of the rural tourism public infrastructure of “Baisha Lake Scenic Area” will be carried out. The total investment has reached more than 100 million yuan, and the residential houses and farmhouse hotels in the visible range along the entrance plaza, landscape, star-rated tourist toilet, node landscape, sketch landscape, sign and brand system, ecological parking lot, walking path, landscape avenue and other public infrastructures are under key constructions.

3. Making breakthroughs in tourism promotion

The rural tourism construction project of “Baisha Lake Scenic Area” is not only the key project of the 185th Regiment, but also the key project of the division. In order to ensure completion within the specified time, the 185th Regiment Party Committee adopts the open competition of “three fixed method”, that is, fixed construction units for different segments, fixed task quality and fixed completion time, then successfully completes the construction of “Baisha Lake Scenic Area” rural tourist scenic area. At the same time, the regimental farm makes full use of the red tourism resources of the military culture. Organized by professionals on the basis of the current websites, e-books and news media, the regimental farm makes tourism videos and brochures to create the tourism image of “Border Landscapes · Legend 185”.

4. Integration of industry and village to achieve

comprehensive development of characteristic industry

Focusing on the characteristic development path of “Integration of industry and village”, “urban and rural integration” and “one village and one product”, tourism plays a dominant role in the regimental farm. With culture and agriculture related industries serving as the main lines the comprehensive integration of tourism industry and related industries is promoted to achieve the transformation and upgrading of the tourism industry. Specifically, combining with the unique geographical location advantage of “Baisha Lake Scenic Area”, the planting of special poultry farming, organic vegetables, high-quality fruits, sunflowers, pumpkins without shells and buckwheat is fully developed, forming the agricultural sightseeing planting base of thousand acres, which really makes the “Baisha Lake Scenic Area” become the “vegetable garden” and “back garden” of the surrounding cities.

5. Innovating in investment models, and supporting the development of tourism projects

To ensure the smooth and healthy development of the characteristic industry, the regimental farm raises funds from various parties, increase support for tourism companies and tourism projects, and encourage private companies, private capital to cooperate with government in the construction of tourism infrastructure and public services. It also promotes main body of investment to be diversified, forming the mode and new pattern of joint construction and sharing.

#### IV. Achievement Evaluation of Poverty Alleviation Model

In general, the successful establishment of the “Baisha Lake Scenic Area Rural Tourism Demonstration Zone” has optimized the industrial structure of the sightseeing area, and increased the added value of agricultural products, forming the industrial pattern of “one village, one product”, consolidating and improving the fruits of New Rural Construction. The appearance

of various scenic spots and boom of “farmhouse restaurants” enable employees to expand their income from a single income from farmland to double income from farmland and the service industry with brilliant integration of agricultural farming and product local sales. The risk-resistance ability of local staffs has been greatly improved, with continuously enhanced participation of employees.

With the continuous warming and further development of the border tour of the 185th Regiment, the surplus labor force of the regimental farm has been effectively transferred. The number of service industry employees has reached more than 800 with increasing number of tourists in the scenic areas year by year. In 2017, the scenic areas have received a total of 152,000 tourists with the income of 83.33 million from the tertiary industry, which drives 6 poor villages and 21 poor households to get rid of poverty.

#### V. Experience And Enlightenment of Poverty Alleviation Model

1. Adhering to ecology first, accelerating transformation and improving quality

The green development path requires us to adhere to ecology first. With the acceleration of the development process, we feel that the ecological advantage is the development advantage, and lucid waters and lush mountains are invaluable assets.

2. Adhering to the sense of responsibility and leading the masses of workers and staffs to common prosperity

We must adhere to the general development guideline of “making great breakthroughs and keeping pace with the development of a moderately prosperous society”, and take advantage of the synergy to solve the tough battle of poverty alleviation and ensure that the employees in the scenic area can step into the moderately prosperous society.

3. Adhering to innovative development, and striving to create a characteristic tourism brand



In order to cope with the new trends and new changes in the tourism market and meet diverse and high-quality demand from tourists, Baisha Lake Scenic Area actively creates the “Thousands of Tourism” brand list of Baisha Lake Scenic Area according to the Specification for the Construction of Famous Towns with Tourism Characteristics and Specification for the Construction of Rural Tourism Demonstration Villages, continuously promoting the transformation and upgrading of rural tourism to make it bigger and stronger.

#### VI. Suggestions for Further Promotion

1. Improving regulations of operation and management and enhancing the development quality of tourism industry

In order to improve the quality of industrial development, the development of rural tourism industry should strengthen the normal inspection and rectification of the tourism market operation order and standardize the market management of scenic area; Through infrastructure construction and safety management, we should encourage farmers to make full use of various preferential policies of the government to carry out the transformation of external hardware facilities for farmhouse restaurants and Bed & Breakfast, as well as formulate plans for various tourism development projects.

2. Enhancing the cultural content of the all-for-

one tourism and promoting the sustainable industry development

Tourism industry is a new industry and a sunrise industry. At the same time, it needs to be further upgraded and strengthened to promote the healthy and sustainable development of the industry. On the one hand, we should actively explore and integrate leisure tourism and all-for-one tourism resources. On the other hand, we should strengthen the management of leisure tourism and the all-for-one tourism market, improving its service quality. Combining with the 185th Regiment, we should fully exploit the rich historical and cultural resources of the regimental farm, and strive to achieve border red tourism industry with natural landscape, red humanities and rural scenery through the integration of differentiated natural resources and typical corps culture. The red all-for-one tourism industry also enjoys participation and integration of the whole people and regiment, which can fully promote the good and rapid development of leisure tourism and all-for-one tourism for the regimental farm.

3. Combining with the rural revitalization strategy and unifying the rural tourism development with the overall deployment of rural revitalization

The rural tourism strategy is based on the major decision deployment on the work of the “Issues of Agriculture, Farmer and Rural Area” in the new era of the Party Central Committee with Comrade Xi Jinping as its core. It conforms to the longing of hundreds of millions of peasants, and has a wide range of practical needs and the profound era inevitability. In accordance with the overall requirements of “prosperous industry, ecological livability, rural civilization, effective governance, and affluent life”, it is necessary for tourism industry to play a key role, adapt to local conditions, guide and make classifications, to promote healthy development of rural scenic area leisure tourism and the all-for-one tourism, realizing the integration of poverty alleviation and rural revitalization.

# 中国国际航空股份有限公司：突出地方特色，量身定制旅游产业帮扶方案

## Air China Highlights Local Features and Tailors Tourism Support Plans



### 基本概况

中国国际航空股份有限公司简称“国航”，英文名称为“Air China Limited”，简称“Air China”。国航是中国唯一载国旗飞行的民用航空公司以及世界最大的航空联盟——星空联盟成员、2008年北京奥运会和残奥会官方航空客运合作伙伴、2022年北京冬奥会和冬残奥会官方航空客运合作伙伴，具有国内航空公司第一的品牌价值（世界品牌实验室2018年6月评测为1452.95亿元），在航空客运、货运及相关服务诸方面，均处于国内领先地位。

国航自觉履行社会责任，始终视承担公共责任为己任。通过自身的持续发展，稳定为国家创造税收，提供就业机会；积极参与社会公益实践，投身赈灾救灾，为国家和社会做出了贡献。国航与中国儿童少年基金会等联合发起设立了中国儿童基金会“儿童保险专项基金”，为中国儿童少年的健康成长贡献力量。国航出色完成了奥运会、残奥会的服务保障任务，创下中国民航史上诸多之最。

