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# JOINT MANAGEMENT PLAN FOR THE HAMANGIA TOURISM PRODUCT

Developed by: Municipal Foundation "Caron Limen"  
Shabla, Bulgaria

In implementation of Contract N D-111/13.07.2021 "Development of management plan of Durankulak-Hamangia Archaeological Park and integration with the management plan of Hamangia Centre - Cernavoda, with translation in English and Romanian" concluded within the project №ROBG-407 "Restoration of the unique common cultural heritage and promotion of the joint tourist product Hamangia - the first civilization of old Europe"

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# I. Introduction

## 1. Overview of the Hamangia Tourist Product

The Hamangia tourist product is a cultural tourism experience that offers visitors the opportunity to explore the ancient Hamangia culture that existed in what is now modern-day Bulgaria and Romania. The product includes visits to archaeological sites and museums, as well as hands-on experiences such as pottery making workshops and traditional culinary classes. The tour is designed to provide an immersive and educational experience for visitors interested in learning about the history and culture of the region.

The joint tourist route starts at the Durankulak-Hamangia Archaeological Park in Shabla Municipality, Bulgaria and ends at the "Hamangia" Centre in the town of Cernavoda, Romania.

The Durankulak-Hamangia Archaeological Park is an open-air museum that showcases the cultural heritage of the historical civilizations who once lived in the area. Visitors can explore the remains of ancient tombs, temples, and settlements, as well as view exhibitions of artifacts from the various civilizations that inhabited the region.

After visiting the archaeological park, you can travel to the town of Cernavoda to visit the "Hamangia" Centre. This centre is a cultural hub that features a museum, an art gallery, and a library. The museum houses a collection of artifacts from the Roman and Byzantine periods, as well as works by local artists. The art gallery hosts rotating exhibitions of contemporary art, and the library offers a wide selection of books on local history and culture.

The target audience of the product includes individuals of all ages, who are interested in cultural and historical experiences, with a focus on authentic and immersive activities. They are typically educated and have disposable income to spend on travel, and are likely to be interested in sustainable and responsible tourism practices. The target audience may be locals in Bulgaria and Romania, as well as international travellers who are interested in exploring Eastern Europe.





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Market trends and challenges related to cultural tourism in Bulgaria and Romania include a growing interest in sustainable tourism and ecotourism, an increase in digital and online booking platforms, and the need to promote lesser-known destinations to attract tourists beyond the main cities. Challenges include a lack of infrastructure in some areas, limited funding for tourism development, and competition from neighbouring countries.

## 2. Purpose of the Joint Management Plan

The Joint Management Plan serves as a comprehensive framework that unifies the efforts of the Durankulak-Hamangia Archaeological Park in Shabla Municipality, Bulgaria, and the "Hamangia" Centre in Cernavoda, Romania. By integrating these two key elements, the plan aims to synergize their strengths, offering a seamless and enriching experience for visitors. The collaborative approach seeks to preserve, promote, and celebrate the unique cultural heritage of the Hamangia Eneolithic era, fostering sustainable tourism practices and ensuring the longevity of this invaluable legacy.

## 3. Significance of the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre

The Durankulak-Hamangia Archaeological Park stands as an open-air museum, showcasing the cultural heritage of historical civilizations that once flourished in the region. Visitors explore ancient tombs, temples, and settlements, gaining insights into the diverse civilizations that shaped the area. On the other hand, the "Hamangia" Centre in Cernavoda, Romania, represents a cultural hub dedicated to the ancient Hamangia culture. With its museum division and the "Thinker" Workshop, the center offers an in-depth exploration of the Hamangia Culture through exhibits, interactive spaces, and hands-on activities.

Together, these sites form a joint tourist route that takes visitors on a journey from the archaeological wonders of the Durankulak-Hamangia Archaeological Park to the cultural and educational experiences at the "Hamangia" Centre. This journey provides a holistic understanding of the Hamangia Eneolithic era, positioning the region as a cradle of European civilization and offering a compelling narrative that bridges the past with the present.





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## 4. Project Overview

This document was developed in implementation of Activity A.T1.6: Development of a joint integrated management plan of the tourism product "Hamangia" of the Project ROBG-407 - "Restoration of the unique common cultural heritage and promotion of the joint tourist product Hamangia - the first civilization of old Europe", funded under the INTERREG V-A Romania - Bulgaria 2014-2020 programme.

The overall objective of the project is to improve the sustainable use of the cultural heritage - the Hamangia Culture in Bulgarian and Romanian Dobrogea Region through joint efforts and actions regarding preservation and valorisation of the Hamangia cultural heritage with a view of development of a joint integrated tourism product "Hamangia" and its joint promotion and management.

The specific objectives can be summarized as:

1. to study the Hamangia culture of the target CB region as an info-base for the further well-grounded joint development of the tourism product "Hamangia";
2. to develop a joint integrated tourism product "Hamangia", incl. joint tourist route and innovative ICT-based touristic services;
3. to valorise resources and to do more attractive the archaeological site "Archaeological Park Durankulak - Hamangia" in Shabla Municipality through small scale investments as improving the accessibility, reconstructions work, installation of viewpoints, placing tourist information boards, signboards, etc.;
4. to valorise historic and cultural resources of Cernavoda by developing the „Hamangia Centre” composed by a new museum approach through small scale investments in rehabilitation and endowments of existing buildings.
5. to provide information about the Hamangia culture and to promote the tourism product "Hamangia" through carry out the promotional campaign among the target groups in compliance with the marketing strategy developed under the project;
6. to ensure the sustainable use and management of the Hamangia cultural heritage through the management plan developed under the project.

The project takes an innovative approach for valorising and sustainable use of the common cultural heritage for further development of tourism in the CBC area, while creating attractive and sustainable joint integrated tourism product "Hamangia" and the respective relevant ICT-based touristic services. The approach consists of



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development, promotion, management, and sustainable use of a joint integrated tourism product "Hamangia". In that way, the following four phases are differentiated:  
I. Preliminary Phase, which encompasses: (1) preparation of a joint study on "Hamangia" culture and (2) organizing and conducting a thematic conference "Hamangia".

II. Development phase, which encompasses: (1) development of a joint tourist route "Hamangia"; (2) activities and works regarding the development of "Archaeological Park Durankulak - Hamangia" in Shabla Municipality; (3) activities and works regarding the development of Hamangia Centre in Cernavoda Town and (4) development of joint integrated ICT-based tourism services.

III. Promotional phase, which encompasses: (1) development of a joint integrated marketing strategy of the tourism product "Hamangia"; (2) carry out the joint promotional campaign and (3) design and development of trilingual website (in Bulgarian, Romanian and English language).

IV. Sustainable use and management phase, which encompasses development of a joint integrated management plan of the tourism product "Hamangia" for further sustainable culture heritage use.

Both project partners have joined efforts to turn the unique common cultural heritage into a joint attractive tourist product "HAMANGIA - FIRST CIVILISATION OF OLD EUROPE", which will significantly increase the tourist flows and contribute to the revival of the local economy. The Bulgarian and Romanian Dobrogea Region will form a single cultural area that has preserved its unique heritage and occupy a respectful place on the cultural map of the cross-border region.

## 5. Project partnership

The project is a collaborative endeavor between two border regions dedicated to showcasing and celebrating the rich cultural heritage of Hamangia. The dynamic partnership comprises:

The Municipality of Shabla in Bulgaria, serving as the project leader, assumes responsibility for project management, diligently preserving and elevating the shared legacy of "Hamangia" culture in both the Municipality of Shabla and the Municipality of Cernavodă. With a primary focus on enhancing cultural tourism, the Municipality of Shabla aims to bolster its allure and capacity, fostering tourism flows through the





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creation and promotion of the unified tourism gem, "Hamangia - the first civilization of Old Europe."

The Municipality of Cernavodă, a valued partner, actively contributes to the project's activities' successful implementation. Collaboratively, both partners are steadfast in their commitment to creating the Hamangia cross-border product and promoting the captivating Hamangia route that connects the two localities.

Together, these visionary partners are dedicated to not only managing the project effectively but also ensuring the seamless realization of activities that will bring the fascinating narrative of Hamangia culture to local, regional, national, and international audiences.

## 6. Aims and objectives of the contract. Expected results

The subject of the awarded contract is the development of a joint integrated management plan for the tourist product "Hamangia" (with translation into English and Romanian).

Scope of the contract: The scope of the contract includes the following activities:

- Development of a management plan of the "Archeological part Durankulak - Hamangia" - with translation into English and Romanian;
- Development of joint management plan of the tourism product by integration with the management plan of Hamangia Centre - Cernavoda, Romania - with translation into English and Romanian.

Expected results: the expected results of the implementation of the contract are:

- The expected result from both activities is a Joint management plan of the tourist route Hamangia.

Requirements for results: All results are developed in full compliance with the applicable legislation, national strategic documents, guidelines and requirements of the INTERREG V-A Romania-Bulgaria 2014-2020 Programme.





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## II. Vision and Mission

### 1. Shared Vision for an Unforgettable Hamangia Experience

Our collective vision revolves around creating an unforgettable experience that preserves and promotes the allure of the Hamangia culture. The Hamangia Center, the Thinker Workshop, and the Durankulak-Hamangia Archaeological Park unite in a shared goal of not just safeguarding artifacts but weaving a captivating narrative that transcends time and captivates the hearts of visitors. Our vision extends beyond individual attractions; it encompasses the entire Hamangia tourist product, transforming it into a holistic journey of discovery.

Together, we aspire to make the Hamangia culture a symbol of unity and cross-cultural fascination. By showcasing extraordinary pieces like "The Thinker" and its counterpart, coupled with the rich archaeological heritage of the park, we aim to build a shared narrative that resonates with people of diverse backgrounds. Our vision is to turn the Hamangia experience into a comprehensive exploration, where visitors become part of a living story that bridges the past and the present.

### 2. Mission to Offer an Immersive and Educational Tourism Adventure

Our mission is to draw in visitors and unfold the captivating story of the Hamangia culture through an immersive and educational tourism adventure. As a vital component of the "Hamangia" tourist product, the Hamangia Center, the Thinker Workshop, and the Durankulak-Hamangia Archaeological Park collectively strive to be synonymous with an exceptional cultural journey. We utilize our unique features, including replicas of the 5,500-6,000-year-old masterpieces, archaeological wonders, and hands-on workshops, to convey the essence of the Hamangia Eneolithic era and make history come alive.

Functioning as dynamic hubs within the broader tourist experience, our goal is to establish the Hamangia brand as a mark of excellence in cultural preservation and





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exploration. Through thoughtfully curated exhibitions, engaging programs, and enjoyable activities, we aim to spark the curiosity of our visitors, leaving them with not just knowledge but a deep connection to the historical and cultural wonders of the Hamangia civilization.

Our dedicated and knowledgeable staff play a crucial role as ambassadors of the Hamangia culture, ensuring that each visitor's journey is a memorable exploration into our shared human heritage. We strive to make the Hamangia experience an integral part of every traveler's adventure, inviting them to be not just spectators but active participants in uncovering the mysteries of this ancient civilization.

