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KIDs

Management plan for raising awareness and promoting the common RO-BG cultural and natural heritage

Performed by the BIC Innobridge Association, within the project "KIDS - An unique travelling concept in the RO-BG area for children and their families", ROBG-507

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Introduction

The present document was developed for raising awareness and promoting the common RO-BG cultural and natural heritage targeting children and their families. The output consisting of a best practice model will be used by the project consortium for developing 4 touristic products especially designed for families with children: Family Fun Festival and 3 self-guided tours promoting the touristic attractions and activities in the cross-border area – Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour. Thus will contribute to the Programme output "Number of common strategies, policies or management plans for valorizing (including raising awareness) the cultural and natural heritage through its restoration and promotion for sustainable economic uses" and is created in the frame of the project "KIDS - An unique travelling concept in the RO-BG area for children and their families", ROBG-507.

The management plan for raising awareness and promoting the common RO-BG cultural and natural heritage targeting children and their families will not only refer to the lifetime of the project itself but will also include a continuation strategy until the year 2023.

By creating this plan for raising awareness and promoting the common RO-BG cultural and natural heritage targeting children and their families, the project contributes to the EU Strategy of Danube Region objective and namely interconnecting the Danube region through promoting culture and tourism and direct contacts between people (RO and BG). The output consists of a best practice model that will be used by the project consortium to

Develop 4 touristic products especially designed for families with children – Family Fun Festival and the three self-guided tours designed promoting the touristic attractions and activities in the cross-border area – Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour.

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The plan has 5 parts and is structured as follows: SWOT analysis of the natural and cultural heritage from the CBC region; objectives of the raising awareness plan; actions needed to raise awareness regarding the cultural and natural heritage from the CBC region; deadlines for the actions; necessary resources. The output consist of a best practice model that will be used by the project consortium to develop 3 touristic products especially designed for families with children - 3 self-guided tours designed promoting the touristic attractions and activities in the cross-border area: Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour. This activity and the document are extremely important as they contribute directly to tackling the most significant challenges for tourism in the cross-border area: 1.Insufficient promotion and exploitation of the rich and diverse natural and cultural heritage (history, architecture) of regional and international interest. 2. Lack of alternatives to traditional tourist products, the development of thematic tourism being statistically unnoticeable 3.Uneven repartition of tourism (focused on the Black Sea coast), both in Bulgaria and Romania. According to the Territorial Analysis of the RO – BG Cross-Border Area 2014-2020, tourism in the cross-border region represents a potential catalyst for the development of the region but can also be the showcase of its inequalities, flaws and lags. The first observation is an uneven repartition of this activity, regarding tourism the border is drawn between the Black Sea coast – both in Bulgaria and Romania – and the rest of the territory. The sea coast is well-known for its resorts for mass summer tourism and attracts most of the visitors during few months in a year. Besides its uneven repartition, tourism is moreover seasonal; the consequences being that one can hardly find a tourist in the cross-border region in the month of November. The reason for these spatial and temporal limitations is not that the region is completely unattractive besides its sea-shore, it is the lack of valorization of its natural and cultural assets combined with its overall economic and social situation. Another aspect worth mentioning is that most of the sites from the cross-border area are unknown and fairly unattractive for the target group of this project – families with children. In addition to this, there is an almost total unconcern of authorities and acute shortage of the funds necessary to offer touristic alternatives for children and their families. The analysis of the tourists needs in the cross-

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border area revealed a lack of information about the leisure/cultural/ sportive activities that can be associated with a vacation in the region.

Tourists in general and families with children in particular don't have an accurate image of the cross-border tourism attractions and destinations belonging to various types of tourism (cultural, active, entertainment, health) and therefore it is difficult to attract them into longer stays in the area. The activity provides a solution to this problem: a management plan designed for raising awareness and promoting touristic resources and attractions in the cross-border area targeting an ignored segment of population, but with a great potential – families with children. Thus, the raising awareness plan can be, undoubtedly, a model of good practice and a start for a better promotion of the natural and cultural heritage (history, architecture) from both sides of the Danube, laying out the premises for the successful implementation of the project. The partner responsible for this activity is BIC INNOBRIDGE – and as a part of the project consortium we developed the plan.

SWOT Analysis of the natural and cultural heritage of CBC RO BG area

Short info about the territory

The Romanian-Bulgarian cross-border area, as a tourist destination and the subject of various economic and tourism development strategies protecting the natural and cultural heritage of Romania and Bulgaria and of the INTERREG V-A Romania-Bulgaria Programme, is marked by two main natural elements - the Danube River and the Black Sea, which give it the status of an area of exceptional geographical, economic and tourist importance. This status concentrates international interest on its geo-strategic location and on its potential not only for the development of transport and communications, but also tourism, sport and leisure. As a territory, it is made up of 15 administrative-territorial units - counties and districts, of which seven counties in Romania - Mehedinci, Dolg, Olt, Teleorman, Giurgiu, Cularasi and Constanta and eight districts in Bulgaria - Vratsa, Montana, Pleven, Veliko Tarnovo, Ruse, Silistra and Dobrich. The total area of this zone is 69 285 km², of which 57,75 % in Romania and 43,25 % in Bulgaria. The border is 610 km long, of which 470 km

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are occupied by the river. The land part of the border, included between Culerac-Silistra and the Black Sea, separates the county of Constanta (Romania) from the districts of Silistra and Dobrich (Bulgaria) between the Danube and the Black Sea.

The relief in the transboundary area is varied, the main part is that of the plain - the Romanian plain in the Romanian part and the Danube plain, which extends to the Balkan Mountains, in Bulgaria.

The Danube coastline is extremely varied on both sides of the border - steep and rocky in the Bulgarian part, in contrast to the smooth topography of the meadows and plain in the Romanian part. The hills and plateaus develop as you move away from the river. Danube, and the valleys and meadows are numerous on both sides of the border. The average altitude of the region is 178 meters . Both countries have an important outlet to the Black Sea and the border area includes the most important port facilities from Romania with the port of Constanta - with the largest port capacity on the Black Sea, and the satellite ports of Mangalia and Midia. Regarding the land use structure in the border zone, of the total, 74.18% is represented by agricultural arable land, 12.44% forests and similar areas, 4.06% construction and 6.02% other land. In these fifteen counties and districts live 13 433 017 persons, of whom 2 913 226 in Romania and 1 416 945 in Bulgaria, as follows. Statistics as of 31.12.2015, according to the National Statistical Institutes of Romania and Bulgaria Dolj 641.005 Vratsa 172.007 Olt 412.640 Montana 137.188 Teleorman 355.232 Pleven 251.986 Giurgiu 274.628 Veliko Tarnovo 245.006 Calarasi 295.500 Ruse 225.674 Constanta 681.376 Silistra 113.248 Dobrich 180.601.

The economy of the border region is typical of the peripheral border areas, despite the fact that neither area is located at too great a distance from the two centres of major economic growth, the capitals of Bucharest and Sofia respectively. A comparative analysis of the regional competitiveness of the study area can offer a real insight into both the business environment and the residents - the local communities. The European Commission's Joint Research Centre defines competitiveness as "the ability to offer an attractive environment so that businesses and residents can live and work in dignity".

The term „**heritage**" is extremely broad, and successive generations always have attached value, significance, quality, authenticity and especially perennity to its objective. Thus, the natural „Heritage" represents the ethical decision and the responsibility of a society to hand down a healthy environment as well as its complex and complicated biological components. Viewing nature as a „heritage" source is important, as it attaches the environment to the concept of cultural heritage, defined as the expression of the various ways of life a community has developed and passes down from generation to generation, including traditions, practices, objects, artistic expressions and values. According to the European Council, „cultural heritage" is the expression of protecting and promoting ideals and principles. It translates value systems, beliefs, traditions and life styles into material representations and includes visible and tangible traces from the antiquity up to the recent past.

Heritage makes us think of the past; at present it is deeply related to the way we are using "the past" as an unlimited resource, a source of reinvention and a social force. Moreover, while all legacy forms are not universally appreciated, the heritage is considered an essential source of both personal and collective identity, a significant element of self-respect. A sustainable approach of the cultural and natural heritage in the Romanian-Bulgarian cross-border area is relevant to the future of the many spectacular objectives and elements that make it up, an important source of development for the whole area. The cultural heritage offers locals and tourists a wide variety of historic and architectural monuments, legends and folklore, museums, churches and monasteries, all protected by law or recognized by the local community. There is hardly a county or district without cultural heritage objectives.

Until 2022, the cultural and natural heritage in the Romanian-Bulgarian cross-border area will get a new significance for the business environment that manages it: cultural and natural heritage is an essential vector of the individual and collective identity of a local community, an inexhaustible resource for development and reinvention. It is only its sustainable use that will ensure its integration into the social and economic processes of the local development or

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environment, so that it becomes a direct contributor to local welfare for generations to come.

SWOT Analysis

Border area of Romania-Bulgaria has remarkable natural and historical resources for tourism development of different mass. Across the border area abounds in areas with a concentration of tourist resources that can meet the interests of different kinds of people as: food, hiking, mountain biking, and of course family with children.

This potential undoubtedly aroused great interest among Bulgarian and foreign tourists. At the same time, most mountainous and rural areas have no other alternative than to develop this type of tourism. Sustainable development of this type of tourism has the ability to revive the most backward parts of the country and to make it a decent place to live.

It is extremely important to mention that the region has a huge potential for the development of family tourism, not only as consumers but also as producers of the service. We are talking here about family hotels as a family business. But since our research is about the travel of families with children, we will focus on this target group.

As tourism activity could be generally summarized in two main major groups, namely sites of cultural and historical value and natural attractions, we will perform a SWOT analysis in terms of cultural and historical and natural heritage. So this analysis will be for the two main groups.