### 主要做法

1. 依托外部线上渠道及内部推介载体，提高目的地旅游知名度

2017年，公司组织旅行社、媒体前往广西昭平、内蒙古苏尼特右旗实地考察，了解当地旅游资源及相关情况。考察归来，国航联合旅行社开发两地旅游产品，并通过外部线上渠道及内部推介载体，对两地旅游资源进行积极宣传，有效提高了两地旅游的知名度，并在年内促成了706名游客成行。

2. 持续开发旅游线路和产品，加大推进力度和广度

2018年，在总结前期工作的基础上，国航进一步加大了特色旅游开发项目推进力度和广度，华北营销中心、华东营销中心等单位持续开发旅游线路和产品，积极组织旅行团。

3. 多角度提供帮扶，推进项目落地

为进一步推进项目落地，2018年6月国航与当地政府对丰富特色旅游产品、加大旅游推广力度等进行深度探讨，进一步明确后续方案和落地措施。调研结束后，华北营销中心、华东营销中心、西南营销中心、华南基地以及大连等直属营业部纷纷组织旅行团前往。此外，国航还积极推进知音商城产品上线及推广、特色品牌打造、特色产品采购以及定向招聘人员培养等方面的帮扶工作。

### 扶贫效果

2018年上半年共组织2016名游客前往，华北营销中心还就苏尼特右旗存在的制约旅游产业发展的“痛点”，主动为当地旅游部门量身定制了旅游产业开发方案，得到了当地政府的认可；华南营销中心根据调研考察情况，结合实际制订了旅游扶贫工作方案，拟与广州当地金马旅行社签订了长期扶贫合作协议，争取组织每年不少于15000人次到广西昭平旅游，对方承诺将对参加广西昭平县旅游按1元/人次提取扶贫专用金用于对口贫困户帮扶。

## 扶贫经验

### 1. 丰富旅游产品，拓展销售渠道

组织各地营销机构，借助相关直飞资源，丰富产品，提升团体成行率；借助北京协议客户资源，寻找当地企业资源，有针对性推出票价优惠产品；投放大客户因私出行产品及同业产品；引导旅行社在新产品设计上加入旅游线路；利用 OTA 优势资源，与携程、同程旅游等合作开发自由行产品，并借助多平台联合营销。结合华南区域的旅客出行特点，与金马国旅等旅行社合作，推进旅游扶贫开发合作项目。

### 2. 加大旅游宣传力度

针对做广西地区的专项社宣传昭平旅游资源，提高旅行社对两地的认知度；与 OTA 合作，通过 OTA 平台宣传介绍本地旅游景点，吸引客源；组织媒体赴昭平考察，宣传当地旅游资源；邀请旅游局赴京举办产品推介会。

### 3. 特色旅游扶贫项目引入

旅游线路、产品等特色旅游扶贫项目为当地带入了客源，并带动了当地旅游经济的发展，并将这种方式移植到其他贫困地区，带动当地的经济。

### 4. 开展旅游服务培训，提升自身能力

组织北京旅行社对当地旅游业者进行系统培训，培训内容覆盖地接人员培训、旅游市场的发展、团队管理等方面。同时，按照集团统一部署，安排本地优秀干部到商委相关岗位进行挂职锻炼，增强旅游业发展的本领。

## I. Overview

Air China Limited (Air China) is China's only civil airline carrying the national flag, a member of the world's largest airline alliance-Star Alliance, the official air passenger transport partner of the Olympic and Paralympic Games Beijing 2008, the official air passenger transport partner of the Olympic and Paralympic Winter Games Beijing 2022, as well as a domestic airline with the largest brand value (145.295 billion yuan according to the evaluation of the World Brand Lab in June 2018). It plays a domestic leading role in air passenger transport, air freight and relevant services.

Air China has consciously performed social responsibility and taken upon itself to assume public responsibility. Through persistent development, Air China has steadily created tax revenues and jobs for the country, taken an active part in public service practice, and devoted itself to disaster relief, thus making remarkable contributions to the country and society. Air China initiated China Children Insurance Foundation in association with China Children and Teenagers' Fund and other organizations, to promote the healthy development of Chinese children and teenagers. Air China successfully accomplished the mission of serving and supporting the Olympic and Paralympic Games, and created a lot of records in the Chinese history of civil aviation.

## II. Main Practices

1. Enhancing the tourism popularity of destinations through external online channels and internal promotion carriers

In 2017, Air China organized travel agencies and media outlets to visit Zhaoping, Guangxi and Sonid Right Banner, Inner Mongolia to find out their tourism resources and situation. Following the visit, Air China developed tourism products in these areas, and

promoted their tourism resources through external online channels and internal promotion carriers, thus effectively enhancing their tourism popularity. Within the year, Air China facilitated the travel of 706 tourists in the areas.

2. Continuing to develop tourism lines and products, intensifying tourism development

In 2018, on the basis of summarizing previous efforts, Air China further intensified characteristic tourism development projects, North China Marketing Center, East China Marketing Center and other units under Air China continued to develop tourism lines and products and organize tour groups.

3. Providing support from multiple perspectives, advancing project implementation

To further advance project implementation, Air China had an in-depth discussion with the local government about enriching characteristic tourism products, intensifying tourism promotion and other issues in June 2018, and further made clear follow-up plans and implementation measures. Following the survey, North China Marketing Center, East China Marketing Center, Southwest China Marketing Center, South China Base, Dalian Business Department and other business departments directly under Air China organized tour groups to travel in these areas. Besides, Air China intensified support to Phoenix Miles in product launch and promotion, characteristic brand building, characteristic product purchase, directional recruitment staff training and other aspects.

## III. Effects of Poverty Alleviation

Air China organized 2,016 tourists for the areas in the first half of 2018. North China Marketing Center initiated a tailored tourism development plan for the local tourism department according to the "pain spots" restricting the tourism development of Sonid



Right Banner, earning high recognition from the local government; South China Marketing Center worked out a tourism-based poverty alleviation plan based on survey results, proposed to sign a long-term poverty alleviation cooperation agreement with Guangzhou's Jinma International Travel Agency, and strove to organize at least 15,000 people to travel in Zhaoping, Guangxi every year. The travel agency promised to withdraw 1 yuan per tourist for counterpart poverty alleviation.

#### IV. Experience of Poverty Alleviation

1. Enriching tourism products and developing new sales channels

Air China Organizes marketing agencies around the world, relies on direct flight advantage to enrich tourism products and increases group travel rates; also, relying on Beijing Protocol client resources, Air China will search local enterprise resources, launch fare concession products, individual travel products and industry products; Air China has guided travel agencies in designing new tourism lines, employed superior OTA resources to develop independent travel products in cooperation with Ctrip, LY and other OTAs, and conducted joint marketing through multiple platforms. Based on the characteristics of passenger travel in South China, Air China has worked with Jinma International Travel Agency and other travel agencies to advance tourism-based poverty alleviation and development cooperation projects.

2. Intensifying tourism promotion

Air China has promoted Zhaoping's tourism resources among travel agencies specialized in Guangxi tourism, to enhance their recognition of the area; promoted local tourist attractions through OTA platforms to attract tourists; organized media outlets to visit Zhaoping and promote local tourism resources; and invited the local tourism administration for a production presentation.

3. Introducing characteristic tourism-based poverty alleviation projects

Tourism lines, tourism products and other characteristic tourism-based poverty alleviation items have attracted tourists to Zhaoping, promoted the development of the local tourism economy, and transplanted this way to other impoverished areas to drive local economic development.

4. Organizing tourism service training and improving own ability

Air China has organized Beijing's travel agencies to give systematic training to local tourism practitioners. The training covers local receptionist training, tourism market development and team management. According to the unified arrangement of the group, Air China has organized outstanding local cadres to work temporarily at commerce commissions, to enhance tourism development experience and competence.

