Conditions of Achieving a High-Degree Cooperation in the Planning of Idle Resource Utilization -A Case Study of Rural Tourism Development in Bailong Village, China

by Yutong Zhang

Submission date: 22-Sep-2020 03:50PM (UTC+0100)

Submission ID: 133479836

File name: 693749_Yutong_Zhang_Conditions_of_Achieving_a_High-Degree_Cooperation_in_the_Planning_of_Idle_Resource_Utilization_-A_Case_St_413705155.pdf (1.53M)

Word count: 17062

Character count: 91382

UCL Bartlett School of Planning:
BPLN0039 Dissertation in Planning

To be completed by the student submitting the dissertation:

Candidate name:	Yutong Zhang
Programme name:	MSc Spatial Planning
Time and date due in:	22nd September, 2020, 5pm
Supervisor name:	Dr Jung Won Sonn

To be completed by the School office:

Time and date actually submitted:	
Lateness penalty applied (if applicable)**:**	
Supervisor name:	
Second marker name:	
Third marker name (if applicable):	

UNIVERSITY COLLEGE LONDON
FACULTY OF THE BUILT ENVIRONMENT
BARTLETT SCHOOL OF PLANNING

Conditions of Achieving a High-Degree Cooperation in the Planning of Idle Resource Utilization

- A Case Study of Rural Tourism Development in Bailong Village, China

Yutong Zhang
MSc Spatial Planning

Being a dissertation submitted to the faculty of The Built Environment as part of the requirements for the award of the MSc Spatial Planning at University College London:
I declare that this dissertation is entirely my own work and that ideas, data and images, as well as direct quotations, drawn from elsewhere are identified and referenced.

22/09/2020

Word count: 10210
Appendices: 3137

Acknowledgements

I would like to express my deepest gratitude to my supervisor, Dr Jung Won Sonn, who has offered guidance for the overall framework of this dissertation and provided valuable suggestions for the research. I would also like to extend my special thanks for his encouragement and advices to complete this study in the special circumstance with huge restrictions.

I wish to thank all the interviewees for their willingness and contribution in our communications and all the informants for their sharing. I am also grateful to Xi Ran who helped me arrange a time to conduct online interviews directly with villagers.

I am deeply indebted to my parents for their nurture and support. I would also like to send my great appreciation to my father, Jian Zhang, who has supported me a lot to carry out the investigation in distance in the pandemic.

Table of Contents

List of Figures

List of Tables

Abstract

This research explores the main conditions of achieving a high-degree cooperation in the planning of reusing idle resources. It aims to understand the combined effect of general cooperative development modes (CDM), effectivity of the integration of multi-planning (IOMP) application and building of trust in collaboration to reach a harmony by adopting a qualitative method of case study analysis. It collects primary data from interviews and secondary data from government websites and official documents and visual information from participants and online searching. This research unveils the main reasons behind farmers' willingness of cooperation and the mutual supports between the enterprise and local government in terms of the achievability of consistent purposes, land adjustments and unity of the planning system. It extends the practicability of IOMP in promoting cooperation and highlights the significance of trust. The study implies the comprehensiveness of making a high degree of cooperation and even harmony in relevant development project in terms of interest, planning system and the psychological contract. The key findings of condition have been discovered as the apparent substantial improvement on income, employment or release from management, low dependency on resource combined with an active communication, relatively smooth planning process benefited from appropriate land adjustments and finally the psychological contract through building of consensus and trust. It also briefly discusses the feasibility of applying these conditions in other contexts and planning and desires further studies on more detailed analysis with different scales.

Keywords: cooperation, idle resource, spatial planning, conflict, collaboration

1. Introduction

1.1 Background Overview

With the continuous advancement of urbanization and industrialization in China, the effect of urban agglomeration has become increasingly obvious, which is mainly reflected in a rapid development caused by the agglomeration of products including human resources, capital and technology (Gao, 2018). A large number of surplus labour force has left from the rural area in pursuit of higher income and better public service, and this phenomenon has induced a severe issue of hollowing-out. Besides, in response to the economic crisis of 2008, many projects were put into practice in China, which also produced a large amount of wasteland and damaged the ecological environment (Hong *et al*., 2013). However, due to the incomplete stockpile and development system of idle land, lack of interest guarantee for farmers in resource circulation, the widespread phenomenon of non-agricultural or non-grain circulation, such factors have objectively caused the unwillingness of using the idle resources for sharing economy and caused a considerable scale and proportion of idle resource in rural area (Zhu *et al*., 2018).

The reuse of idle resources has hence been increasingly advocated. It has become an important way to promote local industrial development and considered to have good prospects by advocating cooperative development models (CDM) in the context of sharing economy (Ping, 2018). As the governance of relationship can make significantly positive impacts on the cooperation performance and ideally increase trust relationship and reciprocity by enhancing the sense of ethics mainly towards farmers (Chen and Luo, 2011), the conditions of a high-degree cooperation among the main parties including the government, enterprises and local residents should be assessed in order to effectively promote the willingness and rational utilization rate of idle resources.

The enterprise always plays an indispensable role in the cooperative development. However, the independence of various planning organizations and different planning systems, contents and approval agencies make the coordination between plans insufficient and even cause conflicts, and the optimization of spatial development and protection of cultivated land and ecological environment cannot be achieved effectively (Guan, 2015). The poor planning coordination may also induce the confusion in investment, low intensiveness of resources and increase in costs of construction for the enterprises (Wang *et al*., 2017). To deal with these issues, an approach to the integration of multi-planning (IOMP) has been introduced.

1.2 Aims and Objectives

This research aims to find the conditions of achieving a high degree of cooperation in the planning of idle resource utilization by analysing the relationships between the enterprise, government and local residents in the application of CDM, dealing with the conflicts of planning and assessing the achievement of harmony.

To achieve the research aim, the following objectives are pursued:

- Understand the roles that different actors played in various models of cooperative development
- Understand the concepts of IOMP in dealing with planning conflicts
- Select a suitable case in terms of the development of reusing idle resource through cooperation
- Analyse the cooperative relationship between local residents and enterprise
- Analyse the key conflicts resolved by the application of IOMP
- Assess the trust relationship among three actors
- Identify the main conditions and discuss whether they could be applicable in other contexts or planning
- Conclude and provide recommendations for further works

This thesis seeks to achieve the research question and objectives through a critical literature review and case study analysis. Chapter 2 provides a review of related literature about the concept of idle resources, main types of CDM, extension to collaborative planning and governance and the research gap. In chapter 3, the main methodology used to conduct this research is outlined. Chapter 4 gives a general description of the selected case study, and the key analysis and findings in response to the research topic are presented in chapter 5. Chapter 6 provides the main conditions of the high-degree cooperation with a broad discussion. Finally, chapter 7 gives the conclusion of this study and recommendations for further works.

2. Literature Review

2.1 Collaborative Planning and Governance

The collaborative planning has been advocated as a globally recognized approach to promote the cooperative relationship between governmental and non-governmental organizations or individuals. According to the review about its effectivity in various contexts and continuous improvement in increasingly complicate environment of stakeholders, it was quiet consistently agreed that the collaborative planning can involve a wide set of stakeholders in the planning process to critically broaden the perspectives of local economic development based on a direct delegating control (Warner, 1999; Kumar and Paddison, 2000; Gunton and Day, 2003) and hence build a consensus agreement on the shared purposes and decision-making process that distinctive stakeholders participate (Cullen *et al*., 2010; Lin and Geertman, 2015), especially between public authorities and local stakeholders (Morton *et al*., 2012).

The partnerships or governance involving multi-dimensional forms of cooperation have also become commonplace in dealing with problems of rural environment (Taylor, 2010). However, by analysing the interconnection of different claims, modes of action and contested debates on the governance of rural environments, Taylor (2010) found that the centralization and institutionalization of power still present. This is quite consistently indicated in various researches. As Keyim (2016) analysed the rural tourism development in the Chinese context, it was also found that although the collaborative governance has been encouraged to emphasize governmental and non-governmental cooperation and practices of bottom-up development to maximize socio-economic benefits at the local rural level, the steering role that the government played still need to be acknowledged. Similarly, as criticized by Tewdwr-Jones and Allmendinger (1998), the participation of more people who might desire a more democratic planning process are welcomed and encouraged to get involved in decision-making process, but they should be undertaken within a framework of institutional, political and legal provisions.

Combined with the description of how to design, activate and maintain a collaborative process made by Chrislip and Larson (1994), Warner (1999) indicated the significance of sharing financial responsibility and authority of design to successfully build trust among different actors. Kumar and Paddison (2000) then introduced trust as a new component of the theory of collaborative planning and develop the indicators of trust by assessing the application in practice. They found that high trust expected by stakeholders will result in sustained collaboration and argued that trust and collaboration

can strengthen each other. Van Ark and Edelenbos (2005) also believed that trust can be the answer to cope with uncertainty and complexity.

2.2 Cooperative Development Models

To assess the cooperative relationship between the key participants, Ping (2018) indicated the main development models and provided a brief comparison between them. There are four general models to develop regional economy and can be summarized as shown in the table below in terms of business entity, ownership and right of management for each model. By supplementing with additional description and practical evidence about the operation and issues from other studies, the features for each model can be explained more comprehensively.

Table 2.1. General Types of Cooperative Development Models (CDM)

Development Model	Business Entity	Ownership and Management Rights
Farmers' independent development model	Local farmers	Farmers have the ownership and management rights
Enterprise's independent development model	Enterprise	Enterprise has the management rights, and farmers have the ownership
Cooperative development model between farmers and enterprise	Local farmers and enterprise	Enterprise has the management rights, and farmers have the ownership
Cooperative development model between enterprise and government	Local government and enterprise	Farmers have the ownership, and the government and enterprise jointly own the management rights

2.2.1 Farmers' Independent Development Model

The first one as the simplest development mode is voluntarily organized and operated by local farmers with low barriers to start and flexible business strategies (Zhang, 2019). However, this model can cause a spontaneous and scattered management (Ping, 2018) and a lack of professional operation and diversified cooperation (Zhang, 2019). As stated by Ping (2018), this model usually has a small scale of development. This has also been found out in the case analysis made by Zhang (2019), along with incomplete supporting facilities and limited income for farmers. Although Ping (2018) believed that farmers can have a strong emphasis on the local characteristics from self-management, Zhang (2019) found a lack of distinctive features and cultural impacts on local folk customs can be made by farmers themselves. These two studies are both relatively new, but Ping (2018) aimed at providing a general comparison between the different development models, and

Zhang (2019) assessed the model based on the status analysis of case study with more details and local data. Therefore, it is hard and inaccurate to state whether farmers could effectively emphasize the local features to the business on their own as it would highly depend on the different local conditions.