SWOT analysis of the heritage situation	
Strengths	**Weaknesses**
The existence of cultural heritage-historically rich and diverse-and of a large concentration of anthropological resources in the cross-border area, ranging from archaeological excavations of over	The business environment involved in heritage utilization does not realize, in general, that the business depends on the condition of the heritage site, its quality, its integrity or its authenticity, lacking the motivation to participate in sustainable

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2000 years, architectural monuments, religious buildings, to museums and public collections, institutions for performances and concerts, but also festivals and cultural performances.

Both countries have cultural heritage protection legislation in line with the international and European framework.

Stakeholders - the stakeholders are concerned about ensuring that there is sufficient space for development - residential, industrial, tourism, green spaces, etc. - so that the heritage and its conservation area are not affected.

The dissemination and promotion of local cultural identity concepts as a basis for cooperation with a view to their development and exploitation.

A well-preserved historical environment associated with knowledge and traditional customs can reduce risk factors of social exclusion and discrimination, can increase the resilience capacity of a community and save lives.

The legislative framework currently in place in the two countries for actors directly involved in the utilization of cultural heritage to participate in the elaboration of

heritage utilization measures, or to initiate more complex projects with its owners.

The local political context does not encourage the involvement of the business community in decision-making, implementation, etc., therefore leading to a lack of trust.

The lack of a single and independent source of information, support, guidance in the field of sustainable use of heritage.

Many companies, whose business is related to cultural heritage, consider that the implementation of the legislation currently in force is sufficient, and the protection and development of heritage is the responsibility of the stakeholders - the stakeholders.

Companies do not have the information, competence and specific skills and are not motivated to initiate and manage an integrated approach to heritage so as to ensure its sustainability, cooperation along the whole specific value chain, the distribution of benefits with the local community, with the stakeholders - the stakeholder.

Weak cooperation between stakeholders - the stakeholder and the business environment. In both countries, concrete links are in the area of launching joint promotion or communication initiatives, with a heritage theme of common interest,

strategies and development plans.

Opening up on a declarative level for companies to enter into public-private partnerships for projects, at least soft, dedicated to the heritage they are utilizing in a direct way.

The business environment engages its own customers, e.g. tourists, in activities that make them more sensitive to the need to preserve cultural heritage.

Almost all forms of tourism can be practised in the border area, thanks to the natural heritage, anthropologically diverse, valuable and attractive.

Tourists are increasingly interested in the preservation and conservation of cultural heritage.

The concepts of general sustainable development are widely promoted through the Strategy and Development Plans, including at the level of each European project, there is a framework for dialogue with a sustainability theme and concrete opportunities to move towards sustainable heritage use.

and joint projects without financial benefits for both parties.

The lack of a joint approach with the local community or end users, or an intersectoral approach on the use of cultural heritage, especially in relation to tourism and the hospitality industry, civil engineering, transport, other services for users.

In the case of the stakeholders - the stakeholders interested primarily in the protection and preservation of the heritage to the detriment of its utilization and even its sustainability, there is a risk of isolation of the site and its degradation.

The specialised departments at local level in the two countries are poorly staffed and unable to meet the volume and quality requirements of the complex activities required to preserve national cultural identities in the European context. The shortage of specialised staff in project management or cultural management.

A reduced number of local, national or international funds available for heritage interventions.

The dependence of projects dedicated to heritage on additional sources and additional funding, thanks to the insufficient public funding of this field.

Technical and financial resources insufficient for the protection and improvement of the quality of the heritage,

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poor maintenance of the heritage site.

Improper planning of the works (construction sites or sites abandoned in the process of work due to the termination of funding, lack of basic conservation and protection measures, etc.).

Lack of involvement of owners/managers/temporary managers, especially key ones, in the projects/initiatives of the business environment, right from the initial phases.

Opportunities	Threats
The existence of European funds for investment and cooperation in the field of cultural heritage - ESIF, Culture 2000 or INTERREG,	The limited amount of funds available for heritage conservation and utilization interventions. Reduction of financial resources due to the economic context, or lack thereof, the reduction of budget amounts and, consequently, of financial possibilities.
The existence of European and national funds at the disposal of the private sector and dedicated to cooperation between stakeholders - stakeholder, other institutional actors, private sector, etc. in the sustainable use of cultural heritage.	Natural and erosion phenomena that may affect unexpectedly or in the long term the conservation measures (such as determining the reduction of attractiveness, productivity, etc.).
The promotion at European and national level of the creative industries as a source of European and national competitiveness.	Land use change, land degradation through excessive urbanisation.

Migration of skilled personnel to different countries of the European Union.

Mass tourism, hit-and-run tourism. |
| IT technologies offer solutions to the problem of preserving cultural heritage. These technologies also have an impact on citizens' broad access to cultural heritage, | Direct works on monuments and natural ones - maintenance and repair, investments that affect natural areas, historic |

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stimulating interest and openness to knowledge, experience, direct contact with heritage.	monuments and their conservation areas, built-up areas with special conservation regime, and/or the use of inadequate building materials and methods at the level of conservation defined for the heritage site.
Cooperation between central and local authorities, between the public and private sectors, and between professionals and ordinary citizens is promoted in official local and international documents, in the strategy and in concrete projects.	
The definition of national and cross-border strategies to promote the sustainable use of cultural heritage.	
Upgrading and reintegration of intangible heritage in the life of the human community and of individuals, especially young generations.	

SWOT analysis in terms of heritage and natural resources	
Strengths	**Weaknesses**
The geography, climatic diversity and topography determine the uniqueness of the biodiversity in the two countries and the existence of a protected rich natural heritage of a diverse and important range of natural areas, nature reserves, nature parks, biosphere reserves, Ramsar sites, Natura 2000, etc. on both sides of the border.	The ecological footprint, according to a report compiled by the World Wide Fund for Nature in 2017, of the 152 countries, Romania ranks 46 and Bulgaria 34, which means that the use of natural resources and lifestyles exceed the carrying capacity of natural ecosystems.
	There are protected areas of regional or local importance that do not have approved management plans.
Opening up both sides of the Black Sea coast from the Romanian-Bulgarian border area.	The uncontrolled use of natural resources, their excessive consumption through poaching (plant, water resources),

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The counties/districts with tourist attractions of high importance in the cross-border area are Mehedinci and Constanța in Romania and Vidin, Veliko Tarnovo and Dobrich in Bulgaria.

Both countries have legislation on natural heritage protection in line with the international and European framework.

The legislative framework currently in place in the two countries for direct participation in the elaboration of the Development Strategies and Plans of the actors directly involved in the utilization of natural resources.

Fertile agricultural soil suitable for the development of agro-tourism activities.

For the community, economic activities based on natural heritage generate jobs, sustain the relevant resources and exploit them, attract other investors encouraged by the success of the former, stimulate the whole value chain along the industry vertical.

Tourists are increasingly interested in the preservation, conservation of natural heritage.

The business environment enlists the

intensive agriculture, the application of inadequate agro-technical measures through the use of pesticides, fertilizers, etc.

Technical and financial resources are insufficient to support and improve the quality of protected areas.

The business environment involved in the utilization of protected natural resources does not realize, in general, that the business depends on the condition of the heritage site, on its quality, lacking motivation to participate in measures for sustainable utilization of the heritage, or to initiate more complex projects with its owners.

Companies lack information, competence and specific skills and are not motivated to initiate and manage a complex approach to heritage so as to ensure its sustainability, cooperation along the whole specific value chain, benefit sharing with the local community, with stakeholders - stakeholders-.

The lack of communication and, in general, of marketing that focuses on the sustainable use of heritage, with the promotion of the principles in a favourable way towards the end-users, with adequate messages to all ages and socio-professional categories, etc.;

The local political context does not

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participation of its own customers, for example tourists, in activities that make them more sensitive to the need to protect natural heritage.

Opening at a declarative level for companies to enter into public-private partnerships for projects, at least soft, dedicated to the heritage they exploit in a direct way.

The general non-industrial character of the cross-border area, with the exception of Constanta County, Romania.

Almost all forms of tourism can be practised in the border area thanks to the natural and anthropic (due to human intervention) diverse, valuable and attractive heritage. | encourage business participation in decision making, implementation, etc. due to lack of trust. Reduced number of local, national and international funds available for heritage interventions.

Dependence of heritage projects on additional sources and additional funding due to insufficient public funding of this sector.

Weak cooperation between stakeholders - the stakeholder and the business environment. In both countries, the concrete links are in the area of launching joint promotion or communication initiatives, with a theme of heritage of common interest, and joint projects, but without financial benefits for both parties.

Pollution - the most important threat to heritage and natural resources due to economic activities to physically impact monuments, etc.

Wind farms: impact on migratory birds from wind turbine rotors in motion, and habitat disturbance (in soil) if significant bird colonies are present; |
| **Opportunities** | **Threats** |
| The existence and promotion of a legislative framework that regulates and encourages natural heritage conservation activities. Improvement of the legislative and regulatory framework for the field, in line with | Reduction of financial resources due to the economic context, or lack thereof, reduction of budget amounts and, consequently, of funding opportunities.

Delay in designating valuable areas as protected areas, or areas of international |

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European directives.

The existence of European funds for investment and cooperation in the field of conservation and promotion of protected areas - ESIF, INTERREG.

The existence of national funds dedicated to the awareness and education of the local community, end users, etc. in favour of the conservation of natural heritage, environmental protection.

The definition of national and cross-border Strategies for the development of sustainable use of natural heritage.

The permanent identification, documentation, study, inventory and updating of the different cultural heritage sites with the participation of professionals, communities and civil society organizations.

The tourism potential of natural heritage can determine the attractiveness for tourists in terms of biodiversity, landscapes, topography, forests, water resources, hydro-mineral and thermal resources. Both Romanian and Bulgarian cross-border areas have untapped tourism potential.