## 中国铁旅：与新疆旅游互通的桥梁

### CRTS: A Tourism Bridge Connecting with Xinjiang

#### 基本概况

中国铁道旅行社成立于 1991 年，原为铁道部所属的全民所有制企业；2002 年划归北京铁路局；2018 年 4 月按照公司制改革要求，改制为中国铁路总公司北京局集团公司所属的一人有限责任公司，全称中国铁道旅行社集团有限公司，简称中国铁旅集团。经过 27 年的发展，中国铁旅集团现已成为以旅游为主营，集会展、酒店、汽车租赁、保险、客服设备维保等于一体的综合性集团公司，注册资本 2.25 亿元人民币。是中国旅行社协会副会长单位、中国旅行社协会铁道旅游分会会长单位、世界旅游联盟创始会员单位 and 世界旅游城市联合会成员单位。多年来，在集团公司的领导下，中国铁旅集团充分发挥铁路资源优势以及行业内的领军地位，充分利用政府支



持政策，推出一系列具有铁路特色的旅游产品，深受广大游客的喜爱。凭借优质的产品和服务，中国铁旅集团多次荣获北京市旅游界最高奖项“紫禁杯”荣誉称号；多次荣登“中国旅游专列十强运营商”榜首位置；多次被评为全国百强旅行社；2016年，中国铁旅集团作为北京市仅有的三家企业、全路唯一一家企业获得人社部、国家旅游局在人民大会堂颁发的“全国旅游先进集体”荣誉称号，并获得国家旅游局拨付10000元的奖励；2017年荣获北京“新榜样”荣誉称号。

近年来，中国铁旅集团积极响应国家“一带一路”“京津冀协同发展”“对口扶贫”号召，加强与政府间的合作力度，开行“京和号”“津和号”援疆专列、“栾川号”“乌兰察布号”扶贫专列、“盘山号”京津冀专列等一系列品牌旅游专列，深受游客欢迎，开创了“路地双赢”的新格局和“铁路+旅游”高质量融合发展的新局面。

## 主要做法

### 1. 引入入疆，开行“京和号”旅游专列

“京和号”旅游专列是根据北京市对口支援新疆和田地区总体工作计划，结合中国铁路总公司将“引入入疆”作为支持新疆经济社会发展的务实举措，会同自治区旅游局规划“坐着火车游新疆”品牌战略。经与中国铁路总公司、和田市人民政府协商，由北京市旅游委、中国铁路北京局集团有限公司、中国铁道旅行社集团有限公司联合开行的北京直达新疆维吾尔自治区和田地区（南疆）的旅游专列，是北京旅游援疆工作的重要成果。



### 2. 依托铁路资源，开展全方位经济社会发展帮扶

依托铁路资源优势，注入援疆资金，开展游客送疆活动，展现了北京援疆成果与和田地区民族团结融合发展，是宣传推广和田良好形象，吸引更多游客前往和田旅游观光，支持新疆和田经济社会发展的务实举措。

## 扶贫效果

“京和号”旅游专列加深了京、和两地人民的相互了解，提升了民族团结，是一趟心连心的民族团结之旅，被誉为“与新疆旅游互通的桥梁”“京和号”已经成为援疆项目品牌，成为旅游产业援疆的示范项目，成为展现和田的有效途径，是促进和田旅游产业发展之旅，是“一带一路”的促进之旅。

自2015年9月起，中国铁旅集团已连续4年成功开行11列“京和号”旅游专列，累计运输游客5500人，把京津冀乃至全国各地游客通过对口帮扶专列带到了新疆和田地区，直接拉动和田地区GDP近千万元，开创了和田地区旅游业历史的先河，对和田地区旅游发展具有里程碑的重要意义，为推动旅游减贫、和田地区旅游业发展做出重大贡献。



## 扶贫经验

“铁路+旅游+对口帮扶”模式的创新模式示范。在“京和号”的带动下，天津市旅游委与中国铁路北京局集团有限公司、中国铁旅集团联合开行了“津和号”北京—和田援疆旅游专列；安徽省旅游委与中国铁路上海局集团有限公司、上海铁旅集团联合开行了“皖和号”合肥—和田援疆旅游专列；广东省旅游局、广铁集团、广东铁青旅联合开行了“活力广东号喀什之旅”援疆专列，为“铁路+旅游+对口帮扶”模式的创新提供了示范效应。



## I. Overview

Founded in 1991, China Railway Travel Service (CRTS) was formerly an enterprise owned by the whole people under the Ministry of Railways. It was incorporated into the Beijing Railway Bureau in 2002 and was restructured into a one-person limited liability company under China Railway Beijing Group Co., Ltd in April 2018 according to corporate system reform, with the full name "China Railway Travel Agency Group Co., Ltd." After 27 years of development, CRTS has become a general business group mainly engaged in travel and concurrently engaged in convention & exhibition, hotels, car rental, insurance and customer service equipment maintenance, with a registered capital of 225 million yuan. It is a vice chairman entity of the China Association of Travel Services (CATS), the chairman entity of the CATA Railway Tourism Committee, a member entity of the World Tourism Alliance and a member entity of the World Tourism Cities Federation. Over the years, under the leadership of China Railway Beijing Group Co., Ltd, CRTS has given full play to its advantage in railway resources and its leading role in the industry, made full use of government support policies, and launched a

series of characteristic railway tourism products popular with tourists. Owing to its outstanding products and services, CRTS won Beijing's top tourism award-"Zijin Cup", topped the list of "China's Top 10 Tourist Train Operators" and was ranked among China's Top 100 Travel Agencies many times. In 2016, CRTS received the title of "National Advanced Tourism Collection" from the Ministry of Human Resources and Social Security and the China National Tourism Administration (CNTA) at the Great Hall of the People as one of Beijing's three enterprises and the only railway enterprise to win this honor, and was rewarded 10,000 yuan by CNTA. In 2017, CRTS was named "New Model" of Beijing.

In recent years, at the national call for "Belt and Road" construction, "the coordinated development of Beijing, Tianjin and Hebei" and "counterpart poverty alleviation", CRTS has intensified cooperation with the government, and launched a series of branded tourism trains popular with tourists, including "Jinghe" and "Jinhe" Xinjiang-aiding trains, "Luanchuan" and "Ulanqab" poverty alleviation trains, as well as "Panshan" Beijing-Tianjin-Hebei train, thus creating a new pattern of "railway-tourism win-win" and a new

prospect for the high-quality integrated development of "railway and tourism".

## II. Main Practices

1. Launching "Jinghe" tourism train to take tourists to Xinjiang

As overall work plan of Beijing pairing-assistance to Hotan Region in Xinjiang Uyghur Autonomous Region, "Jinghe" Xinjiang-aiding trains is the practical measure for supporting Xinjiang economic and social development and also, it is brand strategy of "Travel Around Xinjiang By Train." Launched by Beijing Municipal Commission of Tourism Development, China Railway Beijing Group Co., Ltd and China Railway Travel Agency Group Co., Ltd upon consultation with China Railway Corporation and Hotan People's Government, the train is a non-stop tourism train from Beijing to Hetian, Xinjiang (southern Xinjiang), as well an important outcome of Beijing's tourism aid to Xinjiang.

2. Offering all-round support for economic and social development based on railway resources

Based on superior railway resources, CRTS has injected capital in aid of Xinjiang and transferred tourists to Xinjiang, showing the integration of the outcomes of Beijing's aid to Xinjiang with Hetian's ethnic unity. This is a practical move to attract more tourists to travel in Hetian and support the economic and social development of Xinjiang and Hetian.