2.2.2 Enterprises' Independent Development Model

For the second development model, the enterprises rent the resources which are usually the lands and holds the overall planning (Ping, 2018). In this case, the scale of development can be large with more complete supporting facilities (Ping, 2018) and guaranteed quality of services and products (Zhang, 2019). However, Zhang (2019) found that farmers are usually more passive and not sharing equal rights with the investor as the decision of hiring local employees or purchases of agricultural products is completely made by the enterprise. Also, as the rent remains unchanged for a long period while the income is increasing, it is likely to induce conflicts of interest between these two actors (Zhang, 2019). As stated by Xu *et al*., (2013), the enterprise-led structure has significant issues of unstable contract and uncertain guarantee of rights and interests for farmers. Another common issue caused by the unmatched planning layout with the local development potential is the singularity of the tourism industry, this problem has also been concerned in a number of related studies and analyses of practices on the idle resource utilization, rural tourism and industrial development (Ping, 2018; Zhang, 2019; Chen, 2008; Song. 2018). By combining the statement of unobvious local characteristics shown in this model with the consistent findings from other related researches, there is usually a lack of innovation of the enterprise to develop rural tourism by using idle resources.

2.2.3 Cooperative Development Model between Farmers and Enterprises

The development model of cooperation between farmers and enterprises is the most concerned and analysed in literatures. Ping (2018) believed that it can have a flexible development and complete supporting facilities. Also, Ping (2018) briefly explained the way of cooperation as the farmers and enterprises agree on the proportion of equity in the contract, but Leng (2015) indicated three pathways of cooperation including contract system, joint-stock system and cooperative system which is also called as profit return or settlement relationship of secondary distribution. In the agricultural industrialization, the enterprise can usually establish cooperative relations with farmers through commodity contracts or element contracts and stabilize their relations of interest through contract agreements or joint-stock partnership (Leng, 2015). According to his analysis on the related factors impacting the selection of cooperation based on the survey data from a case study and multinomial logistic model, Leng (2015) found that the contract system was preferred by farmers, and factors in

terms of own qualification, family production and resources such as the number of labours, sales, benefit, scale of management and the like would significantly influence their choices. In addition, based on the practical analysis of the utilization of rural idle homesteads made by Liu (2019), this model could effectively promote the rural economy with emphasized local characteristics. The funds would be arranged by the enterprise to develop products and create their own brands benefited from the advantages of the local agricultural industry and hence cause the brand effect to attract purchases (Liu, 2019).

2.2.4 Cooperative Development Model between Enterprises and Government

Although there is a lack of existing literature about the cooperation between government and enterprises for the idle resource utilization and insufficient attention to its relationship with farmers' income, Ping (2018) believed that this model can provide greater innovation and larger scale of development with policy supports and complete supporting facilities. Besides, the three models discussed above and related literatures are generally based on the assumption that the coordination of industrial structure and improvement of rural economy or farmers' income must rely on the market. However, by examining the mechanism and effects of government-enterprise cooperation with an example of the bamboo industry from a perspective of rural economic development at the county level, Zhang and Li (2013) found that it would be risky to solely rely on the market or government to allocate resources, but the cooperation between government and enterprise could play as an accelerator in increasing farmers' income by forming a dual-channel mechanism of benefit recovery like direct or indirect profit return or providing trainings to farmers to make up for failures of market and government, especially for economically underdeveloped regions and disadvantaged industries. Therefore, the cooperative development model between enterprises and government does not only have greater potential on the innovation, scale of development, policy supports and supporting facilities, but also avoid failures on resource allocation. To achieve a long-term effect, some issues like the continuity of policy supports, sustainability of business capacity, the cohesion of cooperation and the accessibility for other large enterprises are still concerned to be solved (Zhang and Li, 2013).

2.3 Research Gap

The literature has provided a generally good understanding of the participation in collaborative planning and governance combined with an extension to the importance of trust and explained the key development models respectively in terms of their features, operation and issues. However, there is still a research gap of the conditions or strategic reasons behind the willingness of cooperation and a lack of recent studies about the assessment of trust relationship with some practical analyses. Most studies only assessed the relationship among enterprises, farmers or government to stabilize their contract of interest or avoid possible failures instead of exploring the conditions to reach a harmony among these three actors. The aim of this study is hence to address these research gaps by exploring the conditions of high-degree cooperation and assessing the trust relationship through a case study analysis of CDM in making use of idle resources combined with an introduction of active IOMP application as an approach to deal with planning conflicts as some recent and new findings.

3. Methodology

To achieve the research aim and complete the objectives, this study is preferred to adopt qualitative method based on the case study analysis about the cooperation among the government, enterprise and local residents, mainly through the conduction of online interviews with the some participants involved in the development or relevant process and data collection from official documents and online information.

3.1 Case Selection

Case analysis will be the key approach to conduct this research by considering and combining the main theories and practices. To choose an appropriate case site, there are few conditions of the selection should be met. Firstly, the project or planning for the case site should have an appropriate potential of business development or to regenerate its business functions such as the industrialization, regeneration, rural tourism and the like. Secondly, there should be a relatively rich amount of idle resources like wastelands, homesteads, labour forces or wasted natural resources can be reused for cooperative development. Besides, undoubtedly, at least one of the main cooperative development modes should be carried out. Ideally, all three actors including government, enterprises and farmers should be involved for a more comprehensive analysis. By meeting the basic conditions of site selection with considerable availability of data collection, Bailong Village in Fengjie County of Chongqing, China was chosen as the case site for this research. Besides, in terms of the planning-making process concerned in the cooperative relationship between government and enterprises, the

application of IOMP as a relatively new concept has been imported as a new penetration into the traditional sense of cooperation analysis.

3.2 Interviews

The interviews were all conducted online and completed in a period of 9th July 2020 to 7th September 2020 with 10 participants including the planners and relevant staff from the enterprise, local villagers, government official and investor for around 1 hour for each. At the first stage, 1 local planner and 1 surveyor from the enterprise involved in designing the scheme of tourism development helped to form a general shape of the project in terms of the reasons of development and ideas of overall planning and gave a brief indication about whether CDM and IOMP have been implemented or not. Based on the answers received from them, 1 site leader of the development project was interviewed about the methods of cooperation between the enterprise and villagers. 1 planner was interviewed about the role enterprise played in the CDM, how they have cooperated with the local government and what benefits they have given to the villagers. Then, 4 villagers at different ages including 3 residents who were working in the reconstructed projects and 1 resident who was not were also interviewed based on the several factors that might affect their willingness of cooperation. Interview request was also sent to 1 government official in Planning and Natural Resource Bureau about how they establish and collaborate the territory spatial planning by taking IOMP as the basic requirement, and this interview was done by written. Finally, an interview with 1 investor about the views of the cooperation among the three actors and the reasons for investment was conducted.

Official documents including reports and plans were mostly obtained from interviewees and relevant officials. Also, most media documents such as photos were also received from them, and some were obtained by online searching. All the policy documents were from government official websites. There were 8 interviews recorded and transcribed by the researcher, and notes were taken for the rest two interviewees upon their requests. The sample interview questions can be found in Appendix A and B.

3.3 Methods of Data Analysis

The analysis of CDM can be divided into three processes including exploring farmers' willingness to cooperate with the enterprise, implementation of IOMP to provide supports of planning process from the local government to the enterprise and finally the assessment of trust relationship among all three actors.

3.3.1 Approach of Exploring the Willingness of Cooperation

To determine the reasons behind the willingness of cooperation, the approach used in this research is to define the possible variables affected the willingness from the interviews with villagers, assign values to their responses and hence produce the mean values to generally represent the common situation in the case village. Although the use of interviews rather than questionnaires might mean a quite restriction on the number of participants, the representativeness of the chosen groups with different age, family background, working and cooperation status shows the worth of consideration.

3.3.2 Planning Conflict Resolution

In this case study, IOMP has been concerned as a relatively new concept and actively implemented to deal with the existing conflicts of planning and reflect the practical experience. It is widely aimed and believed that the integration of multi-planning can ideally promote the effectiveness of planning implementation by dealing with disputes and lack of coordination among different departments and resolving conflicts amongst different plans including self-contained planning system (Zhou *et al*., 2017; Wang *et al*., 2017; He *et al*., 2018).

Although there is a number of pilot cities in China have been put into the experiment to explore the effect of the IOMP mechanism and hence to provide practical support for the reform of spatial planning system, it is not easy to establish an integrated and coordinated planning system due to the restriction of fragmented management that different departments usually focus on their own rights and interests and the limitation of the construction quantity (Zhou *et al*., 2017). By taking the experience of implementation from the pilot in Yulin City, Zhou *et al*. (2017) found that the most significant conflicts were the position and integration of the key departmental planning and selection of the lead department which should be concerned with local features. It was quite comprehensively analysed in terms of the existing planning conflicts, reasons and reflections and the establishment of the spatial planning system at a city level. In the case of rural development, these conflicts might be considered as less severe or complicated due to the ideally less quantity of construction, land use and department participation. The concept of IOMP is generally consistent, but the implementation still

depends on local conditions. As Guan (2015) compared the overall land use planning and the urban-rural planning supported by practical evidence, the main conflicts were found as the differences of land classification, planning data and spatial distribution (Guan, 2015). In order to effectively implement IOMP, Guan (2015) has indicated three main pathways including the coordination of land classification, scientifical treatment of the differences of multiple planning and determination of three control lines which are the ecological protection red line, permanent farmland protection line and town development boundary to guarantee the basic safety of ecology, production and life.

Based on these experiences from IOMP studies in different aspects, the analysis of its application in the case study of this research can follow a relatively comprehensive process. It will be assessed by first indicating which planning conflicts of land classification, planning data and spatial distribution have occurred, considering the reasons for applying IOMP as the concept of solution, identifying the main pathway of its implementation and finally analysing the details of how it has helped resolved those conflicts.

3.3.3 Trust Assessment

Trust is usually concerned with many different aspects. To examine it in collaboration, a number of indicators to assess the extent of trust achieved in collaborative planning as developed by Kumar and Paddison (2000) including social exchange and delegation of powers and tasks, reciprocity and protection of interests, sharing of information, achievement of expectation and desirable behaviour, vulnerability, control, shared values and time factor should be considered. In this research, these indicators would only be briefly assessed to estimate whether the trust relationship in the case study has met the baseline or not as a supplementary condition of achieving the harmony, and it would not be analysed in too detail.

3.4 Ethical Considerations

Since the research involved interviews with human participants, in order to avoid potential safety and ethical risks, the UCL risk assessment form has been filled out (see Appendix D), information sheet and consent forms are also filled for all interviews (see Appendix C). Besides, it was emphasized to interviewees that this research does not involve any disclosure of their personal information and identities, all primary data are also presented anonymously. To protect the privacy of participants, except the photos of development projects that they have agreed to be used in the rese all the meeting notes, recordings, transcriptions and other secondary sources from them are kept by the researcher only and will not be shared with any third party.

4 Description of the Case

4.1 Ideas of Planning

Bailong Village of Yongle Town is located in the northeast of Fengjie County in Chongqing, China as an important part of the Scenic Area of Baidi City and Qutang Gorge on the south bank of the Yangtze River for promoting rural revitalization. The development of this village is also a significant part of the master plan of the "The First Village of the Three Gorge" which is one of the key projects explicitly targeted for poverty alleviation brings development opportunities to Bailong Village.