Closure and greening of illegal or ad-hoc landfills.

interest as Natura 2000 sites or UNESCO sites.

Climatic changes and phenomena such as drought, flooding, erosion or landslides can lead to loss of human life, accessibility, loss of integrity/integrity of natural areas, loss of quality of landscapes, with negative consequences on the development of the region, on economic activities, especially agriculture and tourism.

Loss of habitats Fragmentation of habitats due to urbanisation, infrastructure development, land use change, land degradation through excessive urbanisation.

The proximity of industrial areas, nuclear facilities, the operation of shipping lanes and commercial ports constitute an important risk factor contributing to environmental degradation and the generation of continuous air and water pollution.

Transboundary pollution.

Migration of skilled personnel abroad.

Mass tourism and hit-and-run tourism.

Uncontrolled interventions and deforestation.

Difficulty of co-management of impacted areas from natural and technological hazards.

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Analysis of the relationship cultural and natural heritage - local community - end users

Significance gives cultural and natural heritage an attractive character. At present, the socio-economic factors most concerned are local communities and casual users.

➢ The local community

The local community is also interested in benefiting from the heritage located in its administrative-territorial area. The interest is represented by the employment of the workforce of the community, but also for the diversity of jobs, as well as for the projects that can be created by the heritage, and more precisely by certain infrastructure projects, the increase of population mobility, territorial connectivity, etc.

➢ End users

Represents the direct beneficiaries of the presence and significance of cultural or natural heritage. As a pole of interest, they represent tourists, users, researchers and other groups with an interest in heritage utilization. Recent decades mark subtle changes at the global level, thanks to access to information, from climate change, technology, etc., which have accelerated in recent years.

The local community-heritage and/or end-user-heritage nexus fails to reach effective economic exploitation because it is based only on the insufficient financial resources of the stakeholders - the stakeholder - which are, in principle, insufficient. The local community wants to benefit and realize social welfare, jobs, without having other resources than manpower. End users pay fees to visit, or to access information related to the significance of the heritage site, for environmental products or innovative architectural utilization projects, but are insufficient for a sustainable economic utilization. Also, there is no satisfactory information and communication framework among the stakeholders. To the extent that the stakeholders - the stakeholder - fail to meet the interests expressed, due, in principle, to limited resources, the interests diminish and the stakeholder

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environment moves away from the heritage and, more precisely, from its significance and utilization. Stakeholders retain only the right to protect cultural and natural heritage. In an environment where the budgets of cultural institutions are limited, many heritage sites do not withstand anthropic risks and are destroyed, and the examples are innumerable.

The project „KIDS – An unique travelling concept in the RO-BG area for children and their families", ROBG-507 creates an opportunity for an economically sustainable approach that protects natural and cultural resources in Romania and Bulgaria. The priorities and objectives that derive from this project have at their core premises related to:

- Introducing the business environment into the equation of economic sustainable utilization of cultural and natural heritage, as a dynamizing, conscious economic factor and promoter of an economic relationship to provide all components of some economic sustainable policies.
- Stakeholders in the development of a sustainable cultural and natural resource economy;
- The role of each economic development stakeholder (business environment - local community - end users);

The analysis of the links that are created between cultural and natural heritage as a carrier of meaning and the economic and social factors that interact as carriers of interest in order to make sustainable economic use of heritage gives us a clearer picture of how the parties interact and what the results of this interaction are.

Through the emergence of the business environment in the equation, a three-dimensional approach of the relationships between stakeholders - stakeholder and legacy on the one hand and the local community - end users - business environment on the other hand is realized.

In this way, the entrepreneur targets the heritage object in order to make a profit from direct or indirect interaction with it. The heritage represents the area of interest for the business environment. The product or service that the entrepreneur offers to the market as a consequence of the interaction with the

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heritage object is addressed to the final consumers. Their reaction and interest dictate the form, content, characteristics, price, etc. of the product or service.

The interest of the local community and the end users migrate to the business environment, in conditions where, in this direct relationship with the heritage, these entities do not realise the desired economic exploitation.

By assuming the role of a promoter of a sustainable economic exploitation of cultural and natural heritage, the business environment interacts horizontally with the local community and with the end users/users by assuming their interests, stimulating the circulation of information and communication, generating new projects whose implementation will lead to the prosperity of all stakeholders of sustainable exploitation of national and transboundary heritage.

The business environment realizes the realization of business potential not only in a direct way, but also by expanding the system of communication in the system with interested partners as an exchange of information. This information defines the areas of interaction in which the business environment assumes the role of promoter of a sustainable economic utilization of cultural and natural heritage. New, equally favourable, business ideas emerge, in an innovative context that benefits all stakeholders. It can be observed, in the presented graphic, the broadening of the base of interest, communication and business ideas at the level of a whole system, which within the Strategy is called a specific value chain (LVS).

Different specific value chains (LVS) can be implemented for different projects, which involve only certain partners:

- Specific Value Chain (LVS) = Business Environment - Local Community - Heritage, or
- Specific value chain (LVS) = business environment - end users - heritage, or
- Specific value chain (LVS) = business environment - local community - end users - heritage

Until now, there has been no talk about the role of stakeholders - the stakeholder in the new context, realized through the coagulation by the business environment of a broad area of interaction through the dynamization of the specific value chain

(LVS). The functioning of the system is unacceptable without the presence of the stakeholders - the stakeholders, i.e. of the legislative framework and for the value contribution of the stakeholders - the stakeholders in the performance of their administrative function, which is changing by obtaining new powers under the influence (pressure) of the specific value chain (LSV). Through this systemic interaction, the vision of cultural heritage utilization is changing, in principle, as priorities and objectives are being established with a view to sustainable economic utilization.

The business community is interested in being informed, creating business partnerships and, obviously, creating business opportunities. To this end it is interested in being involved in decision-making in relation to the sustainable economic use of heritage. This is natural and can be realised either systematically, taking into account the interests of the stakeholders (a specific value chain (LVS)), by realising an extended sustainable exploitation of heritage, or exclusively by the stakeholder, the stakeholder as a model, in terms of partial exploitation of the significance of heritage.

Its role as a promoter of the business environment obliges it to implement participation in decision-making by organising forums, events, information exchange, etc.

The close relationship between the stakeholders - the stakeholder and the cultural and natural heritage is transformed under the pressure of sustainable heritage utilisation:

- New methods of heritage exposure and enhancement;
- Change, transformation of meaning;
- Adaptation of the legislative framework to new methods and technologies;
- Changing, transforming the powers of stakeholders - stakeholder's.

In this context of social changes at global, transboundary and local levels, of interactions between different actors that structure the environment in which cultural and natural heritage is utilized, the development vision proposed by the

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Strategy for the development of an economy that protects the natural and cultural resources of Romania and Bulgaria is:

By 2022, the cultural and natural heritage of the Romanian-Bulgarian border area will acquire a new meaning for the business environment that exploits it, from an economic point of view: cultural and natural heritage is a fundamental vector of the individual and collective identity of a local community, an inexhaustible resource for development and rediscovery, and its exploitation can only sustainably ensure its integration into social, economic processes, local development or the surrounding environment, so that it becomes a direct print.

The sustainable heritage use will ensure the quality, authenticity and integrity of heritage by creating a chain of opportunities for cultural and natural heritage use - business opportunities and attracting investors, social opportunities for workforce employment and the development of an inclusive society, attracting talent and creative industries that will unite the community in cultural and natural use, connecting to the fundamental values of an environment passed on to the community, urban open space.

This approach relates cultural and natural heritage to the business environment to a new dimension that includes the local community, the owners and managers of the heritage, and the economic actors represented by tourists, by the users or consumers of the products and services offered by the business environment. The new dimension invites the business environment to integrate into the conventional economic exploitation of heritage and the inclusive and equitable social issues, the component to protect the environment and to stimulate new businesses along the value chain, leading to an economy that protects natural and cultural resources without compromising the ability of future generations to access them over time.

The main conclusion is the relationship between enterprises, the local community, authorities, managers and owners, and end users with the element that is most conducive to a sustainable economic use of heritage. This relationship, which involves all categories of entities simultaneously and integratively, is considered more efficient and relevant than one-way relationships, such as the business environment-local community relationship or the business environment-other end-

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users relationship. The active role of NGOs is considered to be significant in the benefit of sustainable economic use of heritage, primarily by the stakeholders - the stakeholder - with whom they prefer to interact.

Regarding the influence of the different actors that can be involved in the process of promoting and supporting a sustainable use of cultural and natural heritage, the business environment of Romania and Bulgaria considers in a dominant way that the authorities, managers and owners are the main parties in the implementation of the Strategy for the promotion of a friendly economy towards cultural and natural heritage.

The full potential of cultural and natural heritage contributes to sustainable development and can be harnessed by integrating conservation into policies and decision-making processes at the local level and, subsequently, by creating and conserving the necessary capacities at the levels involved, respectively local authorities, communities and citizens, tourism and other economic sectors and, in general, at the level of wider civil society.

In this context, the business environment and economic activities that exploit cultural and natural heritage play a significant role in ensuring the integrity, quality and authenticity of heritage, without which they cannot contribute to sustainable development, especially the economic development of the public or the region. In order to assume this role, it is desirable that the business environment understands and voluntarily adopts measures for the sustainable use of the heritage on which the business is based and, collaborates with all the other actors in the sustainable development process, and more precisely the stakeholders - the stakeholder (public authorities, owners or legal managers of heritage resources, interim managers of protected areas), with the direct actors of the exploitation of cultural and natural heritage (other private actors such as NGOs, tourists/users/end users of services and products that integrate heritage resources), and above all with the local community.