### 3. Hamangia culture - development and overview<sup>1</sup>

Dobrudzha is the last Neolithised territory on the Balkan Peninsula. The Hamangia culture bearers appear here only towards the end (probably the last quarter) of the 6th millennium BC. Against the background of its neighbours, their material culture seems too archaic and lagging behind in almost every area - lack of lamellar technique when handling flint, dug-in or semi dug-in dwellings, significant presence of game and fish in the diet, a small number of ceramic forms used and poor vessel decorations. The Neolithisation of this territory seems to differ considerably from the processes that took place in the southern and western parts of the peninsula earlier. The reasons for the specifics are sought in two directions:

1. Climate change affecting large areas. During the period 5300-5100 BC the average annual temperatures are rising globally. The wetter climate established in the temperate zone promotes the development of forest communities in the valleys of the Dobrudzha rivers and steppe areas more conducive to sedentary inhabitants (Bozilova, Filipova 1986; Božilova, Tonkov 2002; Marinova 2005).
2. Presence in the area of preneolithic remnants, feeding on hunting, gathering and fishing, which is integrated by the incoming Neolithic colonists (Todorova 2011, 55).

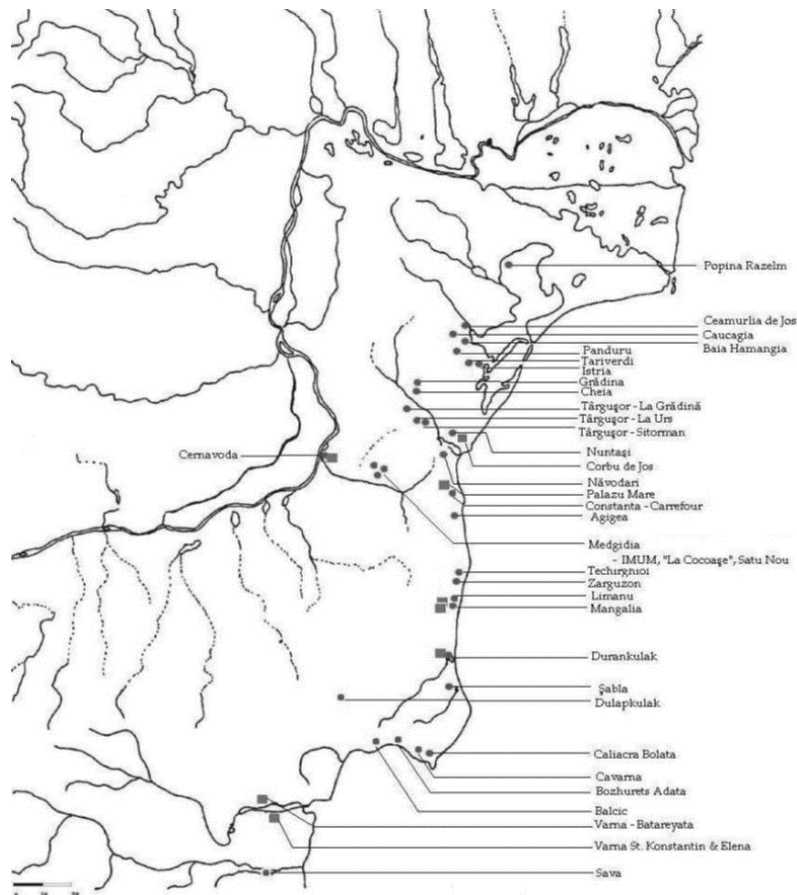
If for the first claim we have a significant amount of pollen and paleoclimatic test results, the second requires DNA analyses that have not yet been performed in the

<sup>1</sup> "HAMANGIA CULTURE - Joint research and presentation of research services / integration of the archaeological and historical researches of Hamangia culture on the territory of the Republic of Bulgaria with the similar one for the territory of the Republic of Romania", developed within the implementation of the project ROBG-407 "Restoration of the unique common cultural heritage and promotion of the joint tourist product Hamangia - the first civilization of old Europe", funded under the INTERREG V-A Romania - Bulgaria 2014-2020 programme. ( 2019-2020 Varna, Bulgaria and Constanta, Romania)





region. Nevertheless, the neolithisation of Dobrudzha has its characteristics and takes place in an area surrounded by an already neolithic population. Perhaps this is also the reason for the much faster pace of development of the early Hamangia population, forced to be rapidly adaptive in order to catch up with its neighbours.



Map of Hamangia culture

During the first phase of the culture, a small group appears in the region of present-day Durankulak Lake, which settles down on the bank of a highly curved river in a place rich in springs and adjacent to a wetland with alluvial soil suitable for processing. These earliest inhabitants lived in semi dug-in dwellings, covered with plant materials. They did hunting and fishing, but they also did farming and cattle farming. They cultivated single-grained and two-grained wheat, barley, vetch and lentils. The domestic animals are presented by cattle, sheep, goats and pigs. A large proportion of the tools are universal, used for various purposes, with a low proportion of specialised tools. Local, not very high quality raw material was used to make flint products.





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The place, although poor in natural resources, is proving to be hospitable enough to feed its inhabitants for many centuries. During the earliest period of their settlement here, the people are gradually learning to make the most of natural assets and to look for opportunities for rapid economic development. Perhaps the speed of these processes is also influenced by the established religion-ideological system and a clear distinction between the social structure well visible in the burial practices of the inhabitants. The dead are buried in a stretched position with heads to the north in graveyards outside the settlement. Men's graves are richer, indicating that the patriarchal customs have prevailed in the community. Men are sent to the afterlife with their personal ornaments - bracelets and necklaces. Sometimes skulls from large herbivores - wild donkey, deer, cattle - are also found in graves. They can be both the remains of a funeral feast and hunting trophies of the buried.

Hamangia culture ornaments were predominantly made of hard animal materials such as bone and shells, with rare exceptions of clay or stone ornaments. At the Cheia settlement, ornaments have been found in various stages of manufacture, ranging from simple bone rounds to sophisticated Spondylus pendants. In the necropolises of Durankulak, Mangalia, Limanu and Cernavodă, the ornaments were already finished, showing advanced craftsmanship<sup>2</sup>.

The preference for animal materials can be correlated with the predominantly pastoral nature of the Hamangia economy. For example, many ornaments were made from Ovis/Goat bones, reflecting the importance of these animals in the community's daily life.



<sup>2</sup> Neagu G., Central and Eastern European Online Library, The Beginning of the Eneolithic in Dobrogea: between Prejudices and Certainties





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*Cernavoda - anthropomorphic marble pendant*

There is debate about the origin of the shells used, especially Spondylus shells. While some theories suggest a Mediterranean origin, others propose that they originated from the Black Sea due to climate changes that allowed Mediterranean species to inhabit the Black Sea. These ornaments, regardless of their origin, were highly valuable and indicated a high social status of the wearer. They were also possibly used in an extensive system of trade<sup>3</sup>.

The exact origin of the raw materials for these ornaments remains a subject of debate and research. However, it is clear that ornaments in the Hamangia culture were not just decorative objects but also symbols of status and wealth, holding deep significance in the society of that time<sup>4</sup>. These discoveries underscore the importance and complexity of the Hamangia culture and its contributions to the history of art and society in Southeastern Europe.

The rapid rise of the Hamangia communities may be due to their spread of shells of Mediterranean molluscs - Spondylus, Glycymeris и Dentalium. They are widely sought after for ornamentation and, as it appears, the Hamangia culture bearers are their main distributors in the northern part of the Balkan Peninsula. The high concentration of products from these exotic raw materials in the territory of Dobrudzha suggests that already in the late Neolithic period, a slender system for supplying and connecting with the Aegean Sea was established, most likely based on cabotage shipping. This also explains the settlement of the first Hamangia communities close to the coast, as well as the high concentration during all phases of the culture of settlements on the Black Sea coast.



<sup>3</sup> Ibidem

<sup>4</sup> Ibidem





*Idol sculpture from the prehistoric necropolis in the Durankulak Archaeological Complex, culture Hamangia III, V millennium BC*

The plastic art of the Hamangia culture, part of the Balkan Eneolithic, is distinguished by its abstract style, with human silhouettes reduced to geometric shapes. D. Berciu has classified these figurines into three main types: type A (sitting figurines), type B (seated figurines) and type C (realistic figurines with anatomical details, such as the Thinker and the Seated Woman). P. Haşotti added subtypes based on the position of the arms and legs. Other studies have analysed the geometry and religious significance of these figurines<sup>5</sup>.

The Hamangia culture, although discovered later than other Neo-Eneolithic cultures, quickly became popular, with the Thinker and his partner being emblematic of early European civilisation. The exact context of the discovery of these two figurines remains unclear, but they are thought to have been part of a tomb<sup>6</sup>.



*Cernavodă - The Thinker and the woman sitting*

<sup>5</sup> Ibidem

<sup>6</sup> Ibidem





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Hamangia figurines, even half a century after their discovery, continue to captivate. They combine the natural with the abstract, evoking a state of deep meditation. Although their religious significance remains a mystery, they are believed to have had a cultic role due to their funerary context and specific characteristics.

Recent discoveries in the Dobrogea Keys have presented abstract representations of the human silhouette made from Spondylus and marble, belonging to the Hamangia culture. These figurines, despite differences in size and materials, contain universal symbols related to birth and germination.

The Hamangia artwork is an outstanding example of Balkan Eneolithic art and symbolism, highlighting the talent and vision of the Hamangia communities. These pieces, especially the Thinker and his partner, remain masterpieces of European prehistoric art.

The new progressive way of life and the food production, and not just relying on hunting and gathering, bring demographic growth and prosperity. In the second phase the Hamangia culture bearers began to colonise the territory of Dobrudzha on both the seashore and inland. Although the studies at this point in time are still in their initial phase and the reports are fragmented, it seems that by the end of the Neolithic period, the Hamangia communities settled the entire Dobrudzha Plateau - from the Danube River to the valley of the Batova River. The improvement of the climate made it possible to reclaim previously untreated land and changes the habitat pattern. Suitable for the Hamangia people are no longer only the seashore wetlands, but also the inland Dobrudzha lands. The settlements are not only on flat terraces, but also on steeper slopes of the more heavily cut areas. From dugouts and semi-dugouts, they moved to the construction and living of ground dwellings, built of a stake-wicker structure coated with clay. As the material condition improved, there was also a complication and deepening of the processes in the spiritual sphere. Specific anthropomorphic plastics occur for mass use, the main features of which are the clean lines, the geometry and the modelling of the head as a prism with a triangular cross section. The figurines feature predominantly upright women with broad hips and arms outstretched or placed on the abdomen (Vaysov 1992; Vaysov 1993). As with other early agricultural cultures, they probably embody the Great Mother Goddess, a symbol of fertility. The rare occurrence of male statuettes (Berciu 1960) also seems to represent the cult of ancestors, the clearest expression of which are the traditions in the funeral practices.