Figure 4.1. Location of Chongqing (Adapted from TUBS, 2011)

Figure 4.2. Location of Fengjie County (Adapted from Msnox, 2007)

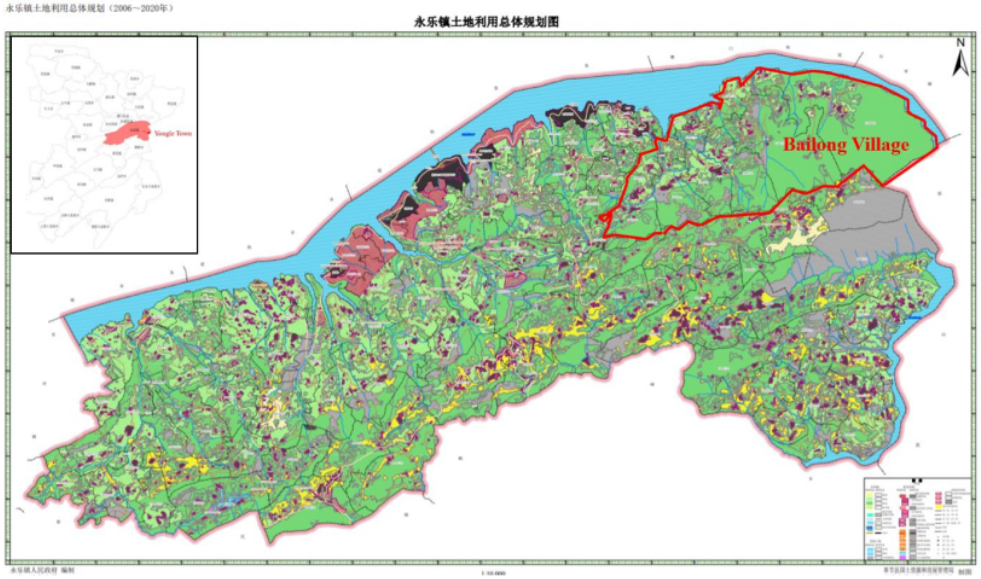

Figure 4.3. Land Use Master Plan in Yongle Town (Adapted from Fengjie County People's Government, 2018a)

It has shown a great potential on rural tourism development due to the geographical advantages of natural landscape, development in traffic in next 2 or 3 years including the construction of highways and airports and its cultural values of poet and as a military town in the past. Besides, by concerning the severe issues of local environment including soil erosion, rocky desertification, poor quality of soil and poor living environment, lack of proper infrastructure, poverty, low quality of education and idle resources, the planning of the rural tourism development in Bailong Village has been started in recent years. This recent project aims to be integrated with the famous scenic spots of Baidi City and Qutang Gorge nearby to construct a tourism pattern of joint development with them. Besides, ecological protection has been taken as a prerequisite with keeping the original intact and without any expansion and destruction on environment, and idle resources have been appropriately reused to enrich product content. Therefore, this plan combined the task of poverty alleviation and tourism development concern environmental protection and agricultural industrialization to promote the local employment and economy.

4.2 Types of Idle Resources

As emphasized by Hutt (1939), the relationship between the extent of idleness and relevant demand is close, different causes may lead to different functions of idle resources. According to the status analysis of idle resources in Chinese rural area, Qin *et al*. (2016) classified rural idle resources into three main types including living idle resources, productive idle resources and public facilities. Although there is a lack of recent literature on finding a consistent and theoretical definition of idle resources, this term has been frequently used in various studies on planning. For instance, idle resources have been classified into more specific types to achieve a higher efficiency of utilization in urban agriculture and rural development (Smit and Nasr, 1992; Qin *et al*., 2016) which generally include human resource, capital, land, wastes and other natural resources by summarising the types defined in various studies and practices. Therefore, the definition of idle resources can be flexible depending on different purposes.

Consistent with the theory of rural idle resource classification in China made by Qin *et al*. (2016), the main types of these resources in the development of Bailong Village can be generally classified into living idle resources, productive idle resources and public facilities. More specifically, they include the human resource which is usually indicated as the unemployment, idle homesteads, wastelands, and other natural resources such as barren mountain, existing vegetation and materials or wastes for construction in the design strategy. In Bailong Village, the unemployed villagers stayed at home was basically due to the severe problem of hollowing-out. The appearances or building styles

of those homesteads mainly distributed in various concentrated scattered points were relatively dilapidated and chaotic with poor infrastructure supply and green space inside the village. Also, there was no proper management of those randomly discarded wastes like gravel stacking in place or any unified cleaning. Therefore, it is quite urgent to make improvement of the poor environment of human settlements. Other natural resources including the barren mountain, wastelands, forest farms, mesas, platforms, local stones and the like should also be reasonably reused combining with the revitalization of idle homesteads to develop leisure agriculture and rural tourism.

4.3 Utilization of Idle Resources

There are many ways of utilizing idle resources, generally including the reconstruction of human settlement, ecological repair and adjustment of planting industry to reduce wasting resources and promote local industrial development, and these various operations can be effectively implemented by conducting a good cooperation among the enterprise, local villagers and government. According to the literature review of CDM analysis, the development modes are mostly analysed as a single-party participation or the cooperative relationship between two basic actors based on several case studies. However, in this practice, all three parties are concerned as participants and cooperate with each other.

Many interviewees reflected that this project brings confidence to the government and villagers. The enterprise has reached a consensus with the local villagers to establish a cooperative relationship by forming a contract system. In terms of the role each party played, the enterprise as the main planner and developer transforms idle resources into effective resources through industry introduction, bringing social and economic benefits to a win-win situation that the enterprise and villagers can share mutual benefits. By establishing this contract-based cooperative relationship, villagers transfer their management rights of lands to the enterprise for renovation, thus they and unemployed villagers can work in the transformed projects such as restaurants and homestays by taking the trainings provided by the enterprise and government, which can enhance the value of human resource and optimize the costs. Moreover, the local government not only provides financial and policy supports but also the special sustain on infrastructure development for the ecological repair and reconstruction. To make a more flexible and smooth planning process for the enterprise, the government has made adjustments of land and space planning by conducting IOMP approach.

Figure 4.4. Homestead Before Reconstruction

Figure 4.5. Homestead After Reconstruction

In addition to the homesteads that can be reconstructed by using existing idle materials based on ecological standards, other natural idle resources can also be directly utilized by conducting ecological repair for greening and adjustment of planting industry. As a more complete supporting construction of infrastructures and public services can be provided by the government, it lays the foundation of improving the quality of villagers as labours to receive trainings. For the ecological restoration on the barren mountain, in order to avoid possible damages to the environment, the completed constructions of soil and water conservation works like reinforcement, soil cultivation, soil amelioration and treatment of non-point source pollution including the reconstruction of human settlements, sewage discharge and biological treatment were done by local manpower and animal power instead of the machinery. Besides, the industrial structure has been adjusted from the traditional scattered farming which is inefficient and not environmental-friendly to the integrated farming, and the planting industry has also been promoted by introducing and improving various quality products such as roses and terraces with a good economic and ornamental value following the exiting topographic conditions of the barren mountain. Therefore, this promotion of diversification and quality of varieties can ideally encourage the industrial transfer of villagers for the partnership.

Figure 4.6. Development on the Barren Mountain

Figure 4.7. Construction of Terraces

5 Findings and Analysis

5.1 Reasons for Achieving an Effective Cooperation

To find out the reasons of achieving a high-degree cooperation on effectivity, two key relationships in CDM including the win-win cooperation between the enterprise and local villagers and the mutual supports from the enterprise and local government through IOMP have been analysed respectively in this section.

5.1.1 Reasons behind the Willingness of Cooperation

When farmers choose the way of cooperation, they would consider several factors including their own qualification, family production and resources to decide whether they would choose and accept it, and it was found that the greater the degree of risk aversion, the greater the tendency to choose the contract system (Leng, 2015). The concerns of risk usually affect farmers' decision and can even

hinder the agricultural development (Aimin, 2010). According to some interviews and official documents from the enterprise, it was found that the main approach of cooperating with the local villagers in the development project of Bailong Village was conducting the contract system to reduce the most risks for villagers and the enterprise would take the most. To assess the reasons behind their willingness of cooperation, several interviews with four villagers were conducted based on these main factors. The general information and responses from them have been summarized into average evaluations as shown in Table 5.1.

Table 5.1 Responses from Local Villagers

Factors	**Variable**	**Definition**	**Mean Value**
Own qualification	Age	Average age	53.25
	Level of education	1 = Elementary school and below	1.5
		2 = Junior high school	
		3 = High school and above	
	Attitude	1 = Positive	1
		2 = Neutral	
		3 = Negative	
Family production	Number of local labours	1 = 2 people and below	1
		2 = 3 people and above	
	Difficulty of product sales	1 = Easy	2
		2 = Neutral	
		3 = Difficult	
Resource	Land scale	1 = 0.4 hm^2 and below	1.5
		2 = Above 0.4 hm^2	
	Land lease	1 = All lands leased	1.5
		2 = Part of lands leased	
		3 = Non of lands leased	

In terms of their own qualification, the four interviewees were different in age and education level from the elementary school and below to the junior high school, but it was found that they all had positive attitudes and expectations for this project and were willing to cooperate. Therefore, the factors of age and education level could hardly to make any significant impacts on the choices of cooperation. It is also worth to mention that two of these interviewees (V1 and V2) were living at the area with completed reconstruction works, but the development in the relatively remote area where the rest two residents (interviewee V3 and V4) were living has not been completed yet. The reasons

why they still maintained confidence in the enterprise are closely related to their own conditions of family production and status of resource management.

As shown in the family production part of Table 5.1, it can be found that only 1 or 2 labours were still living there since the younger members were mostly working outside of the village. This is quite normal in China that the small number of family labours staying in the village, the more villagers tend to lease the land resource to the enterprise for management (Leng, 2015). Although they had different total numbers of family members, the labour status of rural economy was similar. The rural-urban migration in search of work has become extremely usual in the Chinese economy (Dong *et al*., 2010), and an amount of unemployment or relatively unskilled labour keeps staying in rural areas (Knight *et al*., 2011). However, it would be inaccurate to conclude that the number of local labours would have no influences on the decision of cooperation because of this trend. Ideally, it would depend on different situations concerned about the labour resource, time and risk of land management failure that can have certain impacts on the income. Besides, based on the interviews, these four villagers would rather rely on farming for their livelihood than work too far away from home because they had to take care of the children or elderly. Therefore, they were willing to support the reconstruction of Bailong Village and cooperate with the enterprise since it would allow them to get a job nearby and take care of their families while obtaining substantial improvement on economy without much concerning about the land management. The obtainment of job and income with less concerns on the land management could certainly be some reasons behind the willingness of choosing cooperation. However, the requirement of taking care of family members such as the elderly is a quite special situation in the Chinese rural context, and it would depend on different senses or attachments to the family for assessing whether it significantly impacts the decisions or not. Next, in response to the difficulty of product sales, both villagers who had no longer sold agricultural products after they leased the lands to the enterprise and the one (interviewee V4) who still relied on selling agricultural products from their own farming except the income from family members working outside agreed that the difficulty of product sales was not high, and it is shown as neutral in Table 5.1. Therefore, the difficulty of product sales itself would not make special impacts on the willingness of cooperation, and it might be more related to the dependence on agricultural industry combined with other possible elements such as the scale of farmland, type of products, price, time period and the like, especially when the difficulty is quite neutral.