Direct involvement in the elaboration of strategies and development plans integrates the aspect of preservation and promotion of cultural and natural resources and, subsequently, the adoption of follow-up strategies at a company's

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own level, as part of this change of approach to sustainable development and ensures the emergence of ideas, innovation, provides the knowledge, manpower and other resources, including financial, necessary for the sustainable use of heritage. Furthermore, participation creates the conditions for a reconciliation of these two seemingly opposing/antagonistic aspects that characterize heritage utilization: the preservation of integrity and authenticity and the tendency to respond to local needs and demand, to ensure community development through the utilization of cultural and natural heritage.

Heritage activities, especially natural heritage but also cultural heritage, tend to take on a cross-border dimension in border areas, thanks to the interconnections between areas, landscapes or shared history. As a consequence, a place-specific, local or, conversely, national approach to heritage is not capable of capturing the whole context of conservation, preservation and sustainable economic exploitation, nor of addressing the impact of economic activities to their real level in border areas. Thus, a cross-border approach, even a progressive one, will generate measures and related results, and coordinated at the border level, with a positive and accentuated impact at the level of each heritage site.

Raising awareness plan. Objectives

Awareness campaigns are one of the most popular, effective, and flexible ways to raise public interest and educate the communities about our nonprofit's mission. In this case: the family tourism and more specific- those with children.

Cultural heritage of every county is a valuable part of the cultural heritage of the world as a whole (UNESCO, 1983), growing recognition of the importance of cultural heritage has resulted in the formation of strengthening of international culture heritage organizations whose goal involves protection, promotion, management and dissemination of the cultural heritage (ICOMOS, 1999; UNESCO, 1983). Several international organizations are involved in the protection and management of the world's cultural heritage. Among the most prominent organizations are The United Nations Educational, Scientific and Cultural

Organization (UNESCO), International Council of Museums (ICOM), The International Council on Monuments and Sites (ICOMOS) and The International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM).

As an essential function of UNESCO since 1946 has been the preservation and promotion of the world's cultural heritage. UNESCO has adopted a series of convention and recommendations as tools in the protection and management of cultural heritage around the world at the international level (UNESCO 1983). International Council on Monuments and Sites (ICOMOS) is an international cultural organization that is dedicated to the conservation and promotion of the world's historic and archeological monuments and sites.

Ways to Promote Cultural Heritage (Objectives)

Informing the people to the persuasive requirement of promotion of the cultural heritage, awakening the mindfulness and interest people to make them feel apprehensive by the promotion of the cultural heritage can be done in different ways such as; heritage festivals, freedom walk, heritage trails, heritage walk, heritage awards, street plays, heritage newspapers and promotion of heritage in education (events in schools for presenting specific cultural-touristic products) can be undertaken under the stringent supervision.

Heritage festivals

The KIDS project foresees a series of events to promote cultural and historical heritage. It is important to say in this document that the project team should be aware of the possible options for its promotion.

Properly prearranged heritage festivals have the potentials to fascinate, exhibit cultural traditions and educate the general public about rich culture also at the same time raise the economic impact on the community. Cultural heritage festivals perform as a vibrant power behind cultural improvement and social connection while bringing in monetary sustenance. Heritage festivals are one of an important element to educate cultural heritage to general people and for development. Cultural heritage festivals are widely well-thought-out in contribution to the

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economic development of the local organizers by means of providing employment, attracting tourist and promotion of heritage. Many researchers had conducted a study on festivals and special events impact to local development, in their study, they focused on assessing economic influences by use of some form of impact analysis. In most studies, the analysis comprises assessing a total amount of income, employment change contribution to the festival and finishes with the approximation of local multiplier effects; therefore deprived of advance searching how these interpret into local economic growth. Experimental studies of local festivals conducted by pointed out that local festivals generate economic benefits and add direct and indirect temporary jobs. When studying festivals a researcher should consider broad social, economic and environmental address. Consequently, effects valuation in a range of spheres such as economic, physical-environmental, social and cultural should consider in evaluating festivals. The foremost motives for organizing a festival are related to improving and promoting cultural heritage artifacts, attracting tourist and raising cultural awareness.

In order to further promote and valorize the RO-BG cultural heritage, the consortium will organize 4 Family fun festivals which will include tournaments, painting, crafts, poetry, music, arts and traditions, food from cross-border area. Each festival will have at least 300 attendants from both countries, most of them being families with children – we estimate that the festivals will generate an increase in the number of visits by 300 visitors. The expected result will be - increasing in the number of visits as 1,550 visitors will attend the guided tours and the Family fun Festivals organised in the cross-border area, increasing the number of tourist overnights in the CBC region by 1,550. The Family Fun Festivals will be organised in both countries (2 in Romania and 2 in Bulgaria) and they will have a cross-border approach, as the attendants will be both from Romania and Bulgaria and all the activities that will take place will consider the cultural and gastronomic heritage of both countries the targeted schools for promoting the CB natural and cultural heritage in general, and the products of the project in particular will be selected both from Romania and Bulgaria. All the activities that will take place will consider the cultural and gastronomic heritage of both countries - the targeted schools for promoting the CBC natural and cultural heritage in general, and the

products of the project in particular will be selected both from Romania and Bulgaria The activities will be carried out and coordinated among partners on both sides of the border.

Freedom Walk

Although such an approach is not foreseen in the project, it is good to mention it as an option and a way to promote certain landmarks.

In freedom walk, people meet in big numbers to organize and celebrate the important national events such as Independence Day, Republic Day and freedom fighters, etc.,. In this occasion, people pay respect and homage to important heritage or person. Heritage walk is generally organized during a conference meeting where participants are guided to historic core areas.

Heritage Trails and Heritage Walk

A heritage trail is another way to engage the public in highlighting cultural heritage in a customer - friendly and interactive way. In heritage trails different routes are linked with significant items of a particular heritage area. A heritage trail can act as a self-guided or a guided tour. Heritage trial can increase awareness of the local heritage and encourage an interest in conservation; endorse the area's history to visitors; openly recognize important conservation activity and offer a ready-made entertaining or educational trip or tour.

In the project KIDS we estimate to develop three self-guided tours promoting the touristic attractions and activities in the cross-border area – Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour are perennial products and will be a continuous source of fun and leisure for families with children long after the project will be finalized. The tours will be designed for promoting the touristic attractions and activities in the cross-border area and will offer alternatives to traditional touristic products targeting an ignored segment of population, but with a great potential –children and their families. In order to design the 3 self-guided tours, the consortium will make an inventory of all the attractions from the CBC region and will select the most relevant ones for the target group of the project – families with children. Afterwards the touristic attractions will be divided into 3

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categories, thus creating the three guided tours. Each of the guided tours will incorporate at least 8 touristic attractions relevant for families with children.

Heritage walk is another way to create awareness among the public, It could be even a virtual one. In our case such kind of walk would be the Mobile application which will be developed as a project product.

Culture, etc. are conducting heritage walk to create awareness to the public about cultural heritage. For instance INTACH (2015) organized a heritage walk at the Humayun's Tomb complex, with the aim to instill and to endorse awareness about heritage buildings and their conservation. Heritage walk not only brings the public closer to past heritage but offer a long way in providing intangible enticements for conservation. A heritage walk has developed to be one of the greatest ways to create awareness amongst the inhabitants about their heritage. It is the best way to educate youth. Heritage walk enables to obtain knowledge on one's culture, customs, philosophy, traditions and rituals. It also enables the public to recall and reminds them about the rich culture and history. The virtual heritage walk which will be performed is the mobile application that will contain an inventory of the main touristic attractions for families with children, presented in a fun and easy way to understand by all ages. The users will fill in a short questionnaire and based on the answers they will be directed to one of the 3 self-guidedtours offered through the project. Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour. After choosing a tour, the users will find out interesting facts about each location from the CB region they will visit and they will be asked to solve fun challenges at 5-7 locations per tour, thus earning points. At the end of the game, the users will receive their final score and they will learn how well they performed compared to others.

The 3 self-guided tours and the mobile application - will be presented to the children and their parents. All the children present at the events will be given the travel kits especially designed for them. We estimate that about 2,500 persons will attend the events, out of which 50% will take one of the three guided tours and will use the mobile application

Heritage Awards

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A heritage award is one way of promoting cultural heritage and usual is dedicated to protection of cultural heritage sites, which are introduced by any individual association under private segment or institutional organization (UNESCO, 2000).

This award is honored with objectives to inspire interest and talent of the scholars for the appreciative, thoughtful and documentation of heritage buildings, and also cultivate and promote understanding and awareness among students or particular audience.

In our project KIDS we are supposed to give away something similar, although not exactly in the form of award, but since we will cover a large number of children and audience, we think it can definitely be put in this category. In the project we will create special travel kits especially designed for children. It will include a backpack filled with fliers, lanterns, maps, first aid kits, 3D brochures, thematic caps etc. This instrument will make exploring the natural and cultural heritage from the cross-border region fun, interactive and engaging, thus motivating the target group to take the tours.

The 3D brochure will present the most attractive cultural and historical sites in the cross-border region that are worth visiting and are suitable for children. From this brochure, which is part of the travel kit, children will learn very useful and interesting things in a fun and attractive way. All the other elements of the brochure will be useful to those who receive them for their future travels. Therefore, we believe that this will be a kind of reward, related to the promotion of cultural, historical and natural heritage.

Street play

A street play has been used to spread social awareness messages and to create awareness among the masses concerning serious subjects. A street play is an informal show and connects the people directly. Street plays provide a common platform to create awareness and make the public understand the issues connected to tangible heritage, it is one of the most effective ways to create awareness and endorse cultural heritage value effectively and widely used for operative management and conservation of heritage area. Local community and well-known

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personalities from the community along with memory institute can create a platform for understanding the subjects connected to tangible heritage.

