

## 拉蒂什·库马尔 Speech World Rural Tourism 2025

Good morning everyone,

尊敬的各位来宾，大家早上好。

I'm Prof. Ratish Kumar, and I feel truly honored to be here today among so many respected colleagues and passionate champions of rural tourism.

我是拉蒂什·库马尔教授（Prof. Ratish Kumar），今天能与在座各位尊敬的同行，以及长期致力于乡村旅游事业的朋友们相聚一堂，我感到无比荣幸。

First, a warm thank you to **Mr. Gan Yangfo**, Secretary General of the World Rural Tourism Council, for your leadership that continues to inspire us. And to **Mr. He Li**, thank you for your valuable inputs and constant support.

首先，我要向世界乡村旅游理事会秘书长干永福先生致以诚挚的感谢，正是您持续的引领与推动，才让我们始终充满信心与动力；同时也感谢贺力先生一直以来的宝贵建议与坚定支持。

I also want to take a moment to acknowledge all the **regional secretaries-general and other dignitaries and the students of rural tourism** here with us—your work in your own regions is laying the foundation for a global rural tourism movement.

我要特别向在座的各位地区秘书长、贵宾以及现场的乡村旅游专业的同仁们致敬——正是你们在各自地区的实践与探索，为全球乡村旅游的发展奠定了坚实的基础。

Being part of this forum isn't just a professional opportunity for me—it's deeply personal. Because when we came back from the Lucan Forum, I couldn't stop thinking: *what's really working in rural tourism?* And maybe more importantly—*what is not working?*

对我而言，能够参与这次论坛，不仅仅是一项专业任务，更是一次深刻的个人旅程。自从参加完卢坎论坛回国以后，我一直在思考一个问题：什么样的乡村旅游实践真正有效？更进一步说：哪些地方我们还做得不够？

We looked at almost 20 years of rural tourism development in India—a country where every few kilometres, the language, food, and traditions change. What works for India might work for rest of Asia pacific as well.

Here's what we discovered.

回望印度二十年的乡村旅游实践

我们回顾了印度近二十年来的乡村旅游发展历程。大家知道，在印度，每走几公里，就会遇到完全不同的语言、饮食和传统文化——这样的多样性也许正是整个亚太地区的缩影。

Here's what we discovered.

In India, government-led rural tourism projects have a success rate of just **35 to 40 percent**. That means more than half of them either stalled, faded out, or didn't make the impact they were meant to.

我们发现，在印度，由政府主导的乡村旅游项目，成功率仅为 35%至 40%。换句话说，超过一半的项目要么停滞不前、要么最终效果不佳，远未达到预期目标。

Why its important to study government led projects as this vary concept of rural tourism is being propagated by the all most all the governments of Asia Pacific region as a SDG goals , where the success rate is low

为什么我们要特别关注政府主导的项目呢？因为乡村旅游作为联合国可持续发展目标（SDGs）的一部分，几乎在整个亚太地区都由政府在推动。而如果这一类项目的成功率不高，那么问题就更加值得我们深思。

But then we saw a different story. **Community-based tourism projects**—initiatives driven by local people—show a success rate of **60 to 70 percent**. Almost double!

但与此同时，我们也看到了一种完全不同的结果。由社区主导的乡村旅游项目——也就是由村民发起并运营的模式，成功率达到了 60%至 70%，几乎是前者的两倍。

That got us thinking—what's making that difference?

这引发了我们的进一步思考：**真正的差异究竟在哪里？**

It's not just the budget. In fact, many government or PPP projects had better funding and infrastructure. The real difference is in the approach.

Top-down models often treat villagers like beneficiaries—someone to “help.” But the bottom-up approach treats them like partners—**equal stakeholders** in building something meaningful.

从表面看，不少政府项目或公私合营（PPP）项目资金更充足、基础设施更完善。但关键区别不在“钱”，而在于方法。

“自上而下”的模式，往往把村民当作“受助者”，是一种帮扶关系；

而“自下而上”的模式，则把村民当作平等的合作伙伴，共同参与、有决策权，是一起打造可持续发展的参与者。

In some less successful projects, locals were trained to clean rooms or serve food—but the control, the bookings, the marketing—those stayed in the hands of outsiders. Compare that to villages where locals host homestays, lead heritage walks, manage bookings online, and use the profits to fix roads or support schools. That's when tourism becomes **empowerment**.