Table 5.2 Resource Factor in Terms of Land Scale and Land Lease

Villager	Land Scale	Land Lease
V1	2	1
V2	2	1
V3	1	1
V4	1	3

In terms of the resource factor, four villagers have quite different responses to the cooperation shown as 1.5 in the evaluation section of Table 5.1 according to their own conditions. The details of the response from each interviewee about the scale of land resource and whether they leased it to the enterprise or not are quite different and are presented in Table 5.2 using the form of definition indicated in Table 5.1. As shown in this table, there are two interviewees own the lands with relatively larger scale and both of them have already leased to the enterprise. Since these two villagers were from the area with completed reconstruction works and have already gotten some tastes of benefit from the cooperation with the enterprise, they strongly supported this project. Although both interviewee V3 and V4 were living in the area without completed reconstruction works and own smaller scale of lands, the interviewee V3 who used to frequently work outside of the village has already handed it over to the enterprise due to their farmlands were basically unused unlike V4 did not lease the lands to the enterprise but kept relying on the part of income from agricultural industry. In other words, there is no direct causal relationship between land lease and land scale. In addition to the factors of the reconstruction or development progress that might affect the lease of land resource, what significantly impacted villagers' choices would be the proportion of income from agricultural industry in livelihood assets hence the degree of dependence on farming, and the scale of land played as an element of this reliance rather than making direct impacts on the willingness of cooperation. As this dependence might be smaller, the villagers would attach less importance to keeping the management of farmlands, and thus they might tend to hand over the lands to the enterprise and choose to cooperate to obtain other income through the release of labour. However, the higher dependence might not necessarily cause a decrease in willingness. According to the interviews with V3 and V4, although the villagers like them were looking for making some changes as soon as possible, they were actually not very anxious about it since they were mostly benefiting from the completed reconstructed works. Besides, after these villagers pointed out their concerns about the development progress in other areas of the plan, the enterprise and local government have given a statement to complete the constructions within the next one to two years, and these villagers would like to keep and establish a cooperative relationship with the them. The achievement of this kind of harmony highly depends on the extent of trust among three parties, and it

can also be found that the active communication would be one of main conditions to form an appropriate trust relationship. Further analysis of trust will be discussed in section 5.2.

Therefore, according to the analysis of the reasons behind villagers' willingness of cooperation, it can be found that under the condition that the villagers take relatively less risks while protecting their own benefits through the contract system, their acceptance and support for cooperating depend on the number of local labours, the intention of workplace and sense of family, the informed progress of reconstruction works, the extent of dependence on agricultural income and the degree of trust with the enterprise and local government. Although these findings might hardly to be perfectly accurate due to the limitations of the number of interviews, this group of local villagers is quite representative. Their average age was around 53 closed to the average age of 52 for the whole village, and the range of education levels from the elementary school and below to the junior high school shows a low educational quality which is similar to the overall standard in the village, combined with similar conditions of labour resource and comparative reasons behind their willingness. So, the findings should be relatively credible and worth to be considered.

5.1.2 Integration of Multi-Planning Application

In addition to the general advantages of the local government participation in the cooperation with the enterprise and farmers including the greater innovation, larger development scale, proper policy supports and sufficient infrastructure and service facilities (Ping, 2018), the implementation of IOMP as an approach or solution to resolve the main conflicts of planning has achieved mutual supports between the local government and enterprise in terms of planning goals and flexibility.

When the local government actively responded to the task from the municipal government to establish a unified high-quality territory spatial planning system for the new era by taking IOMP as the basic requirement, IOMP also played a role as the main approach in dealing with the conflicts of planning. It is advocated as one of the key principles indicated in the guidance documents of 'Several Opinions on Establishing a Territorial Spatial Planning System and Supervising Implementation' and 'Guiding Opinions on the Overall Planning and Implementation of Three Control Lines in Land and Space Planning' issued by the central government (Xinhua News Agency, 2019a; Xinhua News Agency, 2019b) to determine the three control lines including the ecological protection red line, permanent basic farmland and town development boundary based on the ecological function, quality and quantity requirements and moderate intensiveness and green development respectively. To implement IOMP and establish the framework of unified spatial planning system, the methods

including the determination of three control lines, coordination of land distribution or classification and treatment of multiple planning from different departments have all been considered. For the rural development, the ecological protection red line and permanent basic farmland control are more related and concerned in this case study. The key conflicts occurred were mainly about the land classification and spatial distribution, and the adjustment and unification of planning data based on the same standards played a role as one of the steps of IOMP application. By benefiting from the establishment and application of IOMP, the local government has appropriately made optimizations by considering the future development for areas controlled by the ecological red line and nature reserves. They have also concerned about the adjustments on the permanent basic farmland and coordinated special plans with the overall spatial plan.

There are three key conflicts of planning have been occurred in this project. The first one is among the spatial pattern of ecological protection red line control, nature reserve and the planning area. According to interviewees, in the past, the Three Gorges Scenic Area involves Bailong Village was classified as National Park of China which was highly controlled and spatially inconsistent with land use planning, ecological protection planning and industrial development planning. In that case, it was quite hard for the enterprise to develop or reconstruct it. By implementing IOMP, the spatial pattern of the ecological protection red line management and control has been delineated and classified into various types of protected areas at all levels, such as nature reserves, forest parks and scenic spots. It is commonly and globally believed that the related planning of land, environmental and cultural heritage concerned with people and profits always emphasizes on setting the bottom line or frame to control in corresponding fields and promote sustainability performance (Zhou *et al*., 2017, Wise, 2016; Coffman and Umemoto, 2009).

“We must fully consider the future development of ecological red lines and nature reserves to make optimization and adjustment, and we should not be bound by them or ourselves” (Interviewee GO).

The local government did not only focus on either control or implementation of planning, but they took both into account and pursued for a balance. As stated by one official from the Planning and Natural Resource Bureau, as long as the project would not exceed the bottom line control, touch the red line control or conflict with policies and regulations, ensuring its implementation would still be the main principle. Therefore, they made adjustments on the classification of Bailong Village which is at the north of Yongle Town that it was not divided into the control area of ecological protection red line but belongs to natural reserve following appropriate principles (see Figure 5.1). This

adjustment can restrict possible destructive behaviours to the environment without losing the capacity of planning for rural tourism development, and in this case, the goal of natural protection from the local government is highly consistent with the one of the main purposes of the enterprise and wishes from the local villagers. This is also one of the reasons why the local government strongly support this project.

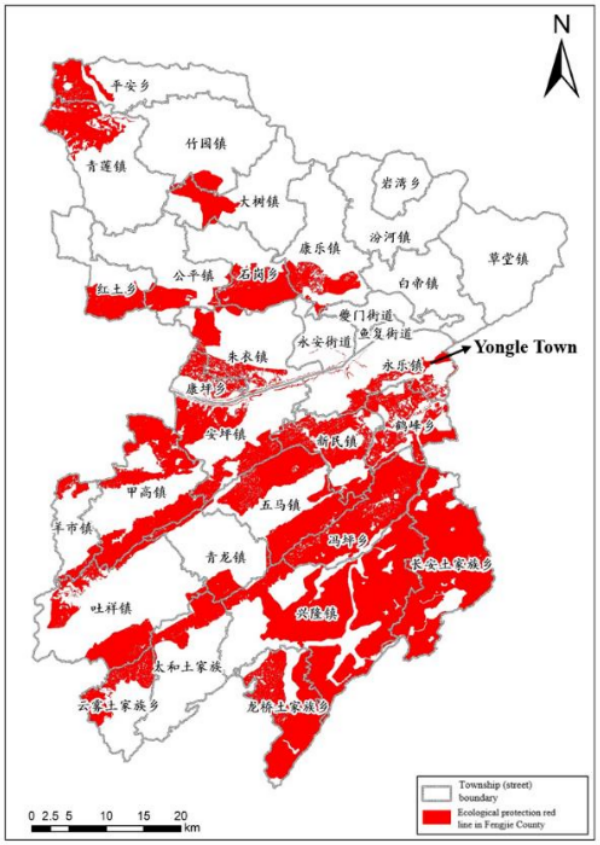

Figure 5.1. Distribution Map of Ecological Protection Red Line in Fengjie County (Adapted from Fengjie County People's Government, 2018b).

For the second conflict, the permanent basic farmland was more difficult to be adjusted because the amount of it has keep decreasing after several times of land adjustments according to the interviewee GO. Although a certain answer to whether other regions might need to supplement or directly deducted according to the third adjustment has not been decided yet, the delineation of permanent basic farmland of IOMP has provided possibility and flexibility on adjustments. As the dynamic balance system usually replaces basic farmland protection in the process of implementation through

the transformation from control planning to development planning, this process reduces the protection on the land quality due to the increase of the conversion of high-quality cultivated land into industrial and residential uses supplemented with low quality cultivated land (Wu *et al*., 2017). However, it was found that this kind of conversion could be effectively limited by arranging the delineation of permanent basic farmland as the main system to protect cultivated land and use grade protection system (Wu *et al*., 2017). Therefore, the establishment of permanent basic farmland promote the rural development with an appropriate restriction. From the perspective of IOMP, the local government has made significant effects on the protection of the cultivated land and basic farmland (Chongqing Municipal Government Office, 2018). Therefore, ideally, the transfer of high-quality cultivated lands by appropriately ecological planning will not cause a negative effect on the ecological cultivated land, and at the same time it can have a positive effect on the continuous increase of fertility of the cultivated land (Min and Zhang, 2017). By concerning with the advantages of rural development that could be brought by this special planning and the more flexible process of development planning in that area for the enterprise, the local government and enterprise would support each other mutually. Moreover, in accordance with the requirements of a unified base map, standard, plan and platform in the process of IOMP establishment, the three control lines are scientifically delineated and implemented so that they do not overlap and conflict. This uniformity and accuracy can also effectively help avoid failures on resource allocation and reduce unnecessary increased in construction costs.

The third conflict as the main part of implementing IOMP is usually reflected on the unity of systems from different departments that various special plans must be effectively connected with each other and coordinate with the comprehensive spatial plan. The government compiles the overall spatial plan properly through establishing an overall framework, strengthening implementation and supervision of planning, improving laws, policies and technical supports and ensuring the work division of labour and leadership (Xinhua News Agency, 2019a). Besides, as stated by interviewee GO, to integrate all special plans into the overall spatial planning eventually, the local government has established the planning framework that there must be effective connections between special plans, and every special plan must be coordinated with overall spatial plan and it should not deploy the project beyond the scope of the planning space, resulting in the failure of implementation. Therefore, as the rural tourism development planning of Bailong Village is highly related to achieve the goal of poverty alleviation stated in the overall planning and aims at the integration with the scenic areas nearby, the implementation of IOMP could ideally guarantee the long-term continuity of

supports and cohesion of planning. The clear objectives have also effectively reduced confusion in investment.