No such events are foreseen in the current project, but they are a good way to promote the cultural and historical heritage and can be used in the future when thinking about the sustainability of the project and its valorization.

Heritage Newspapers/Websites/Pressconferences

Arts and culture and heritage department, non-governmental organization together with citizens can bring out newspaper focusing on the matters connected to cultural heritage. This will spread the message of cultural heritage awareness to more people within a short period of time.

In the current project it is planned to create a website that will include information about all the partners and events as well as about the attractions that are included in the routes, in the app, in the brochures, etc. Also everything that is done during its implementation and an online promotion campaign will also be carried out. The project website will continue to be functional and updated and will become a point of reference when searching for information about tourism in the RO BG cross-border area.

All 3 partners will be involved in disseminating the material, through the project activities, as well as through their own networks and partnerships. In the beginning of the project the partners will include a press release about the project and a link to the website in their newsletter, which will be sent to their databases. Also, the project's website will be promoted to all conferences and events organized by partners within the project. There will be two press conferences organized at the beginning and the end of the project, by each of the 3 partners. Each press conference will have at least 30 participants.

Promotion of Heritage in Education

Education is an endless course of learning, particularly in school, college and university; it is a continuous process of assisting in the gaining of knowledge, ideas,

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values, skills, beliefs, theories, and habits (Dewey, 2008). Davis, (2000) define education is a principal approach for transferring society's knowledge, morals, ethics, values, principles and beliefs. Heritage education is a communication course that is grounded on the entertaining and profound assignation with cultural artifacts, artworks and cultural values, denotes to a wide-ranging array of learning activities using material and immaterial heritage in a learning environment, a dynamic way of education that supports pupils to investigate and to learn cultural and historical properties. The heritage education objectives are to support learners in comprehending of ideas and philosophies about history and culture and to extend their obligation for the inventive endeavors, scientific intellect, and societal and financial donations of diverse groups. Students visit memory institutions such as monuments, archeological sites, landscapes, historical places and discover past history. Illustration of artifacts during classes to motivate students, illustrate historical events; also engaging students in the historical query can be described as heritage education. Heritage educational programs are fruitful when the native public comes onward to support, encourage and start heritage interrelated activities. This is conceivable when the native individuals to whom the heritage have its place comprehends its principles, values, takes pride and create a sense of feeling right. Societal and cultural festivals play a bigger part in creating awareness and assemble people. Public conferences, audio, visual shows, street plays, exhibitions, heritage newspapers, annual celebrations, heritage festivals, heritage walks and publications are all of the operational ways of cultural education.

Our project foresees events in schools in Bulgaria and Romania within the cross-border area. The consortium will organize 25 events in schools throughout the cross-border area during which the products of the project – the Family Fun Festivals, the 3 self-guided tours and the mobile application - will be presented to the children and their parents. All the children present at the events will be given the travel kits especially designed for them. Thus, they will learn fun and useful information about the sites they can visit in the CBC area. All the students learning at those schools will be announced about the event and will be invited to attend. The events will have duration of approximately 4 hours, during which experts from the consortium will present in a dynamic manner the 3 guided tours developed

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within the project and the mobile application. All the participants at these events will be asked to download free of charge the mobile application and will get a live demo of all the functionalities they can enjoy. We estimate that about 2,500 persons will attend the events, out of which 50% will take one of the three guided tours and will use the mobile application.

Creating awareness and promotion of the cultural heritage is a decisive subject to make the general public understands the pressing need for cultural heritage knowledge acquisition, promotion and dissemination cultural heritage. Cultural heritage studies should be incorporated in school education at an early stage so that they feel concerned about the promotion and preservation of cultural heritage. It is essential to cultivate the cultural segment with the assistance from the government, non-governmental organization and entrepreneurs. More operational support, corporation and active involvement from the public is required to fulfill in creating awareness on cultural heritage. Additional, determinations are obligatory to build greater consciousness amongst the people.

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Actions deeded to raise awareness regarding the cultural and natural heritage from the CBC region

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Raising awareness is probably one of the foggiest terms — so widely used, but rarely defined. Usually, the basis is that someone's awareness about something is not as high as it should be. The resulting action is the raising of awareness, which can involve just about anything and as a result produce any kind of change, or none. This vagueness is very problematic to work with, so here we start from a bit more concrete understanding. The premise is that in a society, everyone stands for certain ideas and values and uses resources to support, preserve and promote them. Awareness raising means to increase the status and desirability of certain ideas and values. It is about changing the priorities and interests of the media, policy-makers, citizens, companies, governments, etc. In other words, it is the promotion of a particular interest as a public interest. For example, the European dimension in valorizing and interpreting heritage has been undervalued compared to national and local heritage. Recently, many experts, citizen associations, institutions and finally the European Union are pushing it on all agendas, devoting more time for it in the media, more money for the preservation and promotion of it, new awards, literature on good practices, etc. All of those actions can be considered as raising the awareness of the European dimension of heritage. Campaigns usually consume a lot of resources and demand the dedication of everyone involved. This is why starting a campaign should be a conscious and reasoned decision.

In this section we will look at specific tips, actions and steps that need to be taken when planning, organising and implementing our information and communication campaign to raise awareness of heritage.

Actions for awareness raising are complex processes that aim to change the way an issue is understood, covered, financed and dealt with, which can include a variety of possible activities and methodologies.

Defined in this way, awareness raising is very similar to advocacy. The only significant difference is that in advocacy the addressees are more narrowly defined: they are decision makers of some kind, usually politicians. However, there is no advocacy without raising the awareness (of decision makers) and no real consequence of raising awareness without some kind of changed decision-making

(by different groups). This is why we will treat advocacy and awareness raising in a similar fashion. Moreover, both approaches are entangled with all other sorts of activities, strategies and methodologies. Almost all successful awareness raising efforts include campaigning, organising events, managing people and information, collecting resources and funds, education, presentation, research, and more. For that reason, in this learning kit, we will treat awareness raising and advocacy as complex processes that aim to change the way an issue is understood, covered, financed and dealt with, which can include a variety of possible activities and methodologies.

How has heritage become a public concern? When talking about advocacy and awareness raising in the field of heritage, it is crucial to remind ourselves that heritage is not a given phenomenon or something that exists by itself independent of a particular time and society. It is produced, maintained, recognised, rejected, negotiated and transformed as a part of a public concern by specific people, in specific places, for specific reasons. Therefore, it is impossible to discuss awareness raising, campaigning and advocacy related to heritage without understanding that heritage has been framed and turned into a public issue precisely through different advocacy and lobbying initiatives. For any issue to become a matter of public interest and public good, there has to be a whole climate and context supportive of it, as well as a group of people who have enough capacity to frame and position their views as relevant for the whole public. Moreover, heritage as a public issue cannot be understood without being placed in context of the needs and yearnings for a specific past, the visions of a particular future and the ways in which these two capture the political imagination of their time.

All societies, in all times and all places, have had their own particular relation to the past, but heritage as the concept we know today is a much newer, modern, European invention. The common ground of this invention has since then been mainstreamed into national and international policies, as well as professional and institutional practices. This common ground relies on the materiality of heritage, presented in monuments, sites and tangible assets, and understands heritage values and meanings as innate, i.e. embodied by the physical object itself. In the

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heritage-making processes of the 19th and 20th century, material remains from previous historic periods were given the status of "heritage" — bearing witness to a single (mainly national, elite, "white") past. This modern invention formed at the end of 18th and throughout the 19th century came together with the ideas of the nation state, public good, progress and democratic governance, at the time of a great industrial revolution. In the context of the nineteenth century, the idea of heritage as "the material remains of the past worth protecting and remembering" successfully played upon the sense of loss and the fear of an unpredictable future, influenced by industrialisation and political revolutions. These are the roots of today's notions of authenticity, preservation of original objects, and the idea that heritage is a non-renewable resource (i.e. once it is destroyed it cannot be made the same again). At the same time, this modern invention was very much future oriented, as it embodied the vision of a nation state consisting of people united by a shared identity and common destiny — with heritage being a key transmitter of desirable values to the generations to come. These concepts however, have been both formulated and mediated by heritage pioneers, establishing the notion that heritage is the domain of those with a particular expertise, in which citizens have passive roles as visitors, learners or donors. However, many of the founding ideas are still very much present, and play a role in the ways we today think about and advocate for heritage.

Heritage and moral duty

The sense of unquestionable moral duty for preserving heritage for future generations is a concept deeply embedded in heritage, very much linked to the idea of cultural sustainability. Heritage is construed as a sort of DNA that is almost genetically given from one generation to another in a particular community, and can be sustained only if preserved in a way that future generations can enjoy it.

Consequently, the value of heritage is promoted as a cohesive resource from which future generations can learn "where they come from" and navigate the future. This is the underlying idea behind numerous awareness raising programs that aim to secure a wide degree of social protection for heritage by citizens. However, these ideas of moral duty are interwoven with the idea that heritage has an

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unquestionable intrinsic value – an idea that today is being challenged on numerous fronts. We need to understand heritage in terms of its instrumental value – the value and impacts that it brings to diverse aspects of life, society, economy and culture. This is why recent heritage policy making and funding are increasingly based on evidence that can prove the value of investing in heritage, rather than on preference and emotional or moral attachment to it. In this context, easy-to-measure economic benefits are threatening to outweigh those social, cultural and symbolic aspects of heritage. Consequently, an increasing number of heritage organisations are making the case for heritage by pointing out the benefits outside the traditional heritage discourse.