In the second phase of the culture Hamangia the dominated posture at the burial also remains stretched out on the back, head north. It is also rare to find women with the

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same orientation in a constricted position to the left or right. Signs of a funeral feast are increasingly found around the graves, continuing the practice of the heads of large herbivores serving for these purposes. During these feasts, large ceramic vessels with extensively cut decorations were also broken, and sometimes their pieces were also laid in graves. Symbolically, the dead are included in the feasts, with small vessels of food or drink placed over their mouths. The idea of symbolism is clearly evident from the fact that, especially for funerals, smaller copies of real vessels that are poorly baked are prepared (Todorova 2002). The first symbolic graves appear - in them the remains of a dead man are missing. They are designed to soothe the spirit of a member of the community, who died or was deceased away from his relatives.



*Ceramic vessels found in the Durankulak Archaeological Complex, Hamangia III culture, 5th millennium BC.*

The Hamangia culture, with its deep roots in the prehistoric history of Southeastern Europe, demonstrates an impressive evolution in ceramic art. This evolution is evident through ceramic studies, which go beyond typological classifications and delve into technical details. Within the Hamangia culture, the archaeological context plays a crucial role in interpreting and understanding ceramics. Clear distinctions exist





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between ceramic objects used in daily life and those intended for funerary rituals. The diversity of modeling techniques and the distinctive decoration of Hamangia ceramics reflect a refined artistic sensibility<sup>7</sup>.



*Cernavodă, Mangalia, Limanu - ceramics*

Thus, the Hamangia culture, through its complexity and artistic refinement, serves as an eloquent example of the evolution of ceramic art in Southeastern Europe. It is not merely a reflection of technical skills but also of the values and beliefs of the communities that lived during that period<sup>8</sup>.

The leading role of the male is even more pronounced. It is men's funerals that are richer, and they reveal a wide variety of jewelry - bracelets from the shell of marine molluscs, necklaces of diverse materials, tools made of polished rock. The malachite beads are becoming increasingly popular, indicating a growing interest in copper. Grandles (unfolding deer fangs) used as beads for necklaces, bracelets and for stitching on clothing and belts are also more common. Perhaps these ornaments emphasize the hunting skills of their owners or are one of the earliest markers of elevated social status.

The expansion of the territory of the culture also intensifies its contacts with the neighbours. Fragments of imported vessels from the areas of the Boyan (Comşa 1978, 17; Berciu 1966, 26) and Usoe cultures were found in the settlements and necropolis. (Slavchev. 2008, 45-48). The raw materials base is enriching. Imported high-quality flint from the Ludogorie region, as well as serpentinite (probably originating in the Rhodopes), is also beginning to appear.

<sup>7</sup> Haşotti P., Digital Library of Publicațiil Culturalale, Considerations regarding the origin, diffusion and chronology of Hamangia culture, <https://biblioteca-digitala.ro/reviste/pontica/651-Pontica-26-1993-PUIU-HASOTTI-Consideratii-privind-the-origin-diffusion-and-chronology-of-Hamangia-culture.pdf>

<sup>8</sup> Ibidem





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So far, the third phase of the Hamangia culture has been the least studied in Bulgaria and its development summaries are only preliminary in nature. The area of habitation appears to have shrunk from the west as the settlements of the previous phase are abandoned and do not continue to exist. The likely reason for this is pressure from the Boyan culture bearers, the Vidra phase, whose movement along the Danube Valley is clearly expressed from west to east. They gradually drive out the inhabitants of the Hamangia culture, taking over their habitat. This leads to an internal consolidation of the culture and increasingly pronounced integration processes with their Southern neighbours, the Sava culture bearers living in Longosa. The stormy times have led to changes in the architecture and the urban planning. A search for naturally protected places, allowing a good overview of the surroundings, begins. It was then that the inhabitants of the settlement near today's Durankulak Lake abandoned their old habitat and built their new homes on the rocky hill, protected from three sides by the turn of the river. The buildings are massive, extensive, with a stone plinth over which walls of clay and wood are erected. The streets between them are straight, paved with stones or tamped clay.

The new age - the Chalcolithic Age - leaves its mark not only on the architecture. Economic changes are beginning and progressively deepening. Agriculture and cattle breeding already play a more significant role. Wheat and barley are the main crops grown (Vaysov et al. 2018, 40) and their yield and, accordingly, stocks are growing significantly. The share of hunting in the feeding of the population is decreasing at the expense of cattle and pig breeding. The last wild donkeys that inhabited the steppe areas of Dobrudzha appear to have been exterminated (Todorova 2011, 67). Fishing, however, still plays an important economic role.

There has also been a strong development in technology. The metallurgy is at the forefront, with the Hamangia cultural bearers playing an essential role in imposing the newly obtained material - copper - in households. Their willingness to use it necessitates their ever closer association with their southern neighbours, through and around the territory of which they pass during their commercial expeditions to procure metal and Mediterranean shells from molluscs. The economy is experiencing specialisation which is becoming ever narrower and populations engaged in specialised production are gradually being established. This has a positive impact on the quality of the ceramics made. The decorations are processed more precisely and





in detail, the tools become more effective. The imports of flint from the Ludogorie increases. The first weapon of close combat appears, the horn battle axe. The processes noted lead to substantial changes in the society and significant evolution of the public awareness. Although the anthropomorphic plastics do not show any significant changes, the burial practices are undergoing substantial development and illustrate well the construction of a new, chalcolithic socium. The concept of not disrupting the eternal sleep of the deceased seems to be required and graves begin to be marked: with stone slabs - stuck vertically or laid horizontally or with large ceramic fragments. The dominance of posture remains in a straightened position, with heads to the north, but more and more graves of women in constricted position begin to appear. There are also increasing numbers of symbolic graves, as well as triznas. The number of cases of burial with skulls of large grazing animals as gifts is greatly reduced. Although the type of grave inventory does not change, the number of vessels laid at the expense of the tools increases in the complexes. The number of non-inventory graves decreases sharply, which is also an indication of the general prosperity of the population. The jewelry increase quantitatively and become more diverse. The tiara appears as an ornament - from both spondylus and mineral beads. The first richer burials were also discovered, standing out against the background of the more standardized inventory of the more “mass” graves. In society, it seems, warlords, craftsmen, shepherds, farmers are starting to form separate groups. In this “male“ world, the role of the woman is left behind, although the discovery of some richer complexes and especially the grave with idols (grave 626 of the necropolis near the village of Durankulak) point to the preservation of the social importance of women in public life and even, perhaps, their leading role in the practice of cult and religious norms.





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*Jewelry found in the Durankulak Archaeological Complex, Hamangia III culture, 5th millennium BC.*

The final, fourth phase of the Hamangia culture is one of the most well-researched territorial and chronological phenomena on the territory of Bulgaria. Although there are still no summary publications on it, the picture of the development of the late Hamangia society, which lived during the Middle Chalcolithic era, can be reconstructed with high reliability and detail.

Significant changes are taking place in the cultural arena. Its bearers were almost entirely driven out of North Dobrudzha by the tribes of the culture Boyan, Spantzo phase. The Hamangia groups inhabit a narrow strip (no more than 40-45 km) along the Black Sea coast. The northern border of their territory runs north to Constanta. In the 20





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south, however, their domain extends to the valley of Kamchia and reaches the skirts of Stara Planina Mountains. This expansion in a completely different geographical area in terms of characteristics and diversity is due to the completed intensive integration processes between the Hamangia and Sava cultures. The tribes maintain vibrant contacts with each other, facilitating their dynamic growth and moving to the next, higher stage in their development - entering the period of Late Eneolithic. They are an expression of the global consolidation processes taking place throughout the Balkan Peninsula through the transition from Early to Late Chalcolithic. For a very short period - within no more than one hundred and fifty years (4750-4600 BC) the cultural community living in Longosa and Southern Dobrudzha has developed extremely intensively and is becoming a leading phenomenon in the north-eastern part of the Balkan Peninsula and the forest-step area of Eastern Europe. If, a period ago, it was heavily influenced by its neighbours living in the territories to the north and north-east, towards the end it began to play a major role in the implementation of the interconnections.

A sign of turbulent times and military conflicts is the emergence of various fortification facilities protecting the settlements built in naturally protected areas. A moat and a shaft have been used to fortify the settlement in the Durankulak area near the village of Draganovo (Dimov 2009, 12), with a stone wall - the settlement in the Koriyata area near the town of Suvorovo (Ivanov, Yanchev 1991). Around the settlement mound of Provadia-Solnitzata is built a complex system of moat and wood-clay palisade in which stone walls with bastions are built (Nikolov et al. 2009, 66-71). The ubiquitous buildings are spacious, massive, with stone plinths and thick walls. Above them, the walls were built using various clay and wood techniques (Boyadžiev 2004, 1-6). The more representative buildings were two-storey. Only the Sava settlement mound located on the southernmost border of the cultural arena lacks data on the use of stone in residential construction.

The agriculture has noted an expansion of the range of crops grown for food. In addition to the most common single grain and two-grain wheat and barley, the Hamangia culture bearers also cultivated bare-grain wheat, millet, vetching, lentils, peas and vetch. Hazelnuts, cornel-cherries, plums and wild grapes were collected (Marinova 2008a; Marinova 2008b; Marinova 2008c; Marinova 2009, 104; Slavchev et al. 2018, 38). In domestic animals, the almost double prevalence of cattle over sheep and goat and the poor performance of pigs is noted. Stags, wild boar, deer, rabbits, foxes were hunted (Ninov 2008a; Ninov 2008b; Slavchev et al. 2018, 39), and the





game meat was less frequently consumed (Ninov 2008b, 275) - because the importance of hunting in the economy have diminished.

It was only during the last, fourth phase of the Hamangia culture that the flint processing began to be dominated by the wafer technique (Sirakov 2002, 239-241; Anastasova 2008 a; Slavchev, etc. 2017, 38), which had prevailed much earlier among other cultures in the territory of the Central and Eastern Balkans. The likely reason for this “delay“ is that it is at this time that the more intensive supply of Ludogorie high-quality flint to the coast begins. However, it seems that the difficulties in obtaining solid volcanic rock have not been overcome, as stone tools continue to be rare. On the other hand, the construction and use of tools made of bone and antlers continues.

Even though expanded to the south, the Hamangia culture area is limited, on the one hand, by the natural features of this part of the Balkan Peninsula and, on the other, by the neighbouring tribes, among which there is also significant demographic growth. This forces the Hamangia population to look for ways to make the most of the available resources and new ways of developing further. The crafts are beginning to take a clearer look of individual proceedings. In the new territory of the culture Hamangia are documented highly specialized industries - a salt extraction centre in Provadia and a ceramic workshop near Suvorovo. They are the precursors to radical changes in the economy and thus in all spheres of existence.