5.2 Reasons for Achieving a Harmony

In addition to the effectivity of CDM in business combined with IOMP in planning implementation to establish a traditional formal contract system and a smooth coordination of planning system, it was also found that a harmony of this tripartite cooperation has been achieved due to the building of consensus and trust relationship in collaboration as a kind of psychological contract governance.

5.2.1 Building of Consensus

A superficially harmonious relationship of interest is usually short-term, and it will change over time which will lead to conflict of the ratio of interest caused by the steady rent with increasing income (Zhang, 2019). Therefore, a consensus from the perspective of long-term aims of poverty alleviation and combined agricultural industrialization and environmental protection for tourism development among the enterprise, government and villagers has been built. Sharing of benefit can be one of the main reason for building a consensus to ideally produce implementable agreement among the main actors (Margerum, 2002), and it can also be continuously effective after the completeness of process on changing of complexity, uncertainty for better performance on society and environment since the feasible, flexible and long-term strategies have been learnt (Innes and Booher, 1999). Therefore, combined with the effectivity of CDM and IOMP, this high-degree cooperation could be ideally kept for a long term especially on dealing with future uncertainties. With the building of trust to form a psychological contract, this would be more likely to be achieved.

5.2.2 Building and Assessment of Trust

As advocated by Warner (1999) about the significance of building trust in the collaboration, a trust relationship could be promoted due to the share of financial responsibility and active participation in planning and governance. While the enterprise taking the most risks of the contract-based cooperation with villagers, they would still share the responsibility of dealing with possible restraints with the cooperated villagers. In operation, according to the local government website, interviewees and some official documents from the enterprise, the government has publicized the comprehensive planning of Bailong Village to collect opinions and advice from the public about their attitudes, comments and suggestions on the plan, implementation of environmental protection measures and impact assessments (Fengjie County Culture and Tourism Development Committee, 2020). Although villagers rarely had authority of design, they relied more on the experts from the enterprise. Besides,

as one of the main planning principles is the local government need to guide farmers to actively participate into the construction of Bailong Village development, the plan has been voted by the congress of villagers, respecting their wishes and taking their preference or dislike as important criteria to measure the effectiveness of new rural construction and mobilize their enthusiasm to participate for their own benefits. According to interviewees, villagers have communicated with the enterprise and local government about their further desires or demands periodically, and there was generally no conflicts or arguments between them at the current stage of reconstruction works. Therefore, the collaboration of planning and governance has proceeded with an active involvement of villagers but without losing the steering role of government and the main position of the enterprise in planning and design.

To assess the extent of the trust relationship in the collaborative planning among the three actors, the main trust indicators advocated by Kumar and Paddison (2000) have been analysed for this case study. Firstly, in terms of the network of social exchange and delegation of powers and tasks, the village committee usually played a role of separate organizational structure to operate and receive entrustments of powers and tasks from stakeholders. As this kind of social structure can both effectively enable and limit villagers to use their powers (Nunkoo and Ramkissoon, 2012), there has been a good balance between their demands of interest and interventions. Combined with the task delegation, they have shown a degree of trust. The second indicators as the core element of trust is about the reciprocity and protection of interest. This is very true in this case study due to the shared benefits brought from the rural tourism development for the three actors. Besides, there has been a relatively full sharing of the project information among them and met the expectations mainly from the enterprise about dealing with the land classification and spatial distribution and villagers for their own benefits and informed progress of construction. All the participants behave in a desired manner following their own responsibilities, and they reflected and responded issues to avoid vulnerability. Enablement and control complement each other to reduce possible uncertainty. According to Kumar and Paddison (2000), as time passes by, presumed values of the trusting partners should be validated with their actions. In this case, the local government and local villagers have already established a long-term cooperative relationship, and the enterprise has also proven itself through the remarkable effects on it has achieved from the completed development works. Therefore, it can be found that this tripartite cooperation has satisfied all the indicators and at least meet a baseline to build a trust relationship.

6 Discussion

6.1 Conditions of a High-Degree Cooperation

Based on the findings from the case study about the effectivity of CDM and IOMP and some psychological reasons in achieving the harmony, there are both different and similar factors could be found in each. The main conditions of achieving a high-degree cooperation in planning can hence be generally explained in terms of benefit, willingness, planning framework and trust.

Undoubtedly, to encourage the willingness of cooperation in planning of rural tourism development, benefits for the local residents must be ensured and improved. The first condition is to make sure the residents can receive apparent substantial improvement on their income from leasing the lands or extra benefits such as jobs for unemployment and release from resource management or preferably both of them through a suitable agreement. The high degree of cooperation could be more obvious if most residents hold a consistent number of labours, intention of working place and family senses, but it could be flexible in different situations. Next, although the construction of progress did affect the choice of handing over the land resource, what is more important for a long-term cooperation is the periodical communication among the three parties so that residents could always keep the track of construction progress and express their further desires or concerns rather than staying worried and anxious. Besides, a low dependency on the land resource like for agriculture can ideally increase the rate of cooperation, but due to the time gap of land lease in the case study, it should be combined with the active communication to represent as one of the conditions in a broader perspective.

IOMP has been applicated as a solution to deal with the conflicts of planning in the case study, but it is not the condition of the high-degree cooperation itself, it only helps to promote the cooperation between the local government and enterprise in planning system and avoid failures on resource allocation. The main conditions include proper land adjustments for reaching a flexible and smooth planning process by balancing the control and implementation of planning, protecting cultivated lands through restriction and establishing the planning framework based on the unity of systems.

Building a psychological contract can ideally improve the extent of cooperation from a pure contract-based relationship of business and policy-based cooperation of planning process to a harmony among the three parties. The conditions are mainly about establishing a consensus such as a consistent long-term desire or purpose, active social exchange in terms of sharing information, respecting wishes from residents and collecting issues to reach an expected manner of behaviour and keeping the

balance between enablement of power and control. Therefore, the high-degree cooperation can be achieved by satisfying the conditions in these three aspects and also be properly controlled.

6.2 Feasibility in Different Contexts and Planning

The findings of condition explained in the previous section are conducted from a specific case study in the Chinese context, to extend its applicability, it would be necessary to generally discuss them in a global context and different planning systems. Ensuring the extra benefits for residents, keeping periodic contact and active participation and assessing the extent of dependency on resources are quite commonly applicated in a global context. However, whether they would accept to work at the redeveloped project provided by the enterprise could be quite different in different context due to various understandings and intentions of working place and family senses, and it would also depend on different status of developing site. For example, in urban planning, people might care relatively less about the working distance but more about the salary due to the better transportation condition. In that case, the extra income would be the main concern, though getting a job in their living area could still be attractive especially for unemployed people. Besides, unlike the idle resources are mainly the lands and homesteads in rural area, there is usually limited amount of idle lands and buildings in urban area but more diverse types of wasted materials, so the focus of the partnership can be more flexible.

Spatial planning system in the Chinese context is quite different from other countries in aspects of politics system and fast-changing economic (Zhou *et al*., 2017) and IOMP is also a special concept in China. Although the conditions or ideas of avoiding the overlap and dislocation caused by the fragmented system and achieving the accuracy of resource allocation are applicable in various spatial planning such as land use planning, functional area planning, urban planning and so on, compared with rural development planning, it might be harder for urban planning to make a consistent long-term desire for all parties, especially for enterprises and local residents who might care more about the interest. Even if this situation could be concerned as a partial or short-term cooperation, there still would be more complicated issues due to the involvement of diverse types of people. In that case, the process of cooperation might be more comprehensive.

In the Chinese context, these conditions can be relatively more applicable in similar planning such as rural regeneration, rural industrialization and other small-scale regional development. With a quite consistent and typical status of labour, working place intention and family attachment, the conditions of making a contract-based cooperation system in business are basically feasible in other sites,

especially for rural areas. From a broader perspective, for some larger industries such as forestry or bamboo compared with family agricultural production, the land scale might also be decisive on accepting cooperation based on what cooperation system would be used regardless of the trust or belief of farmers in enterprises or government. However, as long as the enterprise provides satisfied benefits to the farmers with a proper system, the ideas of achieving a high-degree cooperation are quite constant. Besides, as IOMP has been advocated in China increasingly and introduced into a number of pilot sites, the cooperative development in such places can also bring similar benefits on the planning process for regional-scale development as IOMP is normally more possible to be successful in smaller places at the moment. Also, the conditions of establishing a trust relationship can be considered in a global context and are not limited to the rural tourism development only but would be preferred for the collaborative planning and governance involved relatively less groups of participants so that it would be ideally easier to achieve in a wide range of planning.

7 Conclusion

This study attempts to explore the conditions of achieving a high-degree cooperation among the three main parties including the government, enterprise and local residents in the planning of utilizing idle resources. As shown in the case study, a proper cooperation is not merely dealing with the conflicts of interest through a mutually interest-related agreement but also based on a unity of planning system on resolving the conflicts of planning. This study also aims to highlight the function of psychological contract of trust in this case study which can ideally promote a general cooperative relationship to a harmony and can possibly become a long-term relationship coexisting with future uncertainties. It emphasizes the combined effect of CDM, IOMP and collaboration. By analysing the recent case study successful in the high-degree cooperation at the village level in China, the study tries to uncover the conditions of achievement and pave the way for using a cooperative approach in other places or planning. Moreover, IOMP has been usually applicated as the principle or method to unify the planning from different departments, but this research shows its advantages on making mutual supports between the local government and enterprise to enhance their cooperation through, the achievability of consistent development purposes, land adjustment and unity of planning system, and it expands the practicability of IOMP in promoting the cooperative relationship in the planning of idle resource utilization at a rural level.

While the study emphasizes the use of an appropriate cooperative system by assessing the significant impacting factors, strengthening the social exchange and share of information are not only the key to

improve the direct benefits and willingness of cooperative management, but also the essential requirement to build trust. Concerned with the conditions for local residents and enterprise to jointly operate the resources are related to those various factors, the cooperation between them is not a complete contract but an incomplete contract, and it is hence important to construct an evaluation and supervision mechanism to effectively reduce the risks and uncertainties of cooperation between these parties (Yi and Ma, 2012).

There are several limitations occurred in this research. There has not been a quite sufficient number of interviews conducted, especially with villagers and government officials due to the restrictions of time, availability of site investigation and ways of contact and communication. Besides, a limitation on the collection of relevant governance literature which were from government official websites and interviewed official for few publicly available documents about this specific project has occurred. Also, as the construction of development in Bailong Village has not been fully completed, although the aim of cooperation is set for a long term period and it has shown the possibility due to the building of trust, the findings still cannot be stated as completely accurate in the case of only making predictions. Owing to the exploratory nature of this research, it is not able to represent the common situation for all areas in China due to the relatively indicative findings for small-scale planning rather than conclusive results.