Political circumstances

Finally, on the macro scale, for a change to happen, the much wider political surrounding has to be inclined towards it in one way or another. An activist group can acquire some amount of power and reach out to wider circles, but if the proposed change is too distanced from what the system can absorb (no matter if we are talking cities, nations or continents), a positive outcome is very rarely going to happen. We can understand political surroundings as a climate in which change happens (or not). On the broader level, it is about existing histories, mechanisms and institutions which favor democratic activities, consultations, collaboration and bottom up political change. If decision making processes are accessible to wider publics and decision-makers are ready and capable to support a desired change, then it is much more likely to happen. At the same time, if there is a culture of dissent, if the institution of protest is well-rooted and citizens are used to taking it out on the streets, then a movement is much more likely to happen on any issue. There are countries or cities in which petitions, campaigns and rather small protests quite often have important legislative and political consequences. Those are more often than not also populated by well-established advocacy and pressure groups, NGOs, activists and citizens ready to join initiatives. Contrary to that, in some regions protests occur rarely, NGOs are underdeveloped and protests have to turn into revolutions for political change to happen. Comparing campaigns and methods across these different climates is very problematic.

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If you want to know whether your political circumstances are inclined to your cause or not, there are some questions you can start from. Did similar advocacy campaigns happen already? Were they successful? Is your government inclined towards listening to and collaborating with activist/professional groups? If most of the answers are positive, your political climate will be a wind at your back. If most are negative, three other above mentioned factors (perceived problem, resourcefulness and shared values) need to be very strong because the bad political climate for your action can alone inhibit much of the change. Finally, if there are many frequent and fragmented campaigns run by different organisations that are tackling similar issues, citizens might feel unmotivated to offer support.

Running the Awareness campaign - best practices

Awareness raising and advocacy can take all sorts of forms. Just one of them is a campaign, which is a time-bound set of interrelated activities aiming to produce certain social and or political change through a collective action of many diverse actors. Other ways to raise awareness and advocate for an issue might involve activity of a group of people which spans a much longer timeframe, like running a magazine, an evening community club or a blog. All of these forms might be fitting for particular causes, and you can find examples of these diverse forms in the third section of this learning kit. However, for most small CSOs in heritage, running a campaign is the most suitable form of raising awareness because it uses resources in a concentrated, time-bound and project friendly manner. For that reason, we will focus particularly on campaigns and discuss some of the key steps in launching it.

When we say campaigning, probably the first thing that comes to mind is sending emails, posting on Facebook, or organizing public events. However, much closer to the reality of what it actually means to run a successful campaign is long hours — reading, researching and planning — as well as hundreds of meetings, negotiations, brainstorming sessions. As in so many things, in campaigning, preparation, experimentation and continuous evaluation are the key to success.

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In this part of the learning kit, we will take you through the process of designing, planning and evaluating awareness raising and advocacy campaigns. In reality, the process that we will take you through is not nearly as linear and neat as it will be presented. In the middle of the campaign, new information can change your direction and put you in a position to re-define the very issue you started from in a different way. Still, for didactic purposes, we will construct an imaginary line of action in order to offer advice and good practice examples for all the crucial elements that make up a campaign.

Preparing for the campaign

- **Defining the issue**

In the dynamic life of civil heritage organisations, a myriad of events is taking place every single year. Most of them are "business as usual", but some spark new interest, ideas and actions. Some are a new opportunity: New players might enter the field and bring new energy, knowledge, public attention or dynamics. New methods, tools and techniques of research, conservation, protection or promotion might open new possibilities. Some new or old debates might (re)occur in the media and shed a different light on the work of an organisation. New political regimes might change the attitude and funding mechanisms of government towards a heritage in focus. Others represent a threat: New regulations, law and development plans, or the violation of them by some party can considerably threaten heritage sites. Investors, local communities or pressure groups might find a site or an object standing in their way of working. New right, or left-wing administrations can also threaten to change the usual ways of thinking about and dealing with heritage. Throughout the twentieth century, we have also seen that conflicts, global or regional, can be a menace to heritage and memory. Finally, environmental disasters, not only by destroying, but by questioning the usual ways of building and developing cities and sites, can be a true issue for heritage organisations.

What seems to be an issue might not be an issue for many of those you rely on in making a campaign, or may only be a fragment of a much bigger issue to which you could devote your efforts. Thus, thorough investigations, new

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information and insights, as well as new competences are needed for an issue to be framed and resources collected in order to start a campaign.

- **Doing the research**

The goal of the research is to collect all the possible knowledge you can (in a set time frame and with available resources), that will aid you in further planning and running of the campaign. This research is often neglected and poorly done (although some form of information gathering always occurs), which can produce noises in communication, loss of resources and a bad reputation. There are all sorts of information that could be useful, but in what follows we have offered a list of questions and ideas on a number of possibilities:

- Professional environment:
  - ➢ *Which international conventions, declarations and manifestos treat similar issues?* These documents can serve as a potent advocacy and awareness raising tool. You can base your media campaigns, public events and educational programs around presenting, debating, opposing or promoting them.
  - ➢ *Which new approaches to protection, management or promotion of heritage could you benefit from?* New methods can save you time and money and make some otherwise very difficult tasks possible. They also open new questions and enable new local and international connections.
- Similar initiatives:
  - ➢ *Have there been similar initiatives in your city or country?* Find all the info you can gather on those examples — newspaper articles, internet archives, stories by people you know... If you can, contact people who have been engaged in similar initiatives. If there haven't been such campaigns, try looking further. There are many compilations, studies and other material of such kind across Europe. In the final part of this learning kit, we will offer some examples.

> *Can you use some of their expertise?* Having someone on your team with the direct experience of running similar campaigns is always a good idea. If you do not already, think of working with / hiring someone outside your team. They could consult you, or work with you directly.

> *Are there any initiatives you could collaborate with?* When researching existing initiatives look at the current ones as well, and think if any of those could be your partner. What would that partnership bring? How difficult would it be to work together?

> *Are there any initiatives that work in direct opposition to you?* Also look out for those organisations and initiatives who are advocating for opposing values, policies and goals. If they exist, you have to take their actions into account and design a strategy that will engage publics and policy makers in a better way. Moreover, you could also learn from their success and mistakes.

Planning the campaign

Once you have collected all the relevant information, tips and knowledge from your surroundings, it is time to develop the communication strategy. This stage includes setting the goals, defining target groups, developing a narrative, choosing channels and organizing resources. Having a communication strategy means that all the decisions made in the process of planning are coherent, based on an assessment of alternative options and best available solutions and tend to look at individual actions from a long-term perspective.

However, this does not mean that the process of organising the campaign is necessarily a linear and orderly. For example, inquiry and planning are entangled and in a constant dialogue: as you set new goals, new knowledge is needed and when you acquire it, a new definition of a goal or a strategy is needed. As Eisenhower once said in his address to soldiers, "plans are worthless, but planning is everything"! Don't stick to your plan, but don't stop planning, looking ahead, forecasting, organising. While acknowledging the back and forth movements of running a campaign, for didactic reasons, we will look at the planning as a linear process starting with goal setting.

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- **Goal setting.** The usual way to understand goals is to think of them as important reference points for action; milestones set by the organisers to imagine, understand and reach them more successfully. That is of course true. However, goals have many more important functions in general, especially when running a public campaign. First of all, goals are very beneficial in contributing towards team cohesion. Through a shared process of setting and defining goals, team members communicate not only their ideas, visions, values, but also fears and worries that are better communicated earlier than later. Being able to imagine where your organisation is heading is also very important for motivation, which stems from a sense of ownership over the action and a feeling of belonging to the collective. Only then is it possible to see a team fully devoted to the action. When it comes to wider mobilisation and attracting partnerships and financial support, clearly defined and inspirational goals are almost mandatory. All too often, social movements fail because their objectives were not comprehensive. When goals are well defined, they serve as a mobilising force in front of and behind the action. Finally, in cases in which negotiation is part of the advocacy or raising awareness, goals also function as navigating points. Define several scenarios and goals of various attainability and you can be sure to be on the right track in your process of advocacy.

- **Turning your campaign into a story.** There is probably no better way to express your goals and causes in an engaging way than to tell them in the form of a story. We listen, tell and imagine stories every day. So, what actually is a story? A story is about drama, and drama is about conflict. There are no engaging stories without some kind of tension which is renegotiated throughout the story until it is finally resolved. Or, there is a "cliff-hanger" ending and audiences need to wait for a sequel. In any case, advancement of opposed elements is what unfolds the storyline. Although we are used to characters as carriers of the narrative, a story can rely on much more abstract or impersonal entities. In the case of heritage, we are surrounded with all sorts of engaging stories: industrial or urban development endangering traditional values, patriarchy concealing

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memories of important women or oxygen destroying layers of a famous painting. Seeing a story in many events and developments can help us better understand them, while also making us better at constructing our own engaging stories. The following straightforward storytelling model, which can be used as an analytic and creative tool, consists of several key elements, whose interplay guides a story (see picture bellow). In it, the main axis is formed around the relationship between the hero and the villain. The hero/heroine has a goal (to find a holy grail, save the princess, or remove the dictator) and the villain stands in the way. The balance of power between the two is of a crucial importance for moving the story. The imbalance in their strength and power has to be rather delicate and indeterminate, implying a sense of danger and uncertainty of the final outcome. This is what narrative theorists call narrative equilibrium. It forms the backbone of the story as it shifts from one side to the other in unpredictable ways.

- **Targeting and framing the narrative.** Telling a story to a set audience is one thing, but presenting a story to a myriad of parties and groups is a much more demanding task. Establishing what is good and bad and why is a much more challenging task if there is a diversity of opinions and positions within the political space. What is a bad development for some is desirable for others. What is the unquestionable worth of a heritage object or a site to some is very questionable to others. So, just like in fundraising or education, various "translations" are needed for the campaign to work across different publics. What is needed is a story that can communicate at various levels to different groups. In a recent study on the reception of the movie Avatar, researchers found that viewers evaluated it in different ways: as a call for environmental policy change; as a call for a different relationship to nature; as a technological, storytelling or cinematic marvel; as a critique of US intervention in the Middle East; and as a rather patronising colonial narrative of another species. All of them, except the last group, liked the movie, but for different reasons. Hence, you need to manage your various levels of communication, and this involves targeting, segmentation and selection.