## III. Effects of Poverty Alleviation

"Jinghe" tourism train has deepened the mutual understanding between people in Beijing and Hetian, and enhanced ethnic unity. It is a heart-to-heart journey

of ethnic unity hailed as a "tourism bridge linking Beijing to Hetian". "Jinghe" has become a Xinjiang-aiding project brand, a tourism aid demonstration project for Xinjiang, an effective way to show Hetian, as well as a journey of promoting the tourism development of Hetian and the construction of the "Belt and Road".

Since September in 2015, CRTS has successfully launched 11 runs of "Jinghe" tourism train for four years in a row, transported a total of 5,500 tourists, and taken tourists from Beijing, Tianjin, Hebei and the rest of the country to Hetian, to contribute nearly 10 million yuan to Hetian's GDP. This move set a precedent in the history of Hetian's tourism, marked a milestone in the tourism development of Hetian, and made a remarkable contribution to tourism-based poverty reduction and the tourism development of Hetian.

## IV. Experience of Poverty Alleviation

Model for innovation in the mode of "railway + tourism + counterpart support" sets up a new example. Driven by "Jinghe", Tianjin Municipal Tourism Administration launched "Jinhe" Beijing-Hetian Xinjiang-aiding tourism train in association with China Railway Beijing Group Co., Ltd. and China Railway Travel Agency Group Co., Ltd.; the Anhui Provincial Commission of Tourism Development launched "Wanhe" Hefei-Hetian Xinjiang-aiding tourism train in association with China Railway Shanghai Group Co., Ltd. and Shanghai Railway Travel (Group) Co., Ltd.; the Tourism Administration of Guangdong Province launched "Energetic Guangdong Journey of Kashgar" in association with China Railway Guangzhou Group Co., Ltd. and CYTS Tours Guangdong Railway Co., Ltd., to create a model for innovation in the mode of "railway + tourism + counterpart support".

# 同程旅游：助力“梵天净土、桃源铜仁”品牌升级

LY.com: Help to Upgrade the Brand of "Heaven on Earth, Idyllic Tongren"

## 基本概况

2015年，同程旅游全面启动了“互联网+目的地”战略，利用自身平台优势和软硬件资源在智慧旅游建设、大数据共享、线上销售平台搭建、旅游目的地品牌包装策划、景区托管以及电子商务培训等方面为目的地“互联网+旅游”发展赋能，当年即完成了与全国40多个目的地的签约，其中，超过三成是中西部地区的贫困区县。

2016年，“线上+线下+体验”成为国内在线旅游行业的发展趋势，同程旅游重点推出了体验式营销，注重以“线上+线下”和大数据技术在核心客源地为目的提供整合营销服务，同时将“验客大赛”等成熟IP引入目的地。2017年，同程旅游继续沿着“线上+线下+体验”的方向为目的地全域旅游的发展提供支持，在2017年12月11日召开的江苏苏州·贵州铜仁扶贫协作联席会议上，同程旅游与铜仁市旅游发展委员会签署“新旅游”战略合作协议，助力苏州与铜仁两地的扶贫攻坚合作。



铜仁市位于武陵山区腹地，辖8个县2个区，被纳入国家武陵山连片特困地区。铜仁市是贵州省重要旅游目的地，生态和文化旅游资源丰富，拥有国家级自然保护区2个，国家级风景名胜区3个，省级风景名胜区9个，国家矿山公园1个，国家级喀斯特地质公园1个。此外，作为著名的革命老区，铜仁还是重要的红色旅游目的地。

## 主要做法

同程旅游充分运用自身优势，从大数据、目的地品牌打造、IP营销、产业链投融资等方面为铜仁旅游经济发展提供了全方位支持，由此探索出旅游精准扶贫的新模式，以可持续的发展模式助力铜仁市的青山绿水变为“金山银山”。

### 1. 利用平台优势，为目的地“互联网+旅游”发展赋能

同程旅游利用其平台优势和软硬件资源在智慧旅游建设、大数据共享、线上销售平台搭建、旅游目的地品牌包装策划、景区托管以及电子商务培训等方面为目的地“互联网+旅游”发展赋能。为铜仁打造“AI智能旗舰馆”，以全域旅游为指导思想，实现其景点、酒店、交通、美食、地图、自由行、国内游等相关产品的了联通，解决一站式购物问题。并且首次应用旗舰馆AI机器人，通过大数据分析，实时为游客提供旅游咨询服务。

### 2. 利用“线上+线下+体验”，为目的地提供整合营销服务

注重以“线上+线下”和大数据技术在核心客源地为目的提供整合营销服务，松桃官方旗舰店成功落户同程旅游官网，同时将“验客大赛”等成熟IP引入目的地，并通过打造“苗乡绝技、神奇松桃”全球验客大赛，在大赛期间，全媒体曝光量高达1.2亿次，并为其输出精修旅游图片500张。其文创系列松桃小罐茶、手绘笔记本、明信片等产品，大受渠道商和游客的喜欢。2018年7月，以“水龙祈福 狂欢德江”的同程验客活动走进德江，旨在宣传德江水龙文化节、傩戏文化以及“乌江秘境 欢乐德江”的旅游品牌。

### 3. 突出“旅游+公益”，助力铜仁扶贫与公益

以“旅游+公益”的理念，强化同程旅游对铜仁的扶贫与公益助力，积极开展重点针对青少年的“游梦现实”计划，在“六·一”儿童节等特殊节日圆了贫困家庭儿童的旅游梦（不一样的儿童节），并在社会进行发声，一方面弘扬企业正能量，鼓励更多的企业参与铜仁扶贫；另一方面培育祖国的花朵，为其快乐成长贡献一份力。

### 4. 拓展推广渠道，提升铜仁知名度

为了拓展渠道，同程旅游帮助铜仁在长三角做品牌推介。总计媒体发稿



量高达212篇,旅行社同行到场最累计突破500+。2018年7月,成功承办“梵天净土 桃源铜仁”暑期避暑推广(南京)推介会,为铜仁的旅游产品销量作出更多助力。

## 扶贫效果

自同程旅游与铜仁市签订战略合作以来,铜仁先后荣获“2017年十佳文化旅游目的地”“2018中国十大最佳自驾游目的地”“2018年同程优质旅游榜·旅游扶贫目的地的奖项等称号。通过“旅游+公益”,实现薅菜村小学全体学生的“校服梦”及捐赠爱心图书角,圆了4名品学兼优学生的迪士尼游学梦。其次,为提升旅游从业人员专业度,同程提供学习空间,并智慧旅游、旅游营销等方向开展多次培训,参训人员超过200人,并取得了不错的反馈。

## 扶贫经验

### 1. “互联网+旅游扶贫”助力目的地品牌升级

互联网在目的地营销领域的应用和普及是一个历史性机遇,同程旅游运用自身的技术优势和平台优势支持铜仁市旅游经济的发展,先后集中优势资源铜仁新视界-AI智能馆、验客活动等全力支持铜仁市旅游目的地的升级,为当地旅游企业搭建网络平台,为铜仁“互联网+旅游”及全域旅游建设提供支持,运用大数据及多平台优势为铜仁目的地营销提供数据支持。此外通过线下宣传推介会,线上验客大赛活动,引入线上、线下相结合的创新营销模式,如帮助铜仁在长三角做品牌推介时,总计媒体发稿量高达212篇,旅行社同行到场最累计突破500+。由此探索出了“互联网+旅游扶贫”的旅游精准扶贫的新模式。

### 2. “旅游+技术+文娱”赋能目的地

用新技术、大平台、大数据以及文化艺术IP赋能铜仁旅游。在打造活动“苗乡绝技、神奇松桃”全球验客大赛期间,全媒体曝光量高达2.5亿次,并为其输出精修旅游图片1000张。其文创系列松桃小罐茶、手绘笔记本、明信片等产品,大受渠道商和游客的喜欢。“旅游+技术+文娱”将有助于充分释放目的地发展潜力,快速实现当地旅游产业链的转型升级,从而提升当地经济的“造血”能力,为最终脱贫致富打好基础。



## I. Overview

In 2015, LY.com fully launched the "Internet + Destination" strategy. Since then, utilizing its own platform advantages as well as software and hardware resources, it has improved the scope of "Internet + Destination" through smart tourism construction, big data sharing, online sales platform construction, tourism destination brand creating and planning, scenic spot management, and e-commerce training. More than 40 destinations across the country signed contracts with LY.com immediately that year, of which over 30% were poor counties and districts in the central and western regions.