To further develop the findings of this topic, future studies could assess the responses from residents and trust indicators through a quantitative approach as a supplement to this research. In order to more comprehensively analyse the conditions of high-degree cooperation in the planning of idle resource utilization, different groups of participants such as opportunist which is a quite serious uncertainty in the incomplete contract (Yi and Ma, 2012) and more practical studies in different contexts and scales of planning are still required.

8 References

Aimin, H. (2010) 'Uncertainty, Risk Aversion and Risk Management in Agriculture', *Agriculture and Agricultural Science Procedia*, 1, pp. 152-156.

Chen, C. 陈灿 and Luo, B. 罗必良 (2011) 'Nongye longtou qiye dui hezuo nonghu de guanxi zhili 农业龙头企业对合作农户的关系治理 [An empirical study of the relational governance between Chinese leading agricultural enterprises and their cooperative farmers]', *China Rural Survey*, 中国农村观察, 6, pp. 46-57.

Chen, J. 陈进福 (2008) 'Fazhan xiangcun lvyouye shixian ziyuan zonghe liyong tanxi 发展乡村旅游业实现资源综合利用探析 [Analysis on the development of rural tourism and realization of comprehensive utilization of resources]', *Policy & Management* 决策管理, 13, p.3.

Chongqing Municipal Government Office (2018) *Fengjie xian baohu "gengdi he jiben nongtian" jian chengxiao* 奉节县保护"耕地和基本农田"见成效 [*Fengjie County has achieve results in protecting "cultivated land and basic farmland"*]. [online]. Available at: http://www.cq.gov.cn/zwxx/zwdt/202001/t20200114_4664829.html [Accessed 8 September 2020].

Chrislip, D. D. and Larson, C. E. (1994) *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*, San Francisco: Jossey-Bass.

Coffman, M. and Umemoto, K. (2009) 'The Triple-Bottom-Line: Framing of Trade-Offs in Sustainability Planning Practice', *Environment, Development and Sustainability*, 12, pp. 597-610. DOI: 10.1007/s10668-009-9213-4.

Cullen, D., McGee, G. J. A., Gunton, T. I. and Day, J. C. (2010) 'Collaborative Planning in Complex Stakeholder Environments: An Evaluation of a Two-Tiered Collaborative Planning Model', *Society and Natural Resources*, 23(4), pp. 332-350. DOI: 10.1080/08941920903002552.

Dong, X., Bowles, P. and Chang, H. (2010) 'Managing Liberalization and Globalization in Rural China: Trends in Rural Labour Allocation, Income and Inequality' in Bowles, P. and Harriss, J. (eds), *Globalization and Labour in China and India*. London: Palgrave Macmillan, pp. 25-44.

Fengjie County people's Government (2018a) *Fengjie xian ji yongan deng 32 ge xiang (zhenjie) tudi liyong zongti guihua (2006-2020 nian) tiaozheng fangan* 奉节县及永安等 32 个乡（镇街）土地利用总体规划（2006-2020 年）调整方案 [*The overall land use planning (2006-2020) adjustment plan for 32 townships (towns and streets) in Fengjie County and Yongan*]. [online]. Available at: http://www.cqfj.gov.cn/ztzl_168/gtlm/202002/t20200225_5452642.html [Accessed 10 September 2020].

Fengjie County people's Government (2018b) *Fengjie xian renmin zhengfu guanyu fabu fengjie xian shengtai baohu hongxian de tongzhi* 奉节县人民政府 关于发布奉节县生态保护红线的通知 [*Fengjie County People's Government Notice on issuing Fengjie County's ecological protection red line*]. [online]. Available at: http://www.cqfj.gov.cn/xz_168/txz/zwgk_61258/fdzdgknr_61260/lzyj_61261/xzgfxwj_61262/202006/t20200602_7535109.html [Accessed 8 September 2020].

Fengjie County Culture and Tourism Development Committee (2020), *Fengjie xian yongle zhen bailing cun "sanxia diyi cun" lvyou jingqu zongti guihua (2019-2030) huanjing yingxiang pingjia di er ci gongshi* 奉节县永乐镇白龙村"三峡第一村"旅游景区总体规划（2019-2030）环境影响评价第二次公示 [*The second public announcement of the environmental impact assessment of the "The First Village of the Three Gorges" tourist attraction master plan (2019-2030) of Bailong Village, Yongle Town, Fengjie County*]. [online]. Available at: http://www.cqfj.gov.cn/bm_168/whhlyfzwyh/zwxx_61736/gsgg_107031/202008/t20200804_7749320.html [Accessed 8 September 2020].

Gao, X. 高晓慧 (2018) 'Xiangcun xianzhi ziyuan zhenghe yu zailiyong anli yanjiu – yi neijiangshi dongxingqu shidi diaoyan weili 乡村闲置资源整合与再利用案例研究——以内江市东兴区实地调研为例 [Case study analysis of the integration and reuse of rural idle resources – a case study of Dongxing District, Neijing City]', *Xiangcun keji* 乡村科技, 18, pp. 12-14.

Guan, W. 管卫忠 (2015) 'Duoguiheyi zhuli kechixu fazhan – yi changzhoushi xinbeiqu weili "多规合一"助力可持续发展——以常州市新北区为例 [Multi-planning integration promote sustainable development – a case study of Xinbei District, Changzhou City]', *China Land* 中国土地, 10, pp. 25-27.

Gunton, T. I. and Day, J. C. (2003) 'The Theory and Practice of Collaborative Planning in Resource and Environmental Management', *Environments*, 31(2), pp. 5-20.

He, J., Bao, C., Zhu, J. and Wang, J. (2018) 'Environmental Planning and "Multi-Planning Integration" in China' in Delman J., Ren Y., Luova O., Burell M. and Almén O. (eds), *Greening China's Urban Governance*. Singapore: Springer, pp. 51-66.

Hong, W., Li, F., Li, M., Zhang, F., Tong, L. and Huang, Q. (2013) 'Toward a Sustainable Utilization of Land Resources in China: Problems, Policies, and Practices', *Ambio*, 43(6), pp. 825-835. DOI: 10.1007/s13280-013-0464-9.

Hutt, W. H. (1939) *The Theory of Idle Resources*, 2nd ed, London: Ludwig von Mises Institute.

Innes, J. E. and Booher, D. E. (1999) 'Consensus Building and Complex Adaptive Systems', *Journal of the American Planning Association*, 65(4), pp. 412-423. DOI: 10.1080/01944369908976071.

Keyim, P. (2016) 'Tourism and Rural Development in Western China: A Case from Turpan', *Community Development Journal*, 51(4), pp. 534-551. DOI: 10.1093/cdj/bsv046.

Keynes, J. M. (1936) *The General Theory of Employment, Interest and Money*, London: Macmillan.

Knight, J., Deng, Q. and Li, S. (2011) 'The Puzzle of Migrant Labour Shortage and Rural Labour Surplus in China', *China Economic Review*, 22(4), pp. 585-600. DOI: 10.1016/j.chieco.2011.01.006.

Kumar, A. and Paddison, R. (2000) 'Trust and Collaborative Planning Theory: The Case of the Scottish Planning System', *International Planning Studies*, 5(2), pp. 205-223. DOI: 10.1080/13563470050020194.

Lin, Y. and Geertman, S. (2015) 'Smart Governance, Collaborative Planning and Planning Support Systems: A Fruitful Triangle?' in Geertman, S., Ferreira, Jr. J., Goodspeed, R. and Stillwell, J. (eds), *Planning Support Systems and Smart Cities*. Cham: Springer, pp. 261-277.

Liu, D. (2019) 'Development and Utilization of Rural Idle Homesteads in the Context of Rural Revitalization – A Case Study of Leisure Agriculture', *Asian Agricultural Research*, 11(2), pp. 53-56. DOI: 10.22004/ag.econ.289641.

Leng, X. 冷小黑 (2015) 'Linnong yu qiye hezuo de hezuo fangshi xuanze yingxiang yinsu fenxi 林农与企业合作的合作方式选择影响因素分析 [Analysis on cooperative mode selection's affecting factors of the cooperation between farmers and enterprise]', *Issues of Forestry Economics* 林业经济问题, 35(6), pp. 486-491. DOI:10.16832/j.cnki.1005-9709.2015.06.002.

Margerum, R. D. (2002) 'Collaborative Planning: Building Consensus and Building a Distinct Model for Practice', *Journal of Planning Education and Research*, 21(3), pp. 237-253. DOI: 10.1177/0739456X0202100302.

Min, Y. 闵媛慧 and Zhang, M. 张明 (2017) 'Jiangnan qiuling chengzhen zhoubian yongjiu jiben nongtian tiaozheng yanjiu – yi ruijinshi weili 江南丘陵城镇周边永久基本农田调整研究——以瑞金市为例 [Study on perpetual basic farmland adjustment in hilly towns of Jiangnan – a case study of Ruijin City]', *Jiangxi Science* 江西科学, 35(1), pp. 107-112. DOI: 10.13990/j.issn1001-3679.2017.01.022.

Morton, C., Gunton, T. I. and Day, J. C. (2012) 'Engaging Aboriginal Populations in Collaborative Planning: An Evaluation of a Two-Tiered Collaborative Planning Model for Land and Resource Management', *Journal of Environmental Planning and Management*, 55(4), pp. 507-523. DOI: 10.1080/09640568.2011.613592.

Msnox (2007) *Fengjie*. [Image]. Available at: https://commons.wikimedia.org/wiki/File:Fengjie.svg [Accessed 13 September 2020].

Nunkoo, R. and Ramkissoon, H. (2012) 'Power, Trust, Social Exchange and Community Support', *Annals of Tourism Research*, 39(2), pp. 997-1023. DOI: 10.1016/j.annals.2011.11.017.

Ping, J. 平嘉亮 (2018) 'Gongxiang jingji beijing xia nongcun xianzhi zhaijidi fazhan moshi tansuo 共享经济背景下农村闲置宅基地发展模式探索 [Exploring the development model of rural idle residential land in the context of sharing economy]', *Architecture & Culture* 建筑与文化, 9, pp. 204-205.

Qin, Z. 秦振兴,Yang, X. 杨新海, Zheng, W. 郑无喧 and Zhang, Y. 张艳 (2016) 'Sunan xiangcun xianzhi ziyuan zailiyong yu kongjian zhenghe yanjiu 苏南乡村闲置资源再利用与空间整合研究 [Idle resource reuse and spatial integration in Southern Jiangsu Countryside]', *Planners* 规划师, 9, pp. 134-139. DOI: 10.3969/j.issn.1006-0022.2016.09.031.

Smit, J. and Nasr, J. (1992) 'Urban Agriculture for Sustainable Cities: Using Wastes and Idle Land and Water Bodies as Resources', *Environment and Urbanization*, 4(2), pp. 141-152. DOI: 10.1177/095624789200400214.