我们看到，在一些成效不佳的项目中，村民只接受了基本的服务技能培训，如打扫卫生或端茶送水；但真正的控制权——包括预订、营销、管理等——仍掌握在外部公司或组织手中。

而在那些由村民自己主导的项目中，情况就大不相同：他们自己开设民宿、带领游客走访乡村文化遗址、通过手机完成线上预订，甚至将利润用于修路、助学。这时，旅游不再是被动参与，而是变成了一种真正的“赋权”。

We also found common issues where projects didn't take off:

- People in the village weren't truly involved
- Tourists didn't get authentic, engaging experiences
- Promotion was weak or outdated
- And there was often a mismatch between what was offered and what travelers were actually looking for

我们总结了一些项目失败的常见原因：

- 村民并没有真正被纳入项目设计和执行过程
- 游客感受不到真实、有吸引力的乡村体验
- 宣传手段老旧、推广效果有限
- 所提供的产品与游客实际期待不匹配

So the big question is: *what can we, as members of the World Rural Tourism Council, do to shift this narrative?*

这些问题的存在，让我们更加坚定了一个信念：作为世界乡村旅游理事会的成员，我们有责任推动一种更有效的发展路径。

Here's an idea we're working on—a **global knowledge repository** for rural tourism. Something living and evolving that brings together all the tools, templates, stories, and experiences communities need to create their own success stories.

This could include:

我们正在思考并推动一个新构想——建立一个全球乡村旅游知识共享库，这是一个活的、有机发展的资源平台，集合各种工具、模板、案例与实践，供世界各地的乡村社区使用与借鉴，打造属于自己的成功故事。

这个平台可以包括：

- Community platform, a platform where communities can **connect and learn from each other**
- Easy-to-use planning guides with real life working examples
- Simple tech tools for digital promotion and bookings through hand held simplest device like mobile
- Templates for community revenue sharing and ownership

- Training in hospitality, storytelling, and local experience creation etc .
- 一个社区互动平台，帮助世界各地乡村社区相互交流、彼此学习
- 可操作性强的规划指南，提供真实案例与实用参考
- 简单易用的数字工具，例如用手机就能进行宣传和预订
- 收入分配与产权模板，支持社区公平治理
- 关于接待礼仪、故事讲述、文化体验打造等方面的培训资源

Imagine a village in China exchanging ideas with a rural group in uttarpradesh in India . Or a homestay owner in South Africa mentoring someone just starting out in South Sudan. That's the kind of shared global learning we need.

试想一下——中国的一个村落可以和印度北方邦的社区互换经验；南非的民宿经营者可以在线上指导南苏丹的青年创业者。这正是我们需要的全球共享式学习生态。

But the problem is it can't be built by a few consultants or experts. It has to be **co-created**—by **you**, by **me**, by **communities**, by people working on the ground. And that's why I'm inviting all of you to contribute to this very idea of a shared repository .

这个共享库不能只是由几位专家或顾问编写完成的，它必须由我们每一个人共同创造——包括你、我、在座的每一位，以及那些在一线实践的乡村工作者与社区成员。

因此，我在这里，**诚挚邀请大家共同参与，共同贡献**：分享你们真实的经验、遇到的困难、取得的成果。

我们一起建设一个支持可持续、包容性发展的乡村旅游生态系统。

We need to share real lessons, real mistakes, and real successes.

Let's create an ecosystem where **rural tourism becomes a long-term, community-led force for development.**

我们要分享真实的经验、真实的教训，以及真实的成功案例。

让我们共同打造一个可持续发展的生态系统，让乡村旅游成为一个由社区主导、长期推动发展的力量。

Because at the heart of it, rural tourism is not just about travel—it's about giving people a reason to stay in their villages, about preserving heritage, and about creating dignified opportunities where they live.

归根结底，乡村旅游不仅仅是一次旅行，更是在为人们留下来的生活创造理由，是在保护我们的文化遗产，更是在为乡村居民就地创造有尊严的就业与发展机会。

So let's not build tourism *for* rural people.

Let's build it *with* them—and more importantly, *led* by them.

所以，我们不是“为”乡村居民建设旅游。

而是要“与”他们一同建设——更重要的是，让他们来“主导”建设。

Thank you all once again for your time, your dedication, and your belief in what we can achieve together.

Let's keep walking this journey—**hand in hand, heart to heart.**

再次感谢大家的到来，感谢你们的投入与坚守，感谢你们对我们共同愿景的信任与支持。

让我们继续携手同行，用心连接彼此，一起走好这段旅程。