In 2016, "Online + Offline + Experience" has become the leading development trend of the domestic online travel industry. LY.com turned its focus towards experiential marketing, which stresses providing integrated marketing services for each destination through "Online + Offline" and the use of big data technology at the tourist spots as well as the introduction of the mature IP "Checker Contest" to its destinations. In 2017, LY.com continued to provide support for the all-for-one tourism development of its destinations guided by the "online + offline +

experience" strategy. On December 11, 2017, Joint Conference on the Poverty Alleviation Cooperation of Tongren, which was held in Suzhou, Jiangsu Province, LY.com and Tongren Tourism Development Committee signed a "New Tourism" strategic cooperation agreement, to help the cooperation on poverty alleviation between Suzhou and Tongren.

Located in the hinterlands beneath the Wuling Mountains, with 8 counties and 2 districts under its jurisdiction, Tongren has been incorporated into the national Wuling Mountain Contiguous Poor Area. Rich in ecological and cultural tourism resources, Tongren is an important tourist destination in Guizhou Province, owning two national natural reserves, three national scenic spots, nine provincial scenic spots, one national mine park, and one national Karst geo-park. In addition, as a famous old revolutionary area, Tongren is also an important national historical tourist destination.

## II. Main Practices

Making full use of its own advantages, LY.com has provided all-round support for the development of Tongren's tourism economy from the aspects of big



data, destination brand building, IP marketing, industrial chain investment and financing, and thus explored a new model of precision poverty alleviation through tourism, which has helped the green mountains of Tongren become "gold and silver mountains" through a sustainable development model.

1. Helping the "Internet + Tourism" development of destinations through platform advantages

Utilizing its own platform advantages as well as software and hardware resources, LY.com has improved the results of "Internet + Tourism" through smart tourism construction, big data sharing, online sales platform construction, tourism destination brand creation and planning, scenic spot management, and e-commerce training. It has built the "AI Intelligent Flagship Pavilion", which has solved numerous problems by providing a one-stop shop through the connection of scenic spots, hotels, transport, food, map, self-guided tours, domestic travel and other related products, with all-for-one tourism as its guiding thought. Moreover, AI robots have been used for the first time to provide real-time travel consultation for tourists through big data analysis.

2. Providing integrated marketing services for the destinations through "Online + Offline + Experience"

Focusing on providing integrated marketing services for the destinations through "Online + Offline" and big data technology at LY.com-affiliated tourist sites, the Songtao Official Flagship Store was successfully introduced into the LY.com website, while the mature

IP "Checker Contest" has also been introduced to destinations. Through the creation of the "Stunts of Miao Township, Magic Songtao" global checker contest, the destination was publicized up to 120 million times in the media during the contest, and 500 high-definition tourism promotional images were distributed to media outlets. Its series of cultural and creative products such as Songtao-branded small cans of tea, hand-painted notebooks, and postcards were deeply loved by the distributors and tourists. In July 2018, LY.com's checker activity of "Bliss of Water Dragon in Happy Dejiang" was held in Dejiang, aiming at publicizing Dejiang's Water Dragon Culture Festival, Nuo play culture and the tourism brand of "Wonderland Wujiang and Joyful Dejiang".

3. Helping the poverty alleviation and philanthropy of Tongren by stressing "Tourism + Philanthropy"

With the concept of "Tourism + Philanthropy", LY.com has strengthened poverty alleviation and public welfare assistance for Tongren. It has actively carried out the "Realizing Travel Dreams" program aimed at young people. On June 1, International Children's Day, and other special festivals, LY.com helps to realize the travel dreams of children from poor families (different International Children's Day), and a voice has been made in the society. Not only does it promote the positive energy of enterprises and encourage more enterprises to participate in Tongren's poverty alleviation programs, but it also cultivates the flowers of the motherland, contributing to their happy growth.

4. Expanding promotion channel, boost Tongren reputation

To expand promotion channel, LY.com helps Tongren make promotion conference in Yangtze River Delta. The total volume of manuscript submission amounts to 212 and accumulative number of peer in tourism community on site amounts to plus 500. In July, 2018, "Heaven on Earth, Idyllic Tongren" summer promotion conference was held in Nanjing City and this contributed a lot for Tongren tourism product sales.

### III. Poverty Alleviation Effects

Since signing the strategic cooperation with LY.com, Tongren has won several awards, such as the Top 10 Cultural Tourism Destinations in 2017, the Top 10 Self-driving Destinations in China in 2018, and the Pro-poor Tourism Destinations on LY.com's Quality Tourism List in 2018. Through "Tourism + Philanthropy", the "school uniform dream" of all the students of Haocai village primary school has been realized, a 'love books' corner has been created through donation, and the Disney dream of four students who are excellent in both behavior and learning has been realized. Moreover, in order to improve the professionalism of tourism practitioners, LY.com has provided a learning space and carried out multiple trainings in intelligent tourism, tourism marketing, etc., with more than 200 trainees, and achieved good feedback on these.

### IV. Poverty Alleviation Experience

1. Helping to upgrade the brands of destinations through "Internet + Pro-poor Tourism"

The application and popularization of the Internet in the field of destination marketing is a historic opportunity. LY.com has used its own technical advantages and platform advantages to support the

tourism economy development of Tongren. Fully utilizing its resources, LY.com has done its best to help upgrading Tongren's various tourist destinations, through Tongren New Vision-AI Intelligent Pavilion and checker activities, building a network platform for local tourism enterprises, providing supports for Tongren's "Internet + Tourism" and all-for-one tourism construction, as well as destination marketing data support through big data and multi-platform advantages. In addition, through offline publicity and promotion meetings and online checker contest activities, the innovative marketing model combining online and offline resources has been introduced. For example, when YL.com helped Tongren on its brand promotion in the Yangtze River Delta, a total of 212 articles were issued by the media, and as many as 500+ travel agencies participated in the activity. Thus, the new model of precision poverty alleviation through tourism, i.e. "Internet +Pro-poor Tourism", has already produced compelling results.

2. Helping destinations through tourism + technology + cultural recreation

LY.com has helped along the tourism development of Tongren with new technologies, big platform, big data, and cultural and art IP. Through the creation of the "Stunts of Miao Township, Magic Songtao" global checker contest, the destination was publicized up to 250 million times in the media, and 1,000 high-definition tourism images were distributed to media outlets. Its series of cultural and creative products such as Songtao-branded small cans of tea, hand-painted notebooks, and postcards were a hit among distributors and tourists. Tourism + technology + cultural recreation will help to release the potential of all tourist destinations, and rapidly realize the transformation and upgrading of the local tourism industry chain, so as to facilitate the regeneration of the local economy, as well as lay a good foundation for poverty alleviation and enriching the local population.