Song, L. 宋乐 (2018) 'Xiangcun lvyou ziyuan kaif ayu chanye fazhan celue tanxi 乡村旅游资源开发与产业发展策略探析 [Analysis of rural tourism resources development and industrial development strategy]', *Finance & Economy* 金融经济, 16, pp. 49-50.

Taylor, B. M. (2010) 'Between Argument and Coercion: Social Coordination in Rural Environmental Governance', *Journal of Rural Studies*, 26(4), pp. 383-393. DOI: 10.1016/j.jrurstud.2010.05.002.

Tewdwr-Jones, M. and Allmendinger, P. (1998) 'Deconstructing Communicative Rationality: A Critique of Habermasian Collaborative Planning', *Environment and Planning A: Economy and Space*, 30(11), pp. 1975-1989. DOI: 10.1068/a301975.

TUBS (2011) *Chongqing in China (+all claims hatched)*. [Image]. Available at: https://commons.wikimedia.org/wiki/File:Chongqing_in_China_(%2Ball_claims_hatched).svg#file [Accessed 13 September 2020].

Van Ark, R. G. H. and Edelenbos, J. (2005) 'Collaborative Planning, Commitment, and Trust', in Albrechts, L. and Mandelbaum, S. J. (eds.) *The Network Society: A New Context for Planning?* London: Routledge, pp. 271-283.

Wang, G. 王光伟, Jia, L. 贾刘强 and Gao, H. 高黄根 (2017) 'Duoguiheyi guihua zhong de chengxiang yongdi fenlei jiqi yingyong "多规合一"规划中的城乡用地分类及其应用 [Urban-rural land classification and application in multi-plans integration]', *Planners* 规划师, 4, pp. 41-45.

Warner, M. (1999) 'Collaborative Planning Broadens the Local Economic Development Policy Debate', *Journal of Planning Education and Research*, 19(2), pp. 201-206. DOI: 10.1177/0739456X9901900210.

Wise, N. (2016) 'Outlining Triple Bottom Line Contexts in Urban Tourism Regeneration', *Cities*, 53, pp. 30-34. DOI: 10.1016/j.cities.2016.01.003.

Wu, Y., Shan, L., Guo, Z. and Peng, Y. (2017) 'Cultivated Land Protection Policies in China Facing 2030: Dynamic Balance System versus Basic Farmland Zoning', *Habitat International*, 69, pp. 126-138. DOI: 10.1016/j.habitatint.2017.09.002.

Xinhua News Agency 新华社 (2019a) *Zhonggong zhongyang guowuyuan guanyu guotu kongjian guihua tixi bing jiandu shishi de ruogan yijian* 中共中央 国务院关于建立国土空间规划体系并监督实施的若干意见 [*Several opinions of the Central Committee of the Communist Party of China and the State Council on establishing a territorial spatial planning system and supervising implementation*]. [online]. Available at: http://www.gov.cn/zhengce/2019-05/23/content_5394187.htm [Accessed 8 September 2020].

Xinhua News Agency 新华社 (2019b) *Zhonggong zhongyang bangongting guowuyuan bangongting yinfa "guanyu zai guotu kongjian guihua zhong tongchou huading luoshi santiao kongzhi xian de zhidao yijian* 中共中央办公厅 国务院办公厅印发《关于在国土空间规划中统筹划定落实三条控制线的指导意见》[*The General Office of the Central Committee of the Communist Party of China and the General Office of the State Council issued the "Guiding Opinions on*

the Overall Planning and Implementation of Three Control Lines in Land and Space Planning"]. [online]. Available at: http://www.gov.cn/zhengce/2019-11/01/content_5447654.htm [Accessed 8 September 2020].

Xu, X., Shao, K., Liang, Q., Guo, H., Lu, J. and Huang, Z. (2013) 'Entry of Chinese Small Farmers into Big Markets', *The Chinese Economy*, 46(1), pp. 7-19. DOI: 10.2753/CES1097-1475460101.

Yi, X. 尹希果 and Ma, D. 马大来 (2012) 'Nongmin he qiye hezuo jingying tudi de yanhua boyi fenxi – jiyu bu wanquan qiyue lilun 农民和企业合作经营土地的演化博弈分析 - 基于不完全契约理论 [Evolutionary game analysis of farmers and enterprises cooperative land management – based on incomplete contract theory]', *Nongye jishu jingji* 农业技术经济, 5.

Zhang, C. 张才行 (2019) 'Xiangcun zhenxing beijingxia panhuo nongcun xianzhi ziyuan de lujing tanxi 乡村振兴背景下盘活农村闲置资源的路径探析 [Analysis of the path to revitalize idle rural resources in the context of rural revitalization]', *Xiangcun keji* 乡村科技, 18.

Zhang, E. 张尔升 and Li, D. 李旦 (2013) 'Zhengqi hezuo, liyi fanhuan yu xianyu nongcun jingji fazhan – baishaxian fazhan zhuchanye de anli yanjiu 政企合作,利益返还与县域农村经济发展——白沙县发展竹产业的案例研究 [Cooperation between government and enterprise, on profit return and economic development of county and countryside area – case study of development of bamboo industry in Baisha Country]', *Journal of Jiangnan University (Humanities & Social Sciences)* 江南大学学报（人文社会科学版）, 12(2), pp. 77-84.

Zhou, X., Lu, X., Lian, H., Chen, Y. and Wu, Y. (2017) 'Construction of a Spatial Planning system at city-level: Case study of "integration of multi-planning" in Yulin City, China', *Habitat International*, 65, pp. 32-48. DOI: 10.1016/j.habitatint.2017.04.015.

Zhu, W. 朱文韬, Luan, J. 栾敬东 and Zhu, L. 朱礼龙 (2018) 'Gongxiang jingji shijiao xia nongcun xianzhi ziyuan liyong wenti yanjiu 共享经济视角下农村闲置资源利用问题研究 [Research on the utilization of the idle resources in rural areas in the perspective of sharing economy]',

Journal of Xichang University · Social Science Edition 西昌学院学报·社会科学版, 30(4), pp. 52-57. DOI: 10.16104/j.issn.1673-1883.2018.04.010.

9 Appendix

Appendix A: Sample of Interview Questions with Villagers

1. Background information: name, age, education level, number of family labours and career
2. Main sources of income
3. How do you cooperate? If not, why not?
4. What have you received from the cooperation?
5. Why and why not work in the reconstructed homesteads?
6. Any substantial changes on your income or life quality?
7. Opinions about the development project
8. Attitude of cooperation
9. Any further requirements?

Appendix B: Sample of Interview Questions with Other Participants

1. Background information: name, position and duties
2. Reason for renovating or developing Bailong Village
   Previous issues
   Future development
   Value
3. Planning idea and purpose:
   Design concept
   Any innovation?
   Core factors in the tourism planning and construction
   Reasons of investment
4. Utilization of idle resource:
   General types
   Main way of cooperating
   Adjustments from previous structure
   Cooperation with villagers
   Cooperation with the local government
   Cooperation with the enterprise
   How do you feel about it?
5. Any issues were occurred in the planning process or to be resolved at the moment?
6. Application of IOMP:

Why advocated IOMP?

What are the main principles must be followed?

How the adjustments of land have been made?

Focus more on the control or implementation of this special plan?

7. What are the current effects?

Promotion of local tourism and poverty alleviation

Cooperation status

Industrial development

Appendix C: Information and Consent Form

(It was translated into Chinese for interviewees)

Information and Consent Form

Project Title

Conditions of Achieving a High-degree Cooperation in the Planning of Idle Resource Utilization

Researcher

Yutong Zhang

Introduction

You are being invited to take part in a research project being undertaken by a Masters student from the Bartlett School of Planning, University College London (UCL).

Before you decide whether or not to participate it is important for you to understand why the research is being conducted and what participation will involve. Please read the following information carefully, feel free to discuss it with others if you wish, or ask the research team for clarification or further information. Please take time to decide whether or not you wish to take part.

Why is this research being conducted?

This research aims to find the conditions of achieving a high degree of cooperation in planning for the utilization of idle resources, concerned with the key relationships between the enterprise, government and local residents in the application of general cooperative development modes, dealing with the conflicts of planning through IOMP implementation and assessing the harmony achievement in collaboration. The project conducts deep learning based on a critical literature review and case study and provides suggestions for further development.

Why am I being invited to take part?

You are being invited to take part as one of the main participants of the case, you can provide practical support and detailed discussion for this research.

Do I have to participate?

Participation is entirely voluntary. If you do choose to participate and then change your mind, you may withdraw from the research at any time with no consequences and without having to give a reason.

What will happen if I choose to take part?

If you do choose to participate, you will be invited to online interview explore the issues highlighted above. The interview will be conducted at a mutually agreed time. The interview will last approximately one hour and will be audio recorded (and transcribed). You will have the opportunity to see the interview transcript and agree any amendments with the researcher after the interview is concluded.

What are the advantages of taking part?

There are no immediate benefits for participating in this project and no financial incentive or reward is offered, however it is hoped that this project will inform the significance of reusing rural idle resource and exploring the possibility of improving its efficiency for future rural tourism development.

What are the possible disadvantages of taking part?

We anticipate no significant disadvantages associated with taking part in this project. If you experience any unexpected adverse consequences as a result of taking part in the project you are encouraged to contact the researcher as soon as possible using the contact details on page 2 of this information sheet.

If I choose to take part, what will happen to the data?

The interview data will be anonymised at the point of transcription and identified by a general identifier (e.g. 'Planning officer A' or 'Planning consultant B' or a suitable pseudonym). A record of participant identities and any notes will be kept separately and securely from the anonymised data. All data and information affiliated with this project will be securely stored on an encrypted computer drive and physical documents will be stored securely on University property.

The data will be only used for the purposes of this research and relevant outputs and will not be shared with any third party. The anonymised data may be utilised in the written dissertation produced at the end of this project, and this dissertation may then be made publicly available via the University Library's Open Access Portal, however no identifiable or commercial sensitive information will be accessible in this way.

What will happen to the results of the research project?

It is anticipated that the data collected in this project will be included in the dissertation produced at the end of this project, submitted for the award of a Masters degree at University College London (UCL). You will not be personally identified in any of the outputs from this work, and attributions and quotations will be anonymised. If you would like to receive an electronic copy of any outputs stemming from this project, please ask the contact below who will be happy to provide this.

Contact Details

If you would like more information or have any questions or concerns about the project or your participation please use the contact details below:

Primary contact	Yutong Zhang
Role	MSc student
Email	ucbqy18@ucl.ac.uk
Supervisor	Dr Jung Won Sonn
Role	MSc dissertation supervisor
Email	j.son@ucl.ac.uk
Telephone	59559

Concerns and / or Complaints

If you have concerns about any aspect of this research project please contact the MSc student contact the student in the first instance, then escalate to the supervisor.

Informed Consent Sheet

Conditions of Achieving a High-Degree Cooperation in the Planning of Idle Resource Utilization

If you are happy to participate, please complete this consent form by ticking the boxes to acknowledge the following statements and signing your name at the bottom of the page. Please give the signed form to the researcher conducting your interview at the interview. They will also be able to explain this consent form further with you, if required.