- **Choosing communication channels.** When it comes to the use of various communication channels, the rule of thumb is to go where (your) crowd is. The media preferred by your target groups is the media you need to be present in. But how do we know which one? We often start from ourselves, thinking that everyone has similar media use behaviour. However, that is most likely not true for any broader campaign. A starting point can be to take a look at the general statistics of your country, ask partners in media or communication departments, etc. The bottom line is that the media channels favourable to you or the ones you think are favoured by everyone else maybe not be the place you really need to be. Therefore, before deciding, it is important to conduct a mapping and analysis of the potential media debates and channels and think about potential media partnerships. Nevertheless, the choice of media channels is not only about reaching the right audiences. They all offer different opportunities in terms of complexity of messages or the control of visuals and experience. For some campaigns and messages (stories), one media channel is much more suitable than the other. It is often hard to communicate a complex issue in a short TV appearance. If that is your case, a radio program or a full-length article in a specialised press may be more suitable. For all the campaigns aiming to meet the attention of diverse groups, Tran- and multi F media appearance (sometimes called transmedia storytelling) is a norm today. Still, choosing a right mix of media channels is always challenging. Finding the combination of the most available media channel that you can access; the most used media channel for your audiences; and the most trusted format can get you the furthest. You could cover social media intensely, but raise your credibility and trustworthiness with sporadic radio or TV appearances also featured on your social network profiles.

Execution, monitoring and adaptation

Once the campaign starts, it opens a world of surprises, which can bring new opportunities as well as new treats. Being open to everything that arrives is

without a doubt very important. Many successful turning points in campaigns happen intuitively and accidentally. Still, when circumstances are the only ones that guide actions, there is the potential to become reactive, rather than proactive, and to lose the control. This is why it is important to keep observing, learning and planning ahead.

If we think of the process in the form of a simple scheme, the prepared plan would be drawn as a straight line, taking the organisation and activities from the pre-campaign point to the desired destination. However, the actual events have their own way of meandering around the plan. The role of monitoring and managing is to notice, analyse and understand the change underway and to manage the situation back under control in order to reach the goals set at the beginning.

However, there are also situations which show that the initially set goals are no longer valid. They are either too bold and unrealistic, or too modest, or would take us in an unwanted direction. This is when adaptation plays a role. It is important in these moments (c) to change the plan (dashed line) according to the new circumstances and new knowledge available. There is no rule when it happens or should happen, however, we can say that the interplay between monitoring and adaptation — always being aware and prepared to act — is what makes a campaign dynamic and vital.

Evaluation

Each project or activity is a good learning and improvement opportunity. The same stands for advocacy and awareness raising campaigns. Therefore, both during the process and after it, don't forget to reflect and note down "things to remember" for the future. When evaluating, do not think only about whether you have achieved your set of objectives. Consider the relationships, partnerships and alliances that you have established, new learning and awareness raising that you have created among your supporters, new skills and knowledge that you have acquired. Evaluation is a good moment for reflection, for learning, for engaging. Finally, evaluation is not only outward looking, but also a time to work on your own team, to exchange experiences, tighten bonds and establish a healthy foundation for further work. Evaluate your campaign with the help of the **following questions:**

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- Did we reach our objectives and how do we know that?

- Why did we succeed or fail?

- What tactics (email, word of mouth, social outreach, direct mail, advertising, etc.) worked the best in terms of achieving our objectives?

- What was least effective and why?

- What did we spend the most time on during the campaign, and was it worth the time?

- How did each of our communication efforts perform and why? What were the aspects that triggered the most attention by supporters?

- What were the turning points or challenging moments and how did we act upon them?

Follow-up

Having done a successful campaign often means that there is a new type of responsibility for making further changes through future advocacy and awareness raising activities.

A successful advocacy and awareness raising process does not end with the finalisation of a single campaign. The crucial element in following up awareness raising and advocacy campaigns is to make sure that the practices and ideas advocated for during the campaign are incorporated into the ways of thinking and doing things within your own organisation, feeding future projects and activities.

Furthermore, successful campaigners keep relationships alive, thus keeping alive the ideas and practices they have advocated for, and rely on them during the next project. It often happens that after the organisation or alliance has done a successful campaign, many eyes of professionals and the wider community are still focused in that direction and there are new expectations aroused based on the recent success.

Having done a successful campaign often means that you have managed to draw out needed resources, create a strong enough network of supporters and use momentum to start a change process. This however also means that with this new position there is a new type of responsibility for making further changes through

future advocacy and awareness raising activities. It means that smaller organisations might approach you for consultation or support for their campaigns, politicians might look for alliances with you or expect your feedback on newer policy developments, and citizens might expect continuing activities that they can participate in.

This is why oftentimes a decision to go into a single campaigning field means opening the door for a new kind of longer term strategic direction. Therefore, instead of a simple follow up, the issue that many organisations face is how to create enough space and resources to be able to use and build on this newly created position.

The participation of stakeholders is crucial to create a network for promotion of new tourism product. Marketing of the tourism products is expected to contribute for improving the appearance of the cross-border region as a tourist destination and to attract wealthy tourists, which would improve the economic situation of the areas in the region.

Actions, Deadlines and Resources

The awareness activities will be presented and discussed during the partners meetings and the active communication between the partners and with stakeholders planed in activity 3 of the project.

Distribution channels and advertising will be put into practice through stakeholders within the network for promotion of tourist products.

Ensuring communication between all partners in the project and good coordination of activities, including information and publicity, will be done through partnership and Steering Committee meetings.

Partners meetings/ Steering Committee meetings- in all project timeline

The communication will be enabled by the 6 meetings of the Steering Committee that will take place every 3 months. The role of each partner (CCI VRATSA and BIC INNOBRIDGE) is: to give feedback on how the LB plans the internal coordination and

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communication; to respect and to implement the guidelines for coordination and communication; to support internal communication; to participate in all Steering Committees; to participate in all Skype meetings; to ensure fluent communication with other partners.

> ➢ **Resources envisaged:** For implementing this activity no costs with equipment are necessary, the costs associated with this activity refer to travel cost, according to the project budget. the partners will allocate the following resources:
> CCMP EUROPROJECT Human resources: one project manager and one financial manager Material resources: office space, office equipment (telephone, laptops, multifunction printer, internet connection), car (to participate to the SC meetings), office supplies.
> CCI VRATSA Human resources: one local project coordinator and one project assistant Material resources: office space, office equipment (telephone, laptops, multifunction printer, internet connection), car (to participate to the SC meetings), office supplies.
> BIC INNOBRIDGE Human resources: one local project coordinator and one project assistant Material resources: office space, office equipment (telephone, laptops, multifunction printer, internet connection), car (to participate to the SC meetings),office supplies.

Information and promotion activities:

* **Press conferences:** organized at the beginning and the end of the project, by each of the 3 partners: Each press conference will have at least 30 participants. **Two press conferences will be organized at the beginning and at the end of the project.**

The 460 participants at the press conferences, organised during the project, will also be satisfied with the information provided, as information will be presented in a dynamic manner and there will be a "Questions and answers" section during the press conferences where representatives of mass-media and relevant stakeholders can find out anything they want about the KIDS project's activities, goals and results. Invitations will be sent to relevant stakeholders in

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the cross-border area, public authorities, and media. Each press conference will have follow-up activities, which will consist in a press release, sending out thank you letters to all the speakers and review of the way the event was reflected in the media. In terms of the actual actions to be carried out, the awareness strategy will consist in the following actions: two press conferences; preparing and disseminating printed information and promotion materials; planning and implementing the online promotion of the project; the project website which will be developed and regularly updated.

The main activities dedicated here will be:

- Preparing and disseminating printed information and promotion materials;
- The project website will be developed and regularly updated;
- Planning and implementing the online promotion of the project;
- Organizing 25 events in the schools located in the cross-border area;
- 4 Family fun festivals;
- Creating a mobile application;

In order to implement this WP, each of the partners in the consortium will allocate **the following resources**:

Staff: 1 Project Assistant, representative from the Legal department/ Public procurement, Events coordinator, IT specialist (in recruiting the staff, equality between men and women will be respected).

Material resources: office space, office equipment (laptops, multifunction printer, and internet connection), vehicle for project activities involving traveling (project meetings).

Other resources: data bases with press agencies, media representatives, potential tourists for the new tourism product, own websites for further promoting the KIDS project, organization's newsletter etc.

This activity will also **generate costs for participating to the press conferences** organized by the other partners – each partner will travel to 4 press conferences, allocating in this respect expenses for travel and accommodation. The

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explanatory notes for the travel costs are included in the section Description of the deliverable / equipment / service / works.

- **Preparing and disseminating printed information and promotion materials**

In order to ensure a proper dissemination of the project's objectives, all the partners will prepare and disseminate the following printed information and promotional materials as follows:

- 1,000 posters (500 CCMP EUROPROJECT, 300 CCI VRATSA, 200 BIC INNOBRIDGE);
- 3,000 folders (1500 CCMP EUROPROJECT, 800 CCI VRATSA, 700 BIC INNOBRIDGE);
- 3 roll-ups (one for each partner),
- 6,000 flyers (3000 CCMP EUROPROJECT, 1600 CCI VRATSA, 1400 BIC INNOBRIDGE).

All 3 partners will be involved in disseminating the material, through the project activities, as well as through their own networks and partnerships.