## 途牛：旅游扶贫，为爱前行

Tuniu: Tourism-based Poverty Alleviation For Love

### | 基本概况

途牛旅游网创建于2006年，2014年在美国纳斯达克成功上市。途牛以“让旅游更简单”为使命，为消费者提供包括跟团、自助、自驾、邮轮、景区门票以及公司旅游等在内的产品和服务。10多年来，“要旅游，找途牛”的企业口号已经为众多消费者所熟知。作为中国领先的在线休闲旅游公司，途牛已经在全国设立了220个线下直营门市，同时提供420个城市出发的旅游产品预订服务。目前，途牛旅游网总计有超过220万种产品可供选择。

途牛作为一家具有强媒体属性OTA，具有强用户、高下载、移动PC双覆盖等特点。截至2018年5月，途牛已累计服务了超过8830万人次出游。目前，途牛旅游APP下载量已超过12.5亿，注册会员数超过6300万，每月活跃会员数超过1000万。网站数据方面，途牛旅游网日均UV（Unique Visitor，独立访客访问数）近350万，日均PV（Page View，页面浏览量）超过2000万。2012年至今，途牛已连续多年位居中国在线跟团游市场第一，持续保持市场领先地位；与此同时，易观产业数据库发布的最新数据显示，2018年第1季度，途牛市场份额提升至28.4%，继续稳居行业第一。

途牛旅游网积极响应党中央和国家关于打赢脱贫攻坚战的决策部署，发挥全国在线休闲旅游行业领先企业的优势，帮助欠发达地区大力发展旅游产业，做好旅游资源的整合、营销、宣传和推广，引导全国乃至全球游客到相应地区进行旅游消费，带动当地经济发展和农民脱贫致富。

### | 主要做法

1. 与中国扶贫基金会联合设立“团圆行”专项公益基金



自成立以来，途牛一直持续关注留守儿童问题。2015年12月，途牛联合中国扶贫基金会设立“团圆行”专项公益基金，大胆创新提出“公益旅游”新型公益概念——发挥在线休闲旅游企业优势，通过将留守村庄改造成适合旅行的民俗村庄，设计并开发独特的公益路线，多渠道吸引消费者前往旅行参观、带动乡村经济发展，赋予旅行公益的含义。2016年9月初，将公益与灾后重建村落、村落属地景区结合的途牛“团圆行·美丽乡村公益之旅”首条自驾旅游线路在四川省雅安市宝兴县雪山村、邓池沟圆满落成。2017年1月24日，途牛旅游网在官网、微博、微信等多个渠道发布团圆行公益视频，号召用户在新春阖家团圆之际，能够给予长期与父母分离的农村留守儿童更多关爱。与此同时，途牛上线“团圆行”公益线路产品，在途牛APP或网页上可搜索“团圆行”。

2. 通过自驾、论坛等活动打造，帮助贫困区域加强营销宣传

2018年7月20日，途牛旅游网协助西宁市政府举办以“新自驾 智未来”为主题的中国西部自驾游产业发展论坛。来自全国各地的行业资深专家、自驾领域领军人物代表、知名OTA企业负责人等齐聚西宁，聚焦西部地区自驾游体系建设，进一步提升包括青海、甘肃、西藏在内区域自驾旅游品牌，促进五省区旅游经济快速发展，并为消费者提供更多、更优质的自驾游产品及服务。

### 3. 发挥途牛旅游网平台优势，为贫困区域引流

途牛作为一家具有强媒体属性 OTA，具有强用户、高下载、移动 PC 双覆盖等特点。截至 2018 年 7 月，途牛已累计服务了超过 9000 万人次出游。目前，途牛旅游 APP 下载量已超过 12.5 亿，注册会员数超过 6300 万，每月活跃会员数超过 1000 万。网站数据方面，途牛旅游网日均 UV (Unique Visitor, 独立访客访问数) 近 350 万，日均 PV (Page View, 页面浏览量) 超过 2000 万。途牛旅游网通过为目的地建设旅游旗舰店、设计专题页，在途牛旅游网页面展示旅游目的地风采，重点推广目的地旅游产品，营造区域旅游热点，实现产品预览、售卖等功能，为区域旅游的全网推广提供流量落地。

## 扶贫效果

目前途牛官方网站运营的全国 16 个东西部扶贫协作和对口支援省级地区旅游产品线路约 40 万种，每年为这些地区输送游客约 70 万人次，有效带动了当地消费。

为了扩大覆盖面，着力通过旅游促进更多地区脱贫。途牛旅游网对照全国扶贫对象名录和《全国乡村旅游扶贫重点村汇总表》，在全年营销、产品、销售和零售平台等各项业务政策上，考虑予以适当倾斜，年底汇总对比上线产品和输送游客数量变化，持续改进，带动当地发展。

## 扶贫经验

途牛旅游扶贫工作由途牛党委牵头，各部门抽调精干力量，成立了专门的项目组。途牛扶贫工作组深入贫困地区进行调研，与当地建立常态化协作关系。

一是派专人与贫困地区进行资源对接，加强旅游资源整合，以周边游为突破口，打造一批精品线路。

二是通过会展、节庆活动打造，帮助贫困区域加强营销宣传，包装策划地方特色产品，跟踪掌握运营情况，不断提升目的地服务。

三是上线售卖贫困地区旅游相关产品线路，引导游客到相应地区进行旅游消费，带动当地经济发展和农民脱贫致富。

四、进行资源整合、强化宣传营销。途牛旅游网通过积极对接贫困地区旅游资源，帮助目的地整合资源，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。



## I. Overview

Tuniu was founded in 2006 and listed on the NASDAQ in 2014. With the mission of "Making travel easier", Tuniu has provided consumers with products and services including group tour, self-service travel, self-driving travel, cruise, attraction ticket and corporate travel. Over the decade, Tuniu's slogan of "Turning to Tuniu for travel" has been known to numerous consumers. As a Chinese leading online leisure tourism company, Tuniu has 220 offline direct sales stores across China, and provides tourism products departing from 420 cities for reservation. Currently Tuniu has over 2.2 million products for choice.

As an OTA with strong media attribute, Tuniu is characterized by loyal users, a large number of

downloads and mobile-PC coverage. As of May 2018, Tuniu has served over 88.3 million tourists. Currently Tuniu APP registered over 1.25 billion downloads, over 63 million registered members and over 10 million active members monthly. In terms of website data, Tuniu registered nearly 3.5 million UVs (Unique Visitor) and over 20 million PVs (Page View) daily. Since 2012, Tuniu has led the Chinese online group tour market for many consecutive years. According to the latest data released by Analysys, Tuniu's market share surged to 28.4 percent, securing its lead in the industry.

In response to the decisions and arrangements of the Party Central Committee and the country for winning the tough battle of poverty alleviation, Tuniu has exerted its advantage as a domestic leading online leisure tourism enterprise, helped underdeveloped areas develop tourism, integrated, marketed and promoted tourism resources, and guided domestic and global tourists in traveling in corresponding areas, to drive local economic development and help farmers get rid of poverty and become well-off.

## II. Main Practices

1. Setting up "Reunion Travel" Foundation in association with China Foundation for Poverty Alleviation

Since its establishment, Tuniu has paid persistent attention to stay-at-home children. In December 2015, Tuniu set up "Reunion Travel" Foundation in association with China Foundation for Poverty Alleviation, and proposed the innovative concept of "philanthropic tourism": exerting its advantage as an online leisure tourism enterprise, transforming villages with stay-at-home children into villages featuring folk customs, designing and developing unique philanthropic lines, attracting travelers to these villages through multiple channels to promote the



development of the rural economy, and giving travel the meaning of philanthropy. In early September 2016, the first self-driving tourism line of Tuniu "Reunion Travel • Beautiful Countryside Journey of Philanthropy", integrating philanthropy with the post-disaster reconstruction of villages and local attractions, was launched in Xueshan Village and Dengdigou Village, Baoxing County, Ya'an City, Sichuan Province. On January 24, 2017, Tuniu released the video of "Reunion Travel" through its official site, weibo, WeChat and other channels, calling on users to give more love to the rural stay-at-home children long separate from their parents on the occasion of family reunion during the Spring Festival. Meanwhile, Tuniu launched "Reunion Travel" philanthropic lines.