1.	I have read and understood the information sheet.	☐
2.	I agree to participate in the above research by attending a face-to-face interview as described on the Information Sheet.	☐
3.	I understand that my participation is entirely voluntary.	☐
4.	I understand that I may withdraw at any time without giving a reason and with no consequences.	☐
5.	I agree for the interview to be audio recorded.	☐
6.	I understand that I may see a copy of the interview transcript after it has been transcribed and agree any amendments with the researcher.	☐
7.	I understand that the intention is that interviews are anonymised and that if any of my words are used in a research output that they will not be directly attributed to me unless otherwise agreed by all parties.	☐
8.	I understand the data from this project will be considered for repository in the UCL Open Access repository as described on the Information Sheet but that this will be anonymised data only.	☐
9.	I understand that I can contact the student who interviewed me at any time using the email address they contacted me on to arrange the interview, or the dissertation supervisor using the contact details provided on page X of the information sheet.	☐

Participant name: **Signature:** **Date:**

Researcher name: **Signature:** **Date:**

Appendix D: Risk Assessment Form

RISK ASSESSMENT FORM
FIELD / LOCATION WORK

The Approved Code of Practice - Management of Fieldwork should be referred to when completing this form
http://www.ucl.ac.uk/estates/safetynet/guidance/fieldwork/acop.pdf

DEPARTMENT/SECTION **THE BARTLETT SCHOOL OF PLANNING**
LOCATION(S) **UK**
PERSONS COVERED BY THE RISK ASSESSMENT **Yutong Zhang**

BRIEF DESCRIPTION OF FIELDWORK Fieldwork will not be carried out, I will only do the research remotely at home.

Consider, in turn, each hazard (white on black). If **NO** hazard exists select **NO** and move to next hazard section.
If a hazard does exist select **YES** and assess the risks that could arise from that hazard in the risk assessment box.
Where risks are identified that are not adequately controlled they must be brought to the attention of your Departmental Management who should put temporary control measures in place or stop the work. Detail such risks in the final section.

ENVIRONMENT	**The environment always represents a safety hazard. Use space below to identify and assess any risks associated with this hazard**
e.g. location, climate, terrain, neighbourhood, in outside organizations, pollution, animals.	Examples of risk: adverse weather, illness, hypothermia, assault, getting lost. Is the risk high / medium / low ? None. Low risk

CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**
	work abroad incorporates Foreign Office advice
	participants have been trained and given all necessary information
	only accredited centres are used for rural field work
	participants will wear appropriate clothing and footwear for the specified environment
	trained leaders accompany the trip
	refuge is available
	work in outside organisations is subject to their having satisfactory H&S procedures in place
✔	OTHER CONTROL MEASURES: please specify any other control measures you have implemented: There is no need to take control measures of fieldwork environment since I will only do the research remotely at home.

EMERGENCIES	**Where emergencies may arise use space below to identify and assess any risks**

e.g. fire, accidents	Examples of risk: loss of property, loss of life

None

CONTROL MEASURES	Indicate which procedures are in place to control the identified risk
	participants have registered with LOCATE at http://www.fco.gov.uk/en/travel-and-living-abroad/
	fire fighting equipment is carried on the trip and participants know how to use it
	contact numbers for emergency services are known to all participants
	participants have means of contacting emergency services
	participants have been trained and given all necessary information
	a plan for rescue has been formulated, all parties understand the procedure
	the plan for rescue /emergency has a reciprocal element
✔	OTHER CONTROL MEASURES: please specify any other control measures you have implemented: As I will only do the research remotely at home, there is no related risks like accidents will be created by it, control measures are not needed.

EQUIPMENT	Is equipment used?	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
e.g. clothing, outboard motors.	Examples of risk: inappropriate, failure, insufficient training to use or repair, injury. Is the risk high / medium / low ?		

CONTROL MEASURES	Indicate which procedures are in place to control the identified risk
	the departmental written Arrangement for equipment is followed
	participants have been provided with any necessary equipment appropriate for the work
	all equipment has been inspected, before issue, by a competent person
	all users have been advised of correct use
	special equipment is only issued to persons trained in its use by a competent person
	OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

LONE WORKING	Is lone working a possibility?	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
e.g. alone or in isolation	Examples of risk: difficult to summon help. Is the risk high / medium / low?		

lone interviews.

CONTROL MEASURES	Indicate which procedures are in place to control the identified risk
	the departmental written Arrangement for lone/out of hours working for field work is followed
	lone or isolated working is not allowed
	location, route and expected time of return of lone workers is logged daily before work commences
	all workers have the means of raising an alarm in the event of an emergency, e.g. phone, flare, whistle
	all workers are fully familiar with emergency procedures
	OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

ILL HEALTH	The possibility of ill health always represents a safety hazard. Use space below to identify and assess any risks associated with this Hazard.
e.g. accident, illness, personal attack, special personal considerations or vulnerabilities.	Examples of risk: injury, asthma, allergies. Is the risk high / medium / low? None. Low risk.
CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**

	an appropriate number of trained first-aiders and first aid kits are present on the field trip
	all participants have had the necessary inoculations/ carry appropriate prophylactics
	participants have been advised of the physical demands of the trip and are deemed to be physically suited
	participants have been adequate advice on harmful plants, animals and substances they may encounter
	participants who require medication have advised the leader of this and carry sufficient medication for their needs
✔	OTHER CONTROL MEASURES: please specify any other control measures you have implemented: There is no need to take control measures of ill health as the risks will not be caused by the research and I will only do it remotely at home.

TRANSPORT	Will transport be required	NO	✔	Move to next hazard
		YES		Use space below to identify and assess any risks
e.g. hired vehicles	Examples of risk: accidents arising from lack of maintenance, suitability or training Is the risk high / medium / low?			
CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**			

	only public transport will be used
	the vehicle will be hired from a reputable supplier
	transport must be properly maintained in compliance with relevant national regulations
	drivers comply with UCL Policy on Drivers http://www.ucl.ac.uk/hr/docs/college_drivers.php
	drivers have been trained and hold the appropriate licence
	there will be more than one driver to prevent driver/operator fatigue, and there will be adequate rest periods
	sufficient spare parts carried to meet foreseeable emergencies
	OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

DEALING WITH THE PUBLIC	Will people be dealing with public	YES	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks

e.g. interviews, observing	Examples of risk: personal attack, causing offence, being misinterpreted. Is the risk high / medium / low? None. Low risk.

CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**
	all participants are trained in interviewing techniques
	interviews are contracted out to a third party
	advice and support from local groups has been sought
	participants do not wear clothes that might cause offence or attract unwanted attention
✔	interviews are conducted at neutral locations or where neither party could be at risk
✔	OTHER CONTROL MEASURES: please specify any other control measures you have implemented: Interviews will only be carried out online and by writing.

WORKING ON OR NEAR WATER	**Will people work on or near water?**	**NO**	**If 'No' move to next hazard** **If 'Yes' use space below to identify and assess any risks**
e.g. rivers, marshland, sea.	Examples of risk: drowning, malaria, hepatitis A, parasites. Is the risk high / medium / low?		

CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**
	lone working on or near water will not be allowed
	coastguard information is understood; all work takes place outside those times when tides could prove a threat
	all participants are competent swimmers
	participants always wear adequate protective equipment, e.g. buoyancy aids, wellingtons
	boat is operated by a competent person
	all boats are equipped with an alternative means of propulsion e.g. oars
	participants have received any appropriate inoculations
	OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

MANUAL HANDLING (MH)	Do MH activities take place?	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
e.g. lifting, carrying, moving large or heavy equipment, physical unsuitability for the task.	Examples of risk: strain, cuts, broken bones. Is the risk high / medium / low?		

CONTROL MEASURES	Indicate which procedures are in place to control the identified risk
	the departmental written Arrangement for MH is followed
	the supervisor has attended a MH risk assessment course
	all tasks are within reasonable limits, persons physically unsuited to the MH task are prohibited from such activities
	all persons performing MH tasks are adequately trained
	equipment components will be assembled on site
	any MH task outside the competence of staff will be done by contractors
	OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

SUBSTANCES	Will participants work with substances	NO	If 'No' move to next hazard If 'Yes' use space below to identify and assess any risks
e.g. plants, chemical, biohazard, waste	Examples of risk: ill health - poisoning, infection, illness, burns, cuts. Is the risk high / medium / low?		
CONTROL MEASURES	**Indicate which procedures are in place to control the identified risk**		

- [ ] the departmental written Arrangements for dealing with hazardous substances and waste are followed
- [ ] all participants are given information, training and protective equipment for hazardous substances they may encounter
- [ ] participants who have allergies have advised the leader of this and carry sufficient medication for their needs
- [ ] waste is disposed of in a responsible manner
- [ ] suitable containers are provided for hazardous waste
- [ ] OTHER CONTROL MEASURES: please specify any other control measures you have implemented:

OTHER HAZARDS	Have you identified any other hazards?	NO	If 'No' move to next section If 'Yes' use space below to identify and assess any risks
i.e. any other hazards must be noted and assessed here.	Hazard: Risk: is the risk		
CONTROL MEASURES	**Give details of control measures in place to control the identified risks**		

Have you identified any risks that are not adequately controlled?	**NO**	✔	**Move to Declaration**
	YES		**Use space below to identify the risk and what action was taken**

Is this project subject to the UCL requirements on the ethics of Non-NHS Human Research? NO

If yes, please state your Project ID Number

For more information, please refer to: http://ethics.grad.ucl.ac.uk/

DECLARATION	The work will be reassessed whenever there is a significant change and at least annually. Those participating in the work have read the assessment.

Select the appropriate statement:

- [ ] I the undersigned have assessed the activity and associated risks and declare that there is no significant residual risk
- [ ] I the undersigned have assessed the activity and associated risks and declare that the risk will be

☐ controlled by
the method(s) listed above

NAME OF SUPERVISOR **Jung Won Sonn** 

FIELDWORK **5** May 2010

Conditions of Achieving a High-Degree Cooperation in the Planning of Idle Resource Utilization -A Case Study of Rural Tourism Development in Bailong Village, China

GRADEMARK REPORT

FINAL GRADE

/100

GENERAL COMMENTS

Instructor

PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17

PAGE 18

PAGE 19

PAGE 20

PAGE 21

PAGE 22

PAGE 23

PAGE 24

PAGE 25

PAGE 26

PAGE 27

PAGE 28

PAGE 29

PAGE 30

PAGE 31

PAGE 32

PAGE 33

PAGE 34

PAGE 35

PAGE 36

PAGE 37

PAGE 38

PAGE 39

PAGE 40

PAGE 41

PAGE 42

PAGE 43

PAGE 44

PAGE 45

PAGE 46

PAGE 47

PAGE 48

PAGE 49

PAGE 50

PAGE 51

PAGE 52

PAGE 53

PAGE 54

PAGE 55

PAGE 56

PAGE 57