*Tools found in the Durankulak Archaeological Complex, Hamangia III culture, 5th millennium BC.*

The guiding impulse in this direction is the increasing importance that metallurgy is gaining. During the Middle Chalcolithic period, it developed significantly (Dimitrov 2002, 128, 140-141) and the Hamangia culture bearers emerged as the largest consumers of metal products in the Balkan Peninsula. Their necropolis reveal a large quantity of copper beads, rings and bracelets; as well as the earliest articles of





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processed gold - beads made from curled strap. It is clear that the Hamangia population is gradually starting to play a leading role in the emerging metal trade. The emergence and development of the mining and metallurgy is linked to the emergence of highly specialised groups of miners and metallurgists whose work prevents them from spending time and from producing food for their own needs. They exchange the products of their activities for groceries. It appears that the Hamangia culture representatives who have gained experience in the distribution of products from shell of Mediterranean molluscs also fit into this trade niche. Their opportunities in water transport - by sea and on high water rivers - allow them to become a facilitator and organiser of a large-scale and comprehensive trading network. This systematic exchange further provides an incentive for the development of specialised production and intensive inter-tribal contacts on a large territory (Todorova 1986, 165). A good illustration of the new possibilities is the famous Karbunsko Treasure, discovered on the territory of the Precucuteni-Tripolie A culture and containing, among other objects, 444 copper products and 270 spondylus ornaments (Sergeyev 1963, 135; Dergachev 1998, 29-43, 45-47), whose origin should be sought in the lands west of the Black Sea coast.



*Tools found in the Durankulak Archaeological Complex, Hamangia III culture, 5th millennium BC.*

The complex relationships that have arisen are radically changing all spheres of the prehistoric communities. The domestic industries that existed until then are turning into crafts. Occupations emerge - the members of the society start individual activities related to different aspects of the economic system. The mass production is starting - the production of uniform or similar products in a series to satisfy the need for similar products by a narrower or wider range of consumers. The beginnings of this system date back to the Neolithic, but it was finally formed during the Copper Age, when the “massification” of production affected not only metallurgy but pottery, weaving, mineral processing, bone production and jewelry from shells of marine





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molluscs. There is a transition from the individual's engagement in collective activities to a specialised activity requiring independent work. The overall change is geared towards harnessing the personal skills of each member of the society.

This makes it necessary to coordinate divergent efforts to maximise the community satisfaction. The emergence of specialised production leads to the need to regulate and manage the relationships between the different craftsmen groups. This requires a change in the mechanisms of power previously exercised in the fields of religion, warfare and hunting. Organizing people into groups has previously been associated with temporary - incidental or seasonal - events: like a military crusade, a hunting expedition. The new circumstances also predetermine the emergence of economic control. The concentration of these managerial functions leads to a new significance of the power mechanism. Thus, the high social situation and power in the late Hamangia community are based on the possibility of controlling the circulation of values on the one hand and on the system of rural and interregional connections - that is, on the control of all commercial links, on distribution and on exchange. The representatives of this authority shall be clearly identifiable. They are buried in the richest graves of the necropolis dating back to the final phase of the Hamangia culture. Their high position in the social fabric is marked by a number of indicators - numerous and varied richly decorated ceramic vessels, well-worked and lavish diverse jewelry, ornaments of rare and valuable raw materials - gold, copper, malachite. But perhaps the clearest indication of the power functions is the found battle axe-sceptre in the palm of the buried in grave 3 of the Second Varna necropolis.



*Jewelry and Tools found in the Durankulak Archaeological Complex, Hamangia III culture, 5th millennium BC.*

Thus, in a relatively short period of existence - of the order of about 600 years - an archaeological culture passes its metamorphosis from an archaic and backward





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phenomenon to a progressive and leading driver of the economic and social processes in the eastern half of the Balkan Peninsula. However, its development does not end there. The Hamangia culture bearers start the most vivid and highly developed prehistoric European phenomenon - the culture of Varna, within which in the second half of the 5th millennium BC all its achievements will become even more glamorous and give the initial impetus to the first European protocivilisation.

### III. Goals and Objectives

#### 1. Common Goals of the Joint Management Plan

##### Cultural Preservation:

- ✓ Preserve and safeguard the Hamangia cultural heritage, including artifacts, archaeological sites, and historical landmarks, ensuring their integrity for future generations.
- ✓ Foster a sense of collective responsibility for the preservation of cultural treasures by implementing sustainable conservation practices and leveraging technological advancements for artifact protection.

##### Tourism Promotion:

- ✓ Position the Hamangia tourist product as a premier cultural destination, enticing domestic and international visitors with a unique and enriching experience.
- ✓ Collaborate with travel agencies, tour operators, and relevant stakeholders to integrate the Hamangia cultural journey into broader tourism packages, enhancing its visibility and accessibility.

##### Community Engagement:

- ✓ Involve the local community in the narrative of the Hamangia culture, fostering a sense of pride and ownership among residents.
- ✓ Develop educational programs and outreach initiatives that connect schools, cultural institutions, and local businesses with the Hamangia tourism product, promoting a shared commitment to cultural awareness.



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## 2. Specific Objectives

### 2.1. Durankulak-Hamangia Archaeological Park

#### Site Enhancement:

- ✓ Develop interactive exhibits and guided tours to provide in-depth insights into the archaeological significance of the park.

#### Educational Outreach:

- ✓ Collaborate with educational institutions to create tailored programs that align with curriculum objectives, encouraging school visits and academic engagement.
- ✓ Establish partnerships with local communities for workshops, events, and activities that promote a deeper understanding of the Hamangia culture.

#### Environmental Sustainability:

- ✓ Implement eco-friendly practices within the park, promoting environmental awareness and conservation.
- ✓ Integrate sustainable tourism initiatives to minimize the ecological footprint of visitors while maximizing the educational benefits.

### 2.2. "Hamangia" Centre:

#### Exhibition Excellence:

- ✓ Continuously update and diversify museum exhibits, ensuring a dynamic and evolving showcase of Hamangia artifacts and cultural elements.
- ✓ Explore collaborative projects with other cultural institutions to exchange exhibits and broaden the cultural scope.

#### Interactive Programs:

- ✓ Expand the "Thinker" Workshop's role as an educational hub, offering hands-on programs that provide visitors with a deeper understanding of Hamangia culture.





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- ✓ Facilitate workshops, lectures, and events that encourage active participation and foster a sense of connection with the exhibited heritage.

#### Community Integration:

- ✓ Collaborate with local businesses to promote the Hamangia brand through joint marketing efforts and special promotions.
- ✓ Engage with the community to source local talent for exhibitions, events, and workshops, creating a symbiotic relationship between the center and its surroundings.

By aligning these common goals and specific objectives, we aim to establish the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre as pillars of cultural preservation, tourism excellence, and community enrichment.

## IV. Cultural Tourism Experience

### 1. Description of the Hamangia Tourist Product

The Hamangia tourist product is a captivating cultural expedition that offers a profound exploration of the ancient Hamangia culture, spanning the picturesque landscapes of Bulgaria and Romania. Encompassing archaeological wonders, meticulously curated museums, interactive workshops, and culinary adventures, this immersive experience unfolds like a living tapestry of Neolithic heritage.

### 2. Components of the Hamangia Tourist Product

- ✓ Archaeological Sites:

The Durankulak-Hamangia Archaeological Park serves as the gateway to the ancient world, showcasing remnants of tombs, temples, and settlements from the Hamangia Culture. Visitors traverse the historic landscapes, connecting with the echoes of a bygone era.

- ✓ Museums:

The "Hamangia" Centre in Cernavoda, Romania, stands as a cultural beacon, housing a museum division dedicated to the Hamangia Culture. Within its walls, artifacts,





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including the iconic "Thinker" and accompanying statuette, captivate visitors with their Neolithic splendor. The museum seamlessly integrates with the "Axiopolis" History Museum in Cernavoda, enhancing the cultural narrative.

✓ Workshops:

The "Thinker" Workshop, nestled beside the Hamangia Center, acts as an experiential bridge to the past. This space, designed for experimental archaeology, invites visitors to partake in hands-on activities, such as pottery making workshops, echoing the techniques and materials of the Eneolithic era.

✓ Culinary Classes:

Culinary enthusiasts can indulge in the flavors of antiquity through traditional culinary classes. These immersive sessions provide a taste of Neolithic gastronomy, offering a sensory journey into the culinary practices of the Hamangia people.

✓ Focus on Providing an Immersive and Educational Journey:

The Hamangia tourist product is meticulously crafted to transcend the conventional tourist experience. Its essence lies in delivering an immersive and educational journey that goes beyond the surface, unraveling the layers of the Hamangia Culture. Through interactive exhibits, guided tours, and dynamic workshops, visitors are not mere observers; they become participants in the rediscovery of a rich cultural legacy.

✓ Educational Highlights:

**Interactive Hall:** Delve into dynamic information about the Hamangia culture, featuring images of artifacts, maps, and intriguing curiosities.

**Neolithic Dwelling:** Step into a detailed representation of a Neolithic dwelling, revealing the intricacies of daily life, from hearths to domestic tools.

**Pottery Workshop:** Witness the art of pottery in the Neolithic era, showcasing a remarkable collection of clay and ceramic objects.

**Hamangia Culture in the European Context:** Gain a comprehensive perspective on the Hamangia Culture's influence, with informative displays, maps, and artistic representations.

In essence, the Hamangia tourist product is a voyage through time, where history comes alive, and visitors are immersed in the vibrant tapestry of the Hamangia





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Culture—a journey that transcends tourism, leaving an indelible mark on the hearts and minds of those who embark on this cultural odyssey.

## V. Joint Tourist Route:

**Starting Point:** Durankulak-Hamangia Archaeological Park, Shabla Municipality, Bulgaria

Embark on a captivating journey through time, commencing at the Durankulak-Hamangia Archaeological Park nestled in the heart of Shabla Municipality, Bulgaria. This archaeological haven serves as the initial gateway to the ancient Hamangia culture, inviting visitors to explore the remnants of a bygone era.

**Key Highlights Along the Route:**

### *Interactive Exploration at the Archaeological Park:*

Begin your odyssey with an interactive exploration of the Durankulak-Hamangia Archaeological Park. Traverse ancient tombs, temples, and settlements that unveil the cultural tapestry of the Hamangia Civilization. Engage with dynamic displays, maps, and artifacts in an immersive setting.

### *Cultural Treasures:*

Venture through the Hamangia Culture in the European Context area, featuring a detailed map showcasing the expansive influence of the Hamangia Culture in the Baltic region and Asia Minor. Marvel at paintings depicting scenes from daily life and ceramic decorations, providing a comprehensive understanding of the cultural interconnectedness.

### *Neolithic Dwelling Experience:*

Immerse yourself in the intricacies of daily life with a visit to the Neolithic Dwelling exhibit. Explore detailed representations of living spaces, complete with hearths, beds, weaving looms, and domestic tools, offering a tangible connection to the past.

### *Pottery Workshop Showcase:*





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Witness the artistry of the Neolithic era at the Pottery Workshop, where a remarkable collection of clay and ceramic objects awaits. Gain insights into ancient pottery techniques and craftsmanship, showcasing the artistic legacy of the Hamangia people.

### *Symbolic Statuettes: The Thinker and His Woman:*

Encounter the iconic statuettes, "The Thinker" and His Woman, in a dedicated room. Admire detailed replicas of these world-class masterpieces, integral to the Hamangia culture, and understand their symbolic significance.