2. Helping impoverished areas intensify marketing through self-driving travel, forums and other activities

On July 20, 2018, Tuniu assisted the Xining Municipal People's Government in hosting Western China Self-driving Industry Development Forum, with the theme "New Self-driving, Smart Future". Senior industrial experts, leaders in the self-driving field and heads of renowned OTAs from across the country gathered in Xining. With focus on self-driving system construction in western China, the forum further improved self-driving travel brands in Qinghai, Gansu and Tibet, promoted the rapid development of the tourism economy of five provinces and autonomous regions, and provided more and better self-driving travel products and services to consumers.

3. Exerting the platform advantage of Tuniu to attract tourists to impoverished areas

As an OTA with strong media attribute, Tuniu is characterized by loyal users, a large number of downloads and mobile-PC coverage. As of July 2018, Tuniu has served over 90 million tourists. Currently Tuniu APP registered over 1.25 billion downloads, over 63 million registered members and over 10 million active members monthly. In terms of website data, Tuniu registered nearly 3.5 million UVs (Unique Visitor) and over 20 million PVs (Page View) daily. Tuniu has built tourism flagship stores and designed special pages for destinations, shown destinations on its website, promoted tourism products of destinations, created hotspots of regional tourism, and enabled functions such as product preview and selling, to promote regional tourism network flow data into travel order.

### III. Effects of Poverty Alleviation

Currently Tuniu's official site operates some 400,000 tourism products and lines in 16 province-

level regions involved in eastern-western poverty alleviation collaboration and counterpart support across the country. Tuniu transfers some 700,000 tourists to these regions every year, to boost local consumption.

To expand the coverage of tourism-based poverty alleviation and make more areas shake off poverty through tourism, according to the *Catalogue of Poverty Alleviation Targets across the Country and the Summary Table of Key Villages for Tourism-based Rural Poverty Alleviation across the Country*, Tuniu will provide preferential policies for marketing, products, sales and retail platforms throughout the year, and continue to improve on the basis of summarizing and comparing the changes in the number of launched products and the number of transferred tourists at the end of the year, to promote local development.

### IV. Experience of Poverty Alleviation

The Party Committee of Tuniu has spearheaded tourism-based poverty alleviation, and Tuniu's relevant departments have selected capable staff to establish a special project group. The group has surveyed impoverished areas and established normalized cooperative relations with these areas.

Firstly, Tuniu has assigned staff to coordinate with impoverished areas to strengthen tourism resources integration, and developed a few fine tourism lines with travel around as the penetrating point.

Secondly, Tuniu has helped poverty-stricken areas intensify marketing and promotion through conventions, exhibitions and festival activities, packaged and planned characteristic local products, followed up operations and kept improving destination services.

Thirdly, Tuniu has launched and sold tourism products and lines in impoverished areas, and guided tourists in traveling in corresponding areas, to promote local economic development and help locals get rid of poverty and become well-off.

Lastly, Tuniu has conducted resources integration, and intensified promotion and marketing. It coordinated with impoverished areas to help them integrate resources and intensify promotion and marketing, made domestic and foreign tourists know areas with beautiful natural landscape and well-preserved primitive ecology, and improved impoverished areas' capability of independent development through hemopoiesis-like poverty alleviation to make them become well-off.

# 携程：“美丽乡村”旅游专区打造，助力乡村振兴

Ctrip Builds "Beautiful Country" Tourism Zone to Boost Rural Revitalization

## 基本概况

携程旅行网创立于 1999 年，总部设在上海，现有员工近 30000 人，在北京、广州、深圳等国内 17 个城市设有分公司。携程于 2003 年 12 月 9 日在美国纳斯达克上市，致力于为中国贡献一个世界级的旅游服务公司。作为中国领先的综合性旅行服务公司，携程旅行网向超过 3 亿注册会员提供包括酒店预订、机票预订、旅游度假、商旅管理及攻略社区在内的全方位旅行服务。在全球 200 多个国家和地区拥有约 120 万家国内和国际会员酒店；机票产品覆盖全球六大洲 5000 多大中城市；火车票覆盖全国绝大多数城市及火车站；汽车票覆盖全国 3000 多个车站；提供全球 70 多万条度假产品，服务网络覆盖国内外 2000 多个城市，抵达全球 100 多个国家和地区。

目前，携程已经是全球第二、亚洲第一的在线旅游服务企业，连续三年蝉联中国旅游集团第一位。携程致力于加速国际化步伐，在新加坡及韩国、日本等国内 20 余个城市设有分公司，与海外 50 多个国家和地区展开目的地营销合作，超过 2500 万名外籍会员通过 11 种语言的携程国际网站和国际版 App 预订产品、享受服务。经过 19



年的发展，携程正逐渐树立起中国在线旅游品牌在全球旅客心目中的形象，携程也正在国际化的道路上越走越深入。

作为中国领先的综合性旅行服务公司，携程积极响应国家号召，努力推动“互联网+旅游”发展工作建设，把“精准扶贫”与企业发展紧密结合，为推动全面消除贫困目标作出自己的贡献。携程以 3 亿会员的线上流量为旅游扶贫地区带来游客，同时也为游客带来乡村旅游的吃住行游购的全方位旅行新选择，让越来越多的扶贫帮扶区通过旅游真正达到脱贫致富。

## 主要做法

1. 上线“美丽乡村”旅游扶贫专区，搭建一站式智慧旅游信息平台

携程依托强大的线上营销能力，在携程 APP 首页上线“美丽乡村”旅游扶贫专区，分为美丽乡村旗舰店、排行榜、经典乡村游记、特色民宿等适应消费者搜索需求的模块功能，旅游扶贫目的地方面上线了 310 家中央企事业单位的 595 贫困目的地的旅游资源与产品。“美丽乡村”旅游扶贫专区为中国一千余个经典乡村旅游目的地提供直接对接消费者的旅游扶贫支持与乡村旅游出行平台。同时也为有意愿做旅游扶贫的社会力量，希望发展乡村旅游的地区政府部门，有定点扶贫任务的相关单位，提供一个各自发挥所长助力旅游扶贫工作开展的旅游扶贫工作平台。



2018年7月23日至24日，文化和旅游部在山西忻州召开山西省文化旅游扶贫对接大会，携程在会议上启动娄烦、静乐“美丽乡村”旅游扶贫旗舰店，共建“美丽乡村”避暑胜地。

## 扶贫经验

### 1. 发挥携程线上流量优势，真正做到“授之以渔”

以旅游扶贫切入扶贫工作，携程以3亿会员的线上流量为旅游扶贫地区带来游客，用互联网眼球流量带来人流量，带动当地吃住行游购娱的各行业发展，是真正的“授之以渔”。旅游扶贫不仅让人们的荷包鼓起来了，目的地也将因为旅游发展的带动旧貌换新颜，旅游扶贫成为除了电商扶贫以外更具有拉动力的扶贫品牌。

### 2. 设立旅游扶贫专区，对接旅游扶贫支持

“美丽乡村”旅游扶贫专区是携程在文旅部与扶贫办指导下建立的“互联网+旅游扶贫”平台，为全国一千余个经典乡村旅游目的地提供直接对接消费者的旅游扶贫支持平台，带动目的地乡村旅游及各产业的发展。