- **Online promotion of the project**

CCMP EUROPROJECT is responsible for purchasing the services necessary for planning and implementing the online promotion campaign. The campaign will present the project idea and results, with a special focus on the developed tourism products – the three guided tours and the Family Fun Festivals. The online promotion campaign will include online banners, articles, online promotion contract – Facebook, Google Adwords. This online promotion campaign is necessary due to its high effectiveness in promoting the project and attractiveness for the target group of the project – families with children.

In order to implement this activity, each of the partners in the consortium will allocate the following **resources:**

- ➢ **Resources envisaged:** Staff: 1 Project Assistant, representative from the Legal department/ Public procurement, Events coordinator, IT specialist (in recruiting the staff, equality between men and women will be respected).

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Material resources: office space, office equipment (laptops, multifunction printer, and internet connection), vehicle for project activities involving traveling (project meetings). Other resources: data bases with press agencies, media representatives, potential tourists for the new cultural product, own websites for further promoting the KIDS project, organization's newsletter etc.

- **Events in schools**

The consortium will organize 25 events in schools throughout the cross-border area during which the products of the project – the Family Fun Festivals, the 3 self-guided tours and the mobile application - will be presented to the children and their parents. All the children present at the events will be given the travel kits especially designed for them. We estimate that about 2,500 (100 participants per event) persons will attend the events, out of which 50% will take one of the three guided tours and will use the mobile application. Out of the 2,500 persons, we estimate that 1,000 will be children. The activities will be carried out and coordinated among partners on both sides of the border. The experts will collaborate as follows: one expert from CCI VRATSA will develop the methodology for organising the events while another expert from CCMP EUROPROJECT will be responsible for monitoring and reporting the target groups from both countries. Thus, they will learn fun and useful information about the sites they can visit in the CBC area. All the students learning at those schools will be announced about the event and will be invited to attend. The events will have duration of approximately 4 hours, during which experts from the consortium will present in a dynamic manner the 3 guided tours developed within the project and the mobile application. All the participants at these events will be asked to download free of charge the mobile application and will get a live demo of all the functionalities they can enjoy. All the children present at the events will be given the travel kits especially designed for them. The events will be held after the mobile application is finished and the travel kits are purchased. CCMP EUROPROJECT is responsible for organizing 12 events in schools from the Romanian eligible area. CCI Vratsa will organize 7 events, while BIC INNOBRIDGE will organize 6 events in schools from the Bulgarian border area. One expert from CCI VRATSA will develop the methodology

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for organizing the events, while one expert from CCMP EUROPROJECT will be responsible for monitoring and reporting the audiences from these events.

➢ **Resources envisaged and tasks:** CCI VRATSA will allocate the following human resources: one local project coordinator, 1 methodology expert and 1 expert that will be involved in the logistics of the events. CCMP EUROPROJECT will involve the following experts: the project manager, a target group expert and 1 expert that will be involved in the logistics of the events, while BIC INNOBRIDGE will involve one local project coordinator and 1 expert that will be involved in the logistics of the events. All the three partners will allocate the following material resources: office space, office equipment (telephone, laptops, multifunction printer, and internet connection). One expert from CCI VRATSA will develop the methodology for organizing the events. He will also elaborate the structure of the reports that will include at least the following: location, period, information about the school where the event takes place, characteristics of the audience, significant aspects discussed, and conclusions.

- **4 Family fun festivals**

The consortium will organize 4 Family fun festivals which will include tournaments, painting, crafts, poetry, music, arts and traditions, food from cross-border area. Each festival will have at least 300 attendants from both countries, most of them being families with children – we estimate that the festivals will generate an increase in the number of visits by 300 visitors and will be organized in a fun and interesting way. The events will have a duration of two days and a half during which the consortium will organize different fun and engaging workshops and seminars presenting the cultural heritage and traditions from the cross border area. The events' themes will cover the entire culture and traditions spectrum: tournaments, painting, crafts, poetry, music, arts and food, offering the public the opportunity to reflect on and actively engage in the historical and cultural heritage in the cross-border area. During the workshops, in cooperation with the exhibitors, the children will experience all the crafts and the traditions from the CBC region, thus learning about the RO-BG cultural heritage in a fun and engaging way. Each festival will have at least 300 attendants from both countries, most of them being

families with children – the events will be organised on Friday, Saturday and Sunday, in order to gather as many participants as possible. Two of the festivals will be organized in Romania and 2 in Bulgaria, the responsible organization being CCMP EUROPROJECT for the Romanian ones while CCI VRATSA is responsible for the ones organised in Bulgaria. During each festival, at least 50 entertainers and exhibitors will promote and showcase the vast cultural heritage and traditions from the cross border area. Also, during each festival there will be a press conference attended by at least 70 people - representatives of mass-media and relevant stakeholders. Furthermore, the events will be environmental friendly and will respect the equal opportunities for women, minorities and disabled people. Two press conferences will be organized at the beginning and at the end of the project, by each of the 3 partners. Invitations will be sent to relevant stakeholders in the cross-border area, public authorities, and media. Each press conference will have at least 30 participants. Each press conference will have follow-up activities, which will consist in a press release, sending out thank you letters to all the speakers and review of the way the event was reflected in the media. The consortium will take all the necessary actions to make sure that all participants in events will be satisfied with the information provided. During each festival, at least 15 entertainers and exhibitors will promote and showcase the vast cultural heritage and traditions from the cross border area. They will be selected and invited to attend by the consortium members based on a methodology provided by CCMP EUROPROJECT. Furthermore, the events will be environmental friendly and will respect the equal opportunities for women, minorities and disabled people.

> **Resources envisaged and tasks:** For implementing this WP no costs with equipment are necessary and the services that will be purchased refer to: translation services of the raising awareness plan that will be widely disseminated to the relevant stakeholders from both sides of the border (50 pages ENG-BG, 50 pages ENG-RO); the provision of 1000 kits (backpacks, flyers, lanterns, maps, first aid kits, 3D brochures, thematic caps etc.) the development of the mobile application that will contain an inventory of the main touristic attractions for families with children, presented in a fun and

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easy way to understand by all ages; integrated events services necessary for the organization of the four Family Fun Festivals.

CCMP EUROPROJECT: one project manager; one analyst that will provide feedback on the raising awareness plan; one analyst that will provide feedback on the guided tours; 1 target group expert; 1 expert that will be involved in the logistics of the events.

BIC INNOBRIDGE: one local project coordinator; 2 analysts that will elaborate the raising awareness plan; one analyst that will provide feedback on the guided tours; 1 expert that will be involved in the logistics of the events.

CCI VRATSA: one local project coordinator; one analyst that will provide feedback on the raising awareness plan; 2 analysts that will design the three guided tours; 1 methodology expert; 1 expert that will be involved in the logistics of the events.

All the three partners will allocate the following material resources: office space, office equipment (telephone, laptops, multifunction printer, and internet connection). In addition to this, CCMP EUROPROJECT will allocate a special tent that will be used in the organization of the Family Fun Festivals.

- **Creating a mobile application**

The consortium will develop two instruments that will increase the degree of know-how and the attractiveness of the touristic objectives and activities in the cross-border area for families with children. The first one is the mobile application that will contain an inventory of the main touristic attractions for families with children, presented in a fun and easy way to understand by all ages. The users will fill in a short questionnaire and based on the answers they will be directed to one of the 3 self-guided tours offered through the project. Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour. After choosing a tour, the users will find out interesting facts about each location from the CB region they will visit and they will be asked to solve fun challenges at 5-7 locations per tour, thus earning points. At the end of the game, the users will receive their final score and they will learn how well they performed compared to others. We estimate that about 2,500 persons will attend the events, out of which 50% will take one of the three guided

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tours and will use the mobile application. All partners will have regular contact and will collaborate in order to develop the mobile application.

The mobile application that will contain an inventory of the main touristic attractions for families with children, presented in a fun and easy way to understand by all ages. The users will fill in a short questionnaire and based on the answers they will be directed to one of the 3 self-guided tours offered through the project. It will contain an inventory of the main touristic attractions for families with children, presented in a fun and easy way to understand by all ages. The users will fill in a short questionnaire and based on the answers provided they will be directed to one of the 3 self-guided tours offered through the project. Fun and Sports Tour, Cultural Tour, Natural Landscapes Tour. After choosing a tour, the users will find out interesting facts about each location from the CBC region they will visit and they will be asked to solve fun challenges at 5-7 locations per tour, thus earning points. After solving each challenge, they will insert the answer/code in the mobile application and they will receive the clue for the next challenge. At the end of the game, the users will receive their final score and they will learn how well they performed compared to others. All the participants at the events will be asked to download free of charge the mobile application and will get a live demo of all the functionalities they can enjoy.

➢ **Resources envisaged and tasks:**

CCI VRATSA will allocate the following human resources: one local project coordinator and 2 analysts that will design the three guided tours.

CCMP EUROPROJECT and BIC INNOBRIDGE will each involve one analyst that will provide feedback on the guided tours. All the three partners will allocate the following material resources: office space, office equipment (telephone, laptops, multifunction printer, and internet connection).

All mentioned activities and events will be tailored to the pandemic situation and will be organised as the situation allows. All rules and hygiene norms will be observed in order to prevent the spread of infection.

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Conclusions

Creating awareness and promotion of the cultural heritage is a decisive subject to make the general public understands the pressing need for cultural heritage knowledge acquisition, promotion and dissemination cultural heritage. Cultural heritage studies should be incorporated in school education at an early stage so that they feel concerned about the promotion and preservation of cultural heritage. It is essential to cultivate the cultural segment with the assistance from the government, non-governmental organization and entrepreneurs. More operational support, corporation and active involvement from the public is required to fulfill in creating awareness on cultural heritage. Additional, determinations are obligatory to build greater consciousness amongst the people.

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