Culmination: "Hamangia" Centre, Cernavoda, Romania

The grand finale of this cultural odyssey unfolds at the "Hamangia" Centre in the picturesque town of Cernavoda, Romania. This cultural hub seamlessly integrates a museum division within the "Axiopolis" History Museum and the experiential "Thinker" Workshop.

Cultural Extravaganza in Cernavoda:

*Funerary Chamber Experience:* Explore Neolithic funeral rituals in a dedicated chamber, featuring the reconstruction of a specific tomb from the Hamangia Culture period.

*Contemporary Art at the Art Gallery:* Delight in rotating exhibitions of contemporary art at the Art Gallery, showcasing the region's artistic vibrancy.

*Library Treasures:* Uncover the rich history and culture of the region through the extensive collection at the library, fostering a deeper connection with the past.

As the joint tourist route culminates at the "Hamangia" Centre, visitors are left with indelible memories of a cultural pilgrimage, where archaeological wonders and immersive experiences converge to tell the captivating tale of the Hamangia civilization.

## VI. Durankulak-Hamangia Archaeological Park

### 1. Background information on the Durankulak-Hamangia Archaeological Park

The Durankulak-Hamangia Archaeological Park is a collective cultural monument Prehistoric, Ancient and Medieval Settlement and Adjacent Necropoles on The Big 30





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Island of Durankulak Lake and the Agricultural Lands in the West Bank - an archaeological immovable cultural monument of national significance.

The site is located within the security zone of the Durankulak Lake Protected Area, declared as such under Resolution No 123/21.02.1980 of the Committee on Environmental Protection with the Council of Ministers, now the Ministry of Environment and Water (MEW). The Durankulak Lake is included in the list of the Ramsar Convention as a Waterfowl Habitat of International Importance, with diploma dated 18.11.1984.

The protected area, along with the adjacent agricultural land and marine area, are a NATURA 2000 European Ecological Network site, designated as Durankulak Lake (under Directive 79/409/EEC on the Conservation of Wild Birds) and Lake Durankulak (under Directive 92/43/EEC on the Conservation of Natural Habitats and Wild Fauna and Flora).

The entire territory is included in the list of BirdLife International - important Bird Areas (IBAs) in Europe under the name Durankolak Lake, code BG-009.

The area is part of the CORINE site under the European programme CORINE Biotopes, code F00008800.

The Durankulak-Hamangia Archaeological Park, located on the Big Island in Durankulak Lake, boasts a rich history spanning over 6000 years, making it a cultural benchmark for the region of Dobrudzha, the Western Black Sea, and Lower Danube. The archaeological features include:

- ✓ a Neolithic settlement,
- ✓ a prehistoric necropolis,
- ✓ a Thracian settlement,
- ✓ a sanctuary of the goddess Cybele,
- ✓ an ancient necropolis, and
- ✓ an Proto-Bulgarian settlement with a corresponding necropolis.

The archaeological sites, such as the Durankulak-Blatnitsa Neolithic settlement, the prehistoric necropolis, the Thracian settlement, and the sanctuary of Cybele, provide insights into the cultural evolution of the region. Notably, the ancient necropolis and Proto-Bulgarian settlement offer a glimpse into historical periods ranging from the 3rd century BC to the 11th century AD. The Big Island's settlement mound reveals an





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advanced culture from the Stone-Copper Age, featuring the oldest stone architecture in continental Europe.

In response to the significant archaeological findings, the management has undertaken various renovation and development initiatives. Notable actions include:

- ✓ the reconstruction and completion of the approach to the island,
- ✓ the creation of a network of alleys on the Big Island,
- ✓ the establishment of an observation platform, and
- ✓ the protective shelter and exhibition of the temple of Cybele.

Several measures are being implemented to address the current challenges, such as the critical condition of the protective shelter for the temple of Cybele and the erosion of the fortification facility. Emergency conservation measures, including the clearing of hygrophite plants, removal of concrete bases, and the construction of a new protective shelter, are underway. The restoration of the deteriorated fortification structure requires careful planning to preserve the authentic features while preventing further damage.

To enhance visitor experience, measures include:

- ✓ the extension of the existing Visitor Center,
- ✓ construction of a temporary ticket center, and
- ✓ the provision of information boards, benches, and waste bins.

The proposed extension includes exhibition and multimedia halls, ensuring accessibility for disabled visitors. The temporary ticket center will serve as a reception point for ticket sales, souvenirs, and information.

Moreover, an extended parking lot, a main access alley, and an automatic sliding gate aim to facilitate visitor access and ensure security. The project also includes the construction of observation platforms for bird watching and lake observation.

The Durankulak-Hamangia Archaeological Park, with its diverse archaeological sites, is undergoing extensive efforts to preserve, develop, and provide a compelling experience for visitors, researchers, and the local community alike. The management's commitment to balancing conservation, accessibility, and education is evident in the strategic initiatives undertaken to safeguard this cultural treasure.





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## 2. Showcase of historical civilizations through tombs, temples, settlements, and artifact exhibitions

### A Tapestry of Ancient Civilizations:

Discover the allure of the past at the Durankulak-Hamangia Archaeological Park, a living testament to historical civilizations that once thrived in the region. This open-air museum invites visitors on a captivating journey through time, unraveling the mysteries of the Hamangia culture.

### Key Features:

#### Archaeological Marvels:

**Tombs, Temples, and Settlements:** Traverse the grounds to explore the remnants of ancient tombs, temples, and settlements, each narrating a unique chapter in the history of the Hamangia Civilization. Engage with the tangible echoes of the past as you walk through these archaeological wonders.

#### Interactive Exhibits:

**Artifact Exhibitions:** Immerse yourself in the rich cultural heritage with exhibitions showcasing artifacts from various historical periods. From tools and pottery to symbolic relics, each artifact unveils a piece of the intricate puzzle that is the Hamangia culture.

#### Integrated Visitor Security and Management:

Ensuring a seamless and secure experience for every visitor is paramount at the Durankulak-Hamangia Archaeological Park. The following strategies have been meticulously integrated:

#### Surveillance and Protection:

State-of-the-art surveillance cameras and exhibit protection systems are strategically positioned throughout the park. This ensures the safety of both visitors and invaluable artifacts, allowing for a worry-free exploration of the archaeological wonders.

#### Trained Personnel:





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Knowledgeable and trained personnel are stationed within the park, ready to assist visitors with information and ensure a smooth and secure visit. Their expertise enhances the overall visitor experience and contributes to the preservation of the archaeological treasures.

#### Visitor Guidance:

A well-defined route, marked with signage and explanatory panels, guides visitors through the park. This not only enhances the educational aspect of the visit but also prevents any unintended damage to the archaeological sites.

#### Accessibility Features:

The park is designed to be inclusive, with facilities such as ramps to accommodate visitors with disabilities. Special arrangements ensure that individuals with reduced mobility can access the archaeological wonders without hindrance.

As a showcase of historical civilizations and a bastion of cultural preservation, the Durankulak-Hamangia Archaeological Park stands as a testament to the enduring legacy of the Hamangia culture, inviting visitors to unravel the mysteries of the past in a secure and enriching environment.

### 3. Infrastructure and Facilities

The current infrastructure supporting the Durankulak-Hamangia Archaeological Park has been evaluated, and recommendations for improvements and developments in amenities, signage, and visitor facilities are outlined below.

#### Current Infrastructure Evaluation

- ✓ Access and Transportation: Adequate access points are available, but collaboration with local transportation services can enhance accessibility.
- 1. Visitor Facilities:
  - ✓ The Visitor Services Center is equipped with knowledgeable staff, but enhancements may be needed for a more welcoming environment.
- 2. Technology Integration:
  - ✓ Online resources, virtual tours, and mobile apps have been introduced, contributing to the visitor experience.





- ✓ The online booking system requires optimization for seamless ticket purchases and reduced wait times.
- 3. Educational Programs:
  - ✓ Collaborations with local educational institutions are in place, but efforts to expand curriculum integration and reach diverse age groups should continue.
  - ✓ Specialized educational programs, workshops, and camps contribute to revenue generation.
- 4. Marketing and Promotion:
  - ✓ Local and regional marketing campaigns are underway, promoting awareness within the community.
  - ✓ Online presence through various platforms and partnerships helps reach a broader audience.
- 5. Community Engagement:
  - ✓ Active engagement with local communities is a positive aspect, ensuring mutual benefits and local pride.
  - ✓ Community education initiatives effectively highlight the archaeological heritage's significance.
- 6. Technology Integration:
  - ✓ The use of online resources, mobile apps, and virtual tours enhances the overall visitor experience.
- 7. Continuous Improvement and Innovation:
  - ✓ Adaptive management practices are in place, incorporating feedback and ensuring continuous improvement.
  - ✓ Exploration of innovative approaches, including technology integration and unique events, is ongoing.
- 8. Corporate Social Responsibility (CSR):
  - ✓ Environmental stewardship measures align with eco-friendly practices.
  - ✓ Contributions to local communities through education, employment opportunities, and cultural initiatives are evident.
- 9. Collaboration and Partnerships:
  - ✓ Collaboration with various stakeholders, including government bodies, educational institutions, and local businesses, is emphasized.
  - ✓ Exploring public-private partnerships aligns with the park's mission and enhances offerings.





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## Recommendations for Improvements

1. **Infrastructure Upgrades:** Consider additional transportation partnerships to improve accessibility. Prioritize necessary infrastructure improvements for enhanced overall accessibility.
2. **Visitor Services Center:** Further enhance the Visitor Services Center for a more welcoming and informative experience.
3. **Online Booking System:** Optimize the online booking system for seamless ticket purchases and reduced wait times.
4. **Educational Programs:** Strengthen collaborations with local educational institutions to expand curriculum integration efforts.
5. **Marketing and Promotion:** Explore additional marketing strategies to attract regional and international visitors.
6. **Community Engagement:** Continue community education initiatives to foster a sense of ownership and support.
7. **Technology Integration:** Explore further technological advancements to enhance the overall visitor experience.
8. **Continuous Improvement and Innovation:** Emphasize continuous improvement and innovation in operations and events.
9. **Corporate Social Responsibility (CSR):** Expand environmental stewardship practices and community support initiatives.
10. **Collaboration and Partnerships:** Explore new opportunities for collaboration, particularly in the form of public-private partnerships.

These recommendations aim to enhance the infrastructure and facilities at the Durankulak-Hamangia Archaeological Park, ensuring a more enriching and accessible experience for visitors while maintaining a strong commitment to community engagement and environmental sustainability.

## 4. Operations Overview: How the Archaeological Park Works

The operational framework of the Durankulak-Hamangia Archaeological Park is designed to seamlessly integrate conservation, education, and visitor experiences, ensuring the preservation and appreciation of the rich Hamangia culture. Below is an overview of how the archaeological park operates:

### *Conservation and Preservation*

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**Archaeological Excavations:** Ongoing excavations are conducted by trained archaeologists to uncover and preserve artifacts and structures.