### 2. 发挥网络平台资源优势，与目的地合作线路、开发产品、进行整合营销

携程将继续以“美丽乡村”专题为平台，发挥大会员、大数据、大平台、大产品、大流量的资源优势，为各乡村旅游提供一站式整合营销服务，促进偏远地区的经济发展。携程将为乡村旅游搭建一站式智慧旅游信息平台，与目的地乡村开发合作经典旅游线路产品，开通机场、高铁站来往景区的旅游专线，上线特色民宿产品。另外，携程继续加大在航空、住宿、地面交通、景点门票等业务资源方面的合作，将信息查询、内容展示、产品销售等功能整合营销，以此带动目的地乡村旅游乃至全域旅游的发展。

## 扶贫效果

携程“美丽乡村”旅游帮扶专区上线一段时间以来，先后同多个乡村旅游目的地展开合作，并取得了良好的社会和经济效益。乡村旅游产品订购均实现了快速增长，同时在携程网上的搜索和关注量也有大幅提升。携程“美丽乡村”帮扶专区将不断向中国三四线地区、中西部、边远农村渗透，逐渐实现以旅游消除贫困。同时，携程与交通运输部联合启动“交通公益+旅游扶贫”项目，发布了全国首批100条扶贫旅游线路，覆盖了国内近20个省份，取得了明显成效。

2018年5月29日云南省怒江州旅游扶贫对接及公益富婆大会召开，在文化和旅游部、国务院扶贫办支持和指导下，携程“美丽乡村”专区上线怒江州旗舰店，携程集团与怒江州签署战略合作协议，致力于怒江的脱贫致富和旅游产业发展。

## I. Overview

Founded in 1999, headquartered in Shanghai, with nearly 30,000 employees, Ctrip has established branches in 17 domestic cities including Beijing, Guangzhou and Shenzhen. Ctrip was listed on the NASDAQ, the US, on December 9, 2003 and is committed to building a world-class tourism service company in China. As a Chinese leading general tourism service company, Ctrip



provides all-round travel services to over 300 million registered members, including hotel booking, air ticket booking, holiday travel, business travel management and travel guide. Ctrip has about 1.2 million domestic and foreign member hotels in over 200 countries and regions across the world; sells air tickets covering over 5,000 large & medium-sized cities in six continents, train tickets covering most cities and railway stations across China, and bus tickets covering over 3,000 bus stations; and provides over 700,000 global holiday products. Its service network covers over 2,000 domestic and foreign cities in over 100 countries and regions across the world.

Currently, Ctrip has become the world's second-largest and Asia's largest online tourism service enterprise, and been the largest Chinese tourism group for three consecutive years. Ctrip is committed to speeding up globalization, has branches in over 20 domestic and foreign cities in Singapore, Republic of Korea, Japan and other countries, and has carried out destination marketing cooperation with over 50 foreign countries and regions. Over 25 million foreign members have booked products and enjoyed services through Ctrip's international sites in 11 languages and App (international version). After 19 years of development, Ctrip has gradually established its favorable image in global tourists' hearts as a Chinese online tourism brand, and is going deeper on the way of globalization.

As a Chinese leading general travel service company, Ctrip has, at the call of the country, endeavored to promote the development of "internet + tourism", closely integrated "targeted poverty alleviation" with corporate development, and made remarkable contributions to the goal of "comprehensively eliminating poverty". Through its 300 million online members, Ctrip has brought tourists to the areas involved in tourism-based poverty alleviation, and

offered tourists new all-round choices of food, lodging, transport, travel and shopping in rural tourism, to make more and more such areas shake off poverty through tourism.

## II. Main Practices

1. Launching the "Beautiful Country" tourism-based poverty alleviation zone, building a one-stop smart tourism information platform

Based on its strong online marketing capacity, Ctrip added the "Beautiful Country" tourism-based poverty alleviation zone to the homepage of its APP. The zone features modular functions meeting consumer needs, including "Beautiful Country" flagship pavilion, rankings, classic rural travel notes and characteristic B&B, and contains tourism resources and products in 595 poor destinations of 310 central enterprises and institutions. While providing a direct tourism-based poverty alleviation support and rural tourism platform to over 1,000 classic rural tourism destinations in China, the zone provides a tourism-based poverty alleviation work platform for social forces willing to alleviate poverty through tourism, local government departments hoping to develop rural tourism and relevant entities

undertaking the task of fixed-point poverty alleviation, to exert their strengths in support of tourism-based poverty alleviation.

2. Playing the resources advantage of the network platform, cooperating with destinations in tourism line development, conduct integrated marketing.

With "Beautiful Country" as the platform, Ctrip will continue to give play to the resources advantage of big members, big data, big platform, big product and big traffic, and provide integrated marketing service for rural tourism, to promote the economic development of remote areas. Ctrip will build a one-stop smart tourism information platform for rural tourism, cooperate with destination rural areas in developing classic tourism lines, launch tourism lines at airports and high-speed railway stations, and launch characteristic B&B products. Besides, Ctrip will continue to intensify cooperation in aviation, lodging, ground transportation, attraction tickets and other business resources, and conduct integrated marketing of information query, content display, product sales and other functions, to promote the development of rural tourism and all-for-one tourism of destinations.



### III. Effects of Poverty Alleviation

For some time since the launch of the "Beautiful Country" tourism-based poverty alleviation zone, Ctrip has carried out cooperation with a number of rural tourism destinations, and achieved good social and economic benefits. Meanwhile, rural tourism orders, searches and followers have soared. The zone will keep penetrating into China's tier-3 & 4 areas, central and western regions, and remote rural areas, to gradually eliminate poverty through tourism. Besides, Ctrip has launched "Transport for Charity + Tourism-based Poverty Alleviation" in association with the Ministry of Transport, released China's first 100 poverty alleviation tourism lines covering nearly 20 domestic provinces, and achieved significant effects.

Yunnan Nujiang Prefecture Conference on Tourism-based Poverty Alleviation Coordination & Charity for Poverty Alleviation was held on May 29, 2018. Supported and guided by the Ministry of Culture and Tourism (MCT) and the State Council Leading Group Office of Poverty Alleviation and Development (CPAD), Ctrip's "Beautiful Country" zone launched Nujiang Prefecture Flagship Pavilion, Ctrip and Nujiang Prefecture entered into a strategic cooperation agreement on the poverty alleviation and tourism development of Nujiang.

On July 23 and 24, 2018, MCT held Shanxi Coordinating Conference on Cultural Tourism-Based Poverty Alleviation in Xinzhou, Shanxi Province. At the conference, Ctrip launched Loufan and Jingle

"Beautiful Country" tourism-based poverty alleviation flagship pavilions, and will build them into "Beautiful Countryside" resorts.

### IV. Experience of Poverty Alleviation

1. Exerting the advantage of online traffic to promote the substantial development of tourism

With tourism as the penetrating point of poverty alleviation, through its 300 million online members, Ctrip has brought tourists to the areas involved in tourism-based poverty alleviation, to promote the substantial development of local food, lodging, transport, travel, shopping and entertainment industries. Tourism-based poverty alleviation has not only enriched people, but also rejuvenated tourism destinations. Tourism-based poverty alleviation has become a poverty alleviation brand with stronger driving force apart from poverty alleviation through e-commerce.

2. Establishing the tourism-based poverty alleviation zone in support of tourism-based poverty alleviation

The "Beautiful Country" tourism-based poverty alleviation zone is an internet + tourism poverty alleviation platform established under the guidance of MCT and CPAD, as well as a direct tourism-based poverty alleviation support platform for over 1,000 classic rural tourism destinations in China. It has driven the development of rural tourism and relevant industries of destinations.



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