**Site Monitoring:** Continuous monitoring ensures the preservation of archaeological sites, addressing any potential threats or environmental impacts.

**Environmental Sustainability:** Implementation of eco-friendly practices to minimize the park's ecological footprint and support long-term sustainability.

In the sacred mission of safeguarding the cultural legacy housed within the Durankulak-Hamangia Archaeological Park, meticulous plans for conservation and preservation stand as sentinels against the passage of time. The management plan unfolds a strategic framework to ensure the longevity of archaeological artifacts and structures, fostering a legacy for future generations.

Collaboration with seasoned archaeological experts extends beyond the boundaries of the park. By forging partnerships with renowned archaeologists, historians, and conservationists, we tap into a wealth of knowledge. Their expertise guides the development of conservation strategies and contributes to a nuanced understanding of the archaeological context.

A collaborative spirit extends to institutions dedicated to the preservation of cultural heritage. By engaging with renowned conservation institutions, we access cutting-edge technologies and methodologies. Workshops, training programs, and knowledge exchange initiatives ensure that our conservation practices align with global standards, harnessing the collective wisdom of the conservation community.

The pursuit of excellence in preservation drives us to explore innovative solutions. Research collaborations with academic institutions and experts in conservation science become conduits for pioneering approaches. From non-invasive diagnostic techniques to sustainable preservation materials, these collaborations infuse our conservation practices with the latest advancements.

Preservation is not an isolated endeavor; it is a collective responsibility. Collaborating with local communities, we foster a sense of ownership and pride in the archaeological heritage. Community-driven initiatives, such as volunteer programs and awareness campaigns, create a network of stewards who actively contribute to the preservation efforts.

Conservation is an evolving discipline, responsive to the changing dynamics of the environment. Regular monitoring, conducted in collaboration with environmental





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experts, ensures the effectiveness of preservation measures. An adaptive management approach allows us to respond swiftly to emerging challenges, ensuring the sustained protection of the archaeological treasures.

In weaving this intricate tapestry of conservation and collaboration, the Durankulak-Hamangia Archaeological Park not only safeguards the relics of the past but also forges partnerships that transcend time. The legacy preserved within these archaeological wonders becomes a testament to the harmonious coexistence of heritage, expertise, and community commitment.

✓ **Artifact Care and Restoration:**

In the heart of our conservation efforts lies a commitment to the delicate care and restoration of archaeological artifacts. A specialized team, equipped with expertise in artifact preservation, will meticulously examine, document, and restore each piece. The implementation of climate-controlled storage facilities ensures optimal conditions for artifact preservation, mitigating the impact of environmental factors.

✓ **Structural Integrity:**

The enduring structures within the archaeological park are not merely remnants of the past; they are living testaments to the resilience of ancient civilizations. Conservation plans prioritize the structural integrity of temples, tombs, and settlements. Regular assessments, conducted by architectural conservation experts, inform targeted interventions to address wear, weathering, and potential structural vulnerabilities.

✓ **Preventive Conservation Measures:**

Proactive measures form the backbone of our conservation strategy. Implementation of protective coverings, where feasible, shields vulnerable structures from the elements. Additionally, controlled visitor access, guided by pathways and barriers, minimizes physical impact, striking a delicate balance between exploration and preservation.

*Educational Programs*

**Curriculum Integration:** Collaboration with local educational institutions to integrate the archaeological park into school curricula, fostering early engagement with history and culture.





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**Lectures and Workshops:** Regular events conducted by experts in archaeology, history, and culture to educate visitors about the Hamangia culture.

**Archaeological Camps:** Seasonal camps offering hands-on experiences, including excavation activities and artifact handling, enhancing understanding of the archaeological process.

### *Visitor Experiences*

In our commitment to creating an unforgettable journey for every visitor to the Durankulak-Hamangia Archaeological Park, we envision an immersive and enriching experience that transcends mere exploration. The management plan outlines strategic measures to enhance the overall visitor experience, ensuring that each encounter with the archaeological wonders becomes a lasting memory.

**Guided Tours:** Themed guided tours led by knowledgeable interpreters, exploring different aspects of Hamangia culture, architecture, and archaeological discoveries.

**Interactive Elements:** Integration of mobile apps, audio guides, and augmented reality exhibits at key sites, providing immersive and informative experiences for visitors.

**Hands-On Workshops:** Complementary to guided tours, hands-on workshops allow visitors to engage in traditional Hamangia activities like pottery making and culinary practices.

### *Community Engagement*

**Local Collaboration:** Collaboration with local communities to involve them in park management, ensuring mutual benefits and a sense of ownership.

**Education Initiatives:** Community education programs highlighting the significance of archaeological heritage, fostering local pride and support.

### *Marketing and Promotion*

**Local and Regional Campaigns:** Marketing efforts to promote the park locally and regionally, raising awareness about its cultural and historical importance.

**Online Platforms:** Utilization of online platforms, brochures, and partnerships to enhance visibility and attract diverse audiences.

### *Regulatory Compliance*





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**Permit Management:** Proactive engagement with regulatory authorities to obtain and comply with necessary permits.

**Regulatory Updates:** Continuous monitoring of cultural heritage and environmental regulations, ensuring alignment with evolving standards.

### *Visitor Security*

**Security Measures:** Implementation of security personnel, surveillance technology, and emergency response plans to ensure the safety of visitors.

**Information Dissemination:** Clear communication of safety guidelines through signage and public announcement systems.

### *Monitoring and Evaluation*

**Key Performance Indicators:** Establishment of KPIs for ongoing assessment of visitor satisfaction, conservation efforts, and educational impact.

**Regular Evaluations:** Continuous monitoring and evaluation processes to adapt strategies based on real-time data.

### *Risk Management*

**Risk Identification:** Regular assessments to identify potential risks and challenges specific to managing the archaeological park.

**Mitigation Strategies:** Implementation of strategies to mitigate and manage risks, ensuring a proactive and resilient approach.

### *Continuous Improvement*

**Adaptive Management:** Embracing an adaptive management approach to continuously improve operations based on feedback, monitoring results, and emerging trends.

The Durankulak-Hamangia Archaeological Park operates as a dynamic hub, where the preservation of cultural heritage goes hand in hand with educational initiatives and immersive experiences, fostering a deep appreciation for the Hamangia culture and its historical significance.

## 5. The Archaeological Park as an Enterprise

The Durankulak-Hamangia Archaeological Park functions as both a guardian of cultural heritage and a dynamic enterprise, integrating preservation, education, and visitor

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engagement. In pursuit of its enterprise model, the park has a *mission to preserve and promote the Hamangia culture through sustainable conservation, immersive education, and community engagement, with a vision to become a premier archaeological destination celebrated for its cultural significance, educational impact, and positive community contributions.*

To achieve financial sustainability, the park employs various revenue streams. Ticket sales, offering special packages for guided tours, educational programs, and thematic events, constitute a primary source. The park encourages frequent visitors through annual memberships with exclusive benefits and a "Friends of the Park" program fostering local community support. Revenue is also generated through specialized educational programs, workshops, camps, cultural events, and sponsorships from local businesses and organizations.

Financial sustainability is further emphasized by exploring diverse revenue streams beyond ticket sales, including grants, partnerships, and collaborative projects. Efficient budget management practices are implemented to optimize resource allocation and ensure financial stability.

In terms of visitor experience and services, the park is committed to providing quality services such as guided tours, workshops, and educational programs to enhance visitor satisfaction. The Visitor Services Center, staffed by knowledgeable personnel, ensures a welcoming environment and disseminates information to assist visitors.

Marketing and promotion efforts focus on local and regional campaigns to raise awareness within the community and attract regional visitors. Leveraging online platforms, social media, and partnerships enhances visibility and broadens the park's audience reach.

Community engagement is a core element, involving active collaboration with local communities in park management for mutual benefits and local pride. Community education initiatives highlight the significance of archaeological heritage, fostering a sense of ownership and support.

Technology integration is implemented through online resources, including virtual tours and interactive exhibits, as well as mobile apps for self-guided tours, enhancing the overall visitor experience.

Continuous improvement and innovation are integral, with an adaptive management approach that incorporates feedback and ongoing operational enhancements.





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Exploring innovative approaches, including technology integration and unique events, ensures the park remains relevant and attracts diverse audiences.

Corporate social responsibility (CSR) initiatives include environmental stewardship through eco-friendly practices and contributions to the local environment. The park supports local communities through education, employment opportunities, and cultural initiatives.

Collaboration and partnerships are key strategies, involving stakeholder engagement with government bodies, educational institutions, and local businesses. Exploring public-private partnerships aligning with the park's mission enhances its offerings.

The Durankulak-Hamangia Archaeological Park, operating as an enterprise, strives to balance financial sustainability with its mission of preserving and promoting cultural heritage. Through diverse revenue streams, community engagement, and innovation, the park aims to safeguard the past and ensure a vibrant and sustainable future.

## VII. "Hamangia" Centre in Cernavoda, Romania

### 1. Background information on "Hamangia" Centre

According to the Urban Planning Certificate no. 248 of 19.09.2017, the investment objects "Hamangia Centre" and "Ganditorul Workshop" in Cernavodă Municipality have the following status:

- ✓ The land is located within the boundary of Cernavodă municipality according to the P.U.G. approved by the Local Council Decision no. 242/2014.
- ✓ The building (600,00 sqm land and building with structure Basement + Ground floor + 1 partial Floor) located at 19 Ovidiu Street belongs to the public domain of the City of Cernavodă according to the Local Council Decision no. 108/30.08.1999, amended and supplemented by the Local Council Decision no. 72/22.05.2000, published in the Official Gazette of Romania no. 646 of 30.08.2002.
- ✓ The building being under cadastral registration no. 103272-C1, C2, registered in the Land Register no. 103272 of the Municipality of Cernavoda - land and building of 727,00 sqm (C1 - with structure Basement + Ground floor + 1 floor =

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75 sqm, open area = 225,00 sqm, put into service in 1906, being in an advanced state of degradation, is registered in the Inventory of the City of Cernavoda - private domain, with inventory no.920 and C2 = 178 sqm, ruin) - located in Mihai Eminescu Street, no. 3B, is part of the private domain of the Municipality of Cernavodă, according to the Local Council Decision no. 211/13.08.2015. the building is located in the intravilane area of Cernavoda.

The Hamangia Center will operate in the current building of the "Axiopolis" History Museum in Cernavodă. The latter has been relocated and will carry out its activities in an adjacent building, demonstrating that the entire evidence of the city's history is centralized in this area of the city, making it very accessible to those who are lovers of culture and knowledge. The investments made for the development of the center include (a) the rehabilitation of buildings, restructuring, equipment, and decoration to support the Hamangia theme of the center and (b) the rehabilitation, decoration, and opening of its premises to passersby, tourists, visitors, etc.

The Thinker's Workshop, being the second component, is an experimental archaeology workshop. It is developed as a tourist service offering practical activities related to crafts and manual activities inspired by the presumed crafts of the Hamangia culture era. The proposed investments for the development of the Workshop include (a) the rehabilitation and equipping of the building and (b) the rehabilitation and equipping of its premises and transformation into an open-air pottery workshop.

## 2. Description of the Hamangia Centre

"The Hamangia Center" represents a cultural and museum complex focused on the ancient Hamangia culture, integrated into a Romanian-Bulgarian tourist project that emphasizes the valorization of the Hamangia Eneolithic heritage and resources, distinctive in Dobrogea and Europe. This tourist project is a primary achievement of the cross-border initiative aimed at the preservation and promotion of the unique cultural heritage "Hamangia - the beginnings of European civilization."

The Center consists of two entities that complement each other regarding their roles and perspectives:

- ✓ The Hamangia Center - a museum division focused on the Hamangia Culture, integrated into the "Axiopolis" History Museum from Cernavoda. The main





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objective of the center is to highlight and valorize the Hamangia Culture. The museum design was created with the expertise of the National History and Archaeology Museum from Constanța, which also supervises the "Axiopolis" Museum, where the Hamangia Center will be integrated.

- ✓ The "Thinker" Workshop - a space dedicated to experimental archaeology, designed for hands-on activities based on techniques and materials characteristic of the Eneolithic era. This workshop will carry out its activity within a historical building previously used as a tannery workshop.

### Description of the Interior Spaces of the Hamangia Center

The Hamangia Center will be equipped with specific museum display furniture, and the arrangement of reconstructions will be carried out in six distinct spaces on the ground floor of the building:

- ✓ Interactive Hall: This space will provide visitors with access to dynamic information about the Hamangia culture, including images of artifacts, maps, and various curiosities related to this culture.
- ✓ Funerary Chamber: This room will be dedicated to Neolithic funeral rituals, with the central point being the reconstruction of a specific tomb from the Hamangia Culture period.
- ✓ Neolithic Dwelling: Visitors will be able to explore a detailed representation of a Neolithic dwelling, emphasizing defining elements such as the hearth, bed, weaving loom, and various domestic tools, illustrating the organization and daily life of the inhabitants.
- ✓ Pottery Workshop: This space will showcase the art of pottery in the Neolithic era, with an impressive collection of clay and ceramic objects.
- ✓ The Thinker and His Woman: This room will focus on two emblematic statuettes for the Hamangia culture, offering detailed replicas of these works of art, which will become a major attraction of the center.
- ✓ Hamangia Culture in the European Context: This area, stretching from the entrance to the center to the room dedicated to the Thinker, will provide a comprehensive perspective on the Hamangia Culture, emphasizing its areas of influence and comparing it to other contemporary cultures in Europe. The collection will include a detailed map showing the expansion of the Hamangia Culture in the Baltic region and Asia Minor, alongside other contemporary





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cultures in Europe. Additionally, there will be exhibited paintings represent scenes from everyday life and ceramic decorations from that period, complemented by informative posters.

### Workshop Description

The workshop will be located in a historic building situated at Eminescu Street, no 3b. Although this valuable structure is not registered as a historical monument, it has remained unused until now. Through this project, it will be reintroduced into the public and tourist circuit:

This building, with a history of over a century, is located in the central area of the city of Cernavodă, within an urban site. After renovation, this building will contribute to the beautification and attraction of the city center.

Attributing the function of a workshop to this building evokes memories of traditional crafts, which the project intends to bring back to the community's attention.

The workshop will be accompanied by a specially designed area for outdoor clay pots modeling, offering practical activities for young people. Inside the complex, will be created a oasis and a space for expositions, and separate facilities for men and women will be available for all visitors to the venue.

### 3. Facilities and Services

The Hamangia Center, an oasis of culture and history, offers its visitors not only a journey into the past but also spaces for relaxation and contemplation.

#### ✓ Recreation Areas:

Visitors can enjoy moments of recreation in the two landscaped green areas, equipped with benches for their comfort. These represent ideal places for relaxation and reflection, thus enriching the cultural experience offered.

#### ✓ Safety and Security:

The safety of visitors and collections is essential. The Hamangia Center has surveillance cameras, exhibit protection systems, alarms, and trained personnel. In addition, there are well-marked emergency evacuation routes.





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#### ✓ Interactive Stations:

Spaces equipped with touch panels and advanced interactive technologies, providing additional details, educational activities, and virtual explorations of the center's collections.

#### ✓ Free Wi-Fi Access:

Providing internet access for visitors so they can look up additional information, share their experiences on social networks, or download apps and materials offered by the center.

Through these operational methods, the Hamangia Center positions itself as a cultural and educational landmark adapted to the needs and interests of its visitors.

### 4. Operations Overview. The Hamangia centre as an enterprise.

The museum center is a permanent institution and can be viewed as a non-profit enterprise, interpreted through three interdependent elements - location, human resources, and organization. If one of these three is missing, it cannot be considered a museum entity but another entity altogether.

Location - The building of a museum center sums up a series of functions, it must be suitable for the preservation and presentation of objects, for receiving visitors and for accommodating staff. All these functions involve special requirements. To protect the objects, measures are taken to regulate temperature, air humidity and lighting, as well as measures against fires, break-ins and thefts. For the public, it is important to have a clearly defined walking route through the building and all kinds of other facilities. The staff needs work rooms and other administrative spaces.

Thus, the Hamangia Center is organized in the building with the address at str. Ovidiu no. 19, Cernavoda. The building dedicated to the center consists of two building parts: the main part with the function of a museum center and a secondary part, with the office function, attached to the main part.

In the courtyard of the center, a green space for recreation was arranged, equipped with an access staircase to the Garrison building, which will become the historical museum section of the city of Cernavodă. The green space makes the transition and integrates the two buildings into a museum complex. It is illuminated and has a

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fountain as the central element of the landscape. Pedestrian walkways, lighting fixtures and benches complete the newly created assembly.

The aim of the center is, exclusively, the presentation and promotion of Hamangia Culture. The museum concept was created with the scientific contribution of the Museum of National History and Archeology in Constanta, which is the guardian of the "Axiopolis" Museum, of which the Hamangia Center will also be a part.

The second location, the arrangement of the Workshop is done in the building with the address at Eminescu str., no. 3b., an unlisted heritage building, unused for a long time, which is, thus, returned to the public and tourist circuit. The function assigned to the building as an atelier harks back to ancient crafts that the project brings to the public's awareness. The Thinker's Workshop is an experimental archeology workshop dedicated to practical crafting activities according to methods and materials specific to the Eneolithic period, namely the craft of clay processing, a special space dedicated to hands-on activities with children, students, young people, etc. The workshop is located in an old, abandoned building that once housed a leather workshop. The workshop is surrounded by an area set up for outdoor clay processing, hands-on activities for children. There is a green area and an exhibition pavilion in the premises. In the inner courtyard, there is a park and a sanitary group by gender, which serves the entire location.

The Hamangia Center, a significant cultural landmark, opens its doors to provide visitors with an unforgettable educational and cultural experience. With a modern and audience-oriented approach, this center combines tradition with innovation, offering a diverse range of services and activities. From flexible visiting hours and accessibility facilities to special events and pricing strategies, every aspect is designed to maximize visitor satisfaction and promote the values and cultural heritage of the region.

✓ Visiting Hours:

The Center operates on a flexible schedule designed to efficiently meet the needs of visitors. This includes extended hours, including weekends, while ensuring that specific days are allocated for maintenance and hygenisation.

✓ Circulation and Accessibility:





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The Hamangia Center offers a well-defined route, marked with signage and explanatory panels, connecting the Hamangia Center with the Workshop. The pathway is designed to be accessible to all visitors, with special facilities, such as ramps, for people with disabilities. Additionally, the buildings are equipped with suitable arrangements to ensure easy access for those with reduced mobility.

✓ Activities and Events:

In addition to permanent exhibitions, the Hamangia Center may host temporary events, educational workshops, and lectures. The "Gânditorul" Workshop is also equipped to support practical activities involving children, students, youth, and others. Relationship with schools and other cultural institutions can attract a diverse audience.

✓ Additional Services:

The Hamangia Center offers both audio guides and guided tours by the center's museum curators to provide visitors with a detailed perspective on the collections and the history of the place.

✓ Tickets:

Tickets for the Hamangia Center will be structured with the proposed target groups within our project. Thus, a pricing system elaborated to each category of visitors will be developed.

For example, school groups could benefit from special offer, while students and retirees might have reduced price. It would also be useful to introduce family tickets at advantageous prices for larger families. For frequent visitors, annual subscriptions or loyalty cards can be offered.

Furthermore, it would be interesting to propose themed days with free admission or significant discounts to attract a more diverse audience and promote specific events or temporary exhibitions.

All these pricing strategies will be designed not only to generate revenue but also to encourage the varied possible public access to the collections and events of the Hamangia Center. Special emphasis will be placed on financial accessibility, ensuring that culture is accessible to everyone.





## VIII. Infrastructure and Facilities

The success of the Hamangia cultural experience relies heavily on the infrastructure and facilities provided at both the Durankulak-Hamangia Archaeological Park in Shabla Municipality, Bulgaria, and the "Hamangia" Centre in Cernavodă, Romania. This section evaluates the current state of infrastructure at both locations and puts forth recommendations for improvements and developments in amenities, signage, and visitor facilities.

### 1. Durankulak-Hamangia Archaeological Park

#### *Current Infrastructure Evaluation:*

The park serves as a showcase of historical civilizations, featuring tombs, temples, settlements, and artifact exhibitions. The existing infrastructure facilitates the display of these significant archaeological findings. Integrated visitor security and management strategies are in place to ensure the protection of valuable artifacts and the safety of visitors.

#### *Recommendations for Improvements:*

- ✓ **Interactive Exhibits:** Enhance the visitor experience by introducing interactive exhibits that provide deeper insights into the archaeological discoveries. These can include touch panels, virtual reconstructions, and multimedia presentations.
- ✓ **Visitor Amenities:** Expand amenities such as seating areas, shaded spots, and information kiosks to enhance visitor comfort and convenience.
- ✓ **Educational Signage:** Implement educational signage strategically placed throughout the park, offering informative details about the archaeological sites, historical context, and the significance of the Hamangia Culture.

### 2. "Hamangia" Centre in Cernavodă, Romania

#### *Current Infrastructure Evaluation:*

The Hamangia Centre operates within the existing building of the "Axiopolis" History Museum. The rehabilitation and adaptation of this space have created designated





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areas for various cultural exhibits. The experimental archaeology workshop, known as the Thinker's Workshop, has been developed to offer practical activities related to the crafts and manual activities of the Hamangia culture.

### *Recommendations for Improvements:*

- ✓ **Accessibility Features:** Ensure the centre is fully accessible to all visitors, including those with mobility challenges. This may involve the installation of ramps, handrails, and other accessibility features.
- ✓ **Visitor Engagement Spaces:** Create designated spaces within the centre for visitor engagement, including discussion areas, interactive stations, and workshops.
- ✓ **Technology Integration:** Integrate modern technologies such as augmented reality (AR) or virtual reality (VR) to provide an immersive and educational experience for visitors.
- ✓ **Culinary Workshops:** Consider the addition of culinary workshops, allowing visitors to explore and experience the culinary practices of the Hamangia culture.

### *Joint Recommendations for Both Locations:*

- ✓ **Multilingual Signage:** Implement multilingual signage to cater to a diverse audience, ensuring that information is accessible to visitors from various linguistic backgrounds.
- ✓ **Visitor Facilities:** Upgrade visitor facilities, including restrooms, seating areas, and picnic spots, to enhance the overall visitor experience.
- ✓ **Sustainability Initiatives:** Introduce sustainable practices in both locations, such as waste management, recycling stations, and eco-friendly amenities, aligning with the broader goals of cultural and environmental preservation.
- ✓ **Digital Information Platforms:** Develop a digital platform or mobile application that provides real-time information, self-guided tours, and updates for visitors at both locations.

By addressing these recommendations, the infrastructure and facilities at the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre can be elevated, offering an enriched and seamless experience for all visitors.





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## IX. Visitor Experience Enhancement

The success of the joint tourist product, comprising the Durankulak-Hamangia Archaeological Park in Shabla Municipality, Bulgaria, and the "Hamangia" Centre in Cernavodă, Romania, hinges on the enhancement of the visitor experience. This section outlines strategies and initiatives aimed at elevating the overall satisfaction and engagement of visitors.

### ✓ Integrated Ticketing System:

Implement a unified ticketing system that allows visitors access to both the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre. This seamless approach simplifies the visitor journey and encourages exploration of both attractions.

### ✓ Cultural Passport Program:

Introduce a "Cultural Passport" program, offering special incentives or discounts for visitors who engage in activities at both locations. This encourages a comprehensive exploration of the joint tourist product.

### ✓ Guided Joint Tours:

Provide guided tours that seamlessly connect the Durankulak-Hamangia Archaeological Park with the "Hamangia" Centre. Knowledgeable guides can narrate the shared history, cultural significance, and archaeological marvels, creating a cohesive narrative for visitors.

### ✓ Themed Events and Festivals:

Organize themed events and festivals that celebrate the Hamangia culture. These events can include live demonstrations, traditional music performances, and cultural exhibitions, creating a vibrant and immersive experience for visitors.

### ✓ Interactive Workshops:

Offer interactive workshops that allow visitors to actively participate in traditional Hamangia activities. This can include pottery classes, archaeological digs, or hands-on experiences in crafting, fostering a deeper connection with the cultural heritage.

### ✓ Digital Augmentation:





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Integrate digital technologies such as augmented reality (AR) or virtual reality (VR) at key points in both locations. This provides visitors with engaging and educational digital content, enriching their understanding of the Hamangia culture.

✓ Culinary Experiences:

Introduce culinary experiences that showcase the flavors and culinary practices of the Hamangia culture. This may include cooking classes, tastings of traditional dishes, and partnerships with local restaurants offering Hamangia-inspired menus.

✓ Collaborative Marketing Campaigns:

Launch joint marketing campaigns that highlight the seamless connection between the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre. Emphasize the unique experiences offered by each location and the synergies created when exploring both.

✓ Visitor Feedback Mechanism:

Establish a robust feedback mechanism to gather insights from visitors. Regularly evaluate their experiences, preferences, and suggestions to continuously refine and enhance the joint tourist product.

✓ Educational Programs for Schools:

Develop educational programs tailored for schools, providing students with an immersive learning experience about the Hamangia culture. This initiative contributes to the cultural education of the younger generation.

By implementing these strategies, the joint tourist product aims to not only attract a diverse range of visitors but also ensure that their exploration of the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre is both enriching and memorable. This approach contributes to the sustainable promotion and preservation of the Hamangia cultural heritage.

## X. Collaborative Initiatives

In our commitment to delivering an enriched tourist experience, we emphasize collaborative initiatives between the Durankulak-Hamangia Archaeological Park in Shabla Municipality, Bulgaria, and the "Hamangia" Centre in Cernavodă, Romania.

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These strategies are tailored to foster partnerships and elevate the joint tourist product:

#### *Joint Promotional Campaigns:*

Develop comprehensive campaigns across various channels to showcase the unique offerings of both locations, leveraging social media, travel platforms, and traditional media for widespread awareness.

#### *Cross-Border Marketing Efforts:*

Craft marketing strategies emphasizing the interconnectedness of the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre, encouraging visitors to seamlessly explore both sites.

#### *Local Business Partnerships:*

Form collaborations with local businesses, including restaurants, accommodations, and souvenir shops, to offer joint promotional offers and discounts, enhancing the overall visitor experience.

#### *Educational Institution Collaborations:*

Establish partnerships with educational institutions in Bulgaria and Romania to create educational programs and field trips that contribute to cultural education and research related to the Hamangia culture.

#### *Government Bodies Engagement:*

Engage with relevant government bodies, tourism boards, and cultural authorities in both countries, seeking support for joint initiatives, infrastructure development, and policy advocacy.

#### *Event Sponsorships and Participation:*

Provide mutual support for events, workshops, and cultural celebrations organized by each location, including sponsoring joint events and leveraging combined resources for impactful gatherings.

#### *Collaborative Cultural Celebrations:*

Plan joint cultural celebrations showcasing the shared heritage of the Hamangia culture, featuring traditional performances, art exhibitions, and interactive activities to engage and captivate visitors.





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### *Tourism Package Collaborations:*

Collaborate on tourism packages offering a comprehensive experience that combines visits to the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre. Work with travel agencies to promote these packages and attract diverse visitors.

### *Information Exchange Platforms:*

Establish platforms for the exchange of information and best practices, facilitating regular sharing of insights, research findings, and visitor feedback to enhance the overall quality of the tourist product.

### *Joint Research Projects:*

Undertake collaborative research projects contributing to the understanding and preservation of the Hamangia culture. These projects will encompass archaeological studies, conservation efforts, and cultural heritage documentation.

These initiatives aim to fortify the connection between the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre, creating a supportive network that enhances the visitor experience, promotes cultural heritage, and contributes to the sustainable development of the joint tourist product.

## **XI. Community Engagement**

Recognizing the integral role of local communities in shaping and sustaining the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre, our community engagement strategies are designed to foster collaboration, inclusivity, and shared benefits.

- ✓ Conduct workshops with local community members, businesses, and leaders to gather insights, address concerns, and co-create strategies that align the joint tourist product with community needs and aspirations.
- ✓ Initiate cultural exchange programs involving local communities from both Bulgaria and Romania, fostering a deeper understanding of each other's heritage, traditions, and socio-economic contexts.
- ✓ Establish community advisory panels comprising representatives from diverse backgrounds to provide ongoing feedback, guidance, and suggestions for the sustainable development of the tourist product.





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- ✓ Prioritize local hiring and skill development initiatives, ensuring that community members actively participate in the operation, maintenance, and growth of the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre.
- ✓ Organize and support community events and festivals that celebrate the rich cultural tapestry of the region, encouraging active participation and creating a sense of pride and ownership among local residents.
- ✓ Implement educational programs in collaboration with local schools, offering students the opportunity to explore the Hamangia culture, archaeology, and history. Foster a sense of pride and cultural awareness among the younger generation.
- ✓ Collaborate with local artisans and craftsmen to showcase their products at both the archaeological park and the cultural center. This provides economic opportunities for local artisans and enhances the overall visitor experience.
- ✓ Establish transparent mechanisms for revenue sharing with local communities, directing a portion of the tourism-generated income towards community development projects, infrastructure improvements, and cultural preservation initiatives.
- ✓ Conduct awareness campaigns within local communities to promote responsible and sustainable tourism practices. Encourage residents to actively participate in preserving the natural and cultural heritage of the region.
- ✓ Support and facilitate community-driven events, markets, and exhibitions that highlight the unique offerings of local businesses, artists, and entrepreneurs, creating a vibrant and inclusive atmosphere.

By prioritizing community engagement, we aim to build a sense of ownership, pride, and collaboration among the local communities connected to the Hamangia Tourist route, ensuring that the joint tourist product becomes a source of shared prosperity and cultural vitality.

## XII. Marketing and Promotion<sup>9</sup>

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<sup>9</sup> Joint integrated marketing strategy of the tourism product "Hamangia"; Developed by: Municipal Foundation "Caron Limen" Shabla, Bulgaria, in implementation of Contract N D-112/13.07.2021 "Development of a joint integrated marketing strategy of the tourism product "Hamangia"" concluded within the project №ROBG-407 "Restoration of the unique common cultural heritage and promotion of the joint tourist product Hamangia - the first civilization of old Europe"





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## 1. Target audience for the Joint Tourist Route

The target audience for include:

Audience	Description
History enthusiasts	These are individuals who are passionate about history and eager to learn about ancient civilizations like the Hamangia culture. They are likely to be well-educated and interested in visiting historical sites and museums.
Archaeology buffs	These are individuals who are fascinated by the process of uncovering and studying ancient artifacts and ruins. They may have a background in archaeology or a related field, and they are interested in learning about the archaeological excavations and discoveries related to the Hamangia culture.
Cultural tourists	These are individuals who are interested in experiencing different cultures and learning about the history and traditions of different regions. They may be interested in the unique customs and traditions of the Hamangia civilization and in exploring the cultural heritage sites in the target cross-border region.
Families looking for an educational and fun vacation	Families with children who are interested in history and culture may also be a target audience for the "Hamangia" tourism product. The joint tourist route and innovative tourism services based on ICT could offer an engaging and educational experience for families, while also providing opportunities for recreation and leisure activities.

Table 1 Target audience

## 2. Specific characteristics of the target audience





There are some specific characteristics of the target groups in Bulgaria and Romania that should be taken into account when implementing the marketing strategy:

- *Local residents:* It is important to consider local residents as a potential target audience for the tourism product. They may be interested in learning more about the cultural heritage of their region, and promoting the product to them can help build support and awareness for the project;
- *Domestic tourists:* Domestic tourists from within Bulgaria and Romania may be attracted to the educational and cultural aspects of the product, as well as the opportunity to explore a new part of their own country;
- *European tourists:* The "Hamangia" route may also be of interest to European tourists, particularly those interested in history and culture. The proximity of Bulgaria and Romania to other European countries makes it a relatively accessible destination for European travellers;
- *Language considerations:* When promoting the tourism product, it is important to consider language differences between Bulgaria and Romania. Marketing materials should be translated into both Bulgarian and Romanian to ensure that they are accessible to a wider audience.
- *Cultural differences:* Although Bulgaria and Romania share some cultural similarities, there may be cultural differences between the two countries that should be considered too. It is necessary to tailor marketing materials to each country to ensure that they are culturally appropriate and effective in reaching the target audience.

Additionally, it is important to consider the age range of the target audience. While the product may appeal to a broad age range, it may be particularly attractive to older travellers who have more time and resources to invest in an immersive cultural experience.

Another consideration is the travel habits and preferences of the target audience. For example, some travellers may prefer to book their own accommodations and activities, while others may prefer to book a package tour that includes all aspects of the experience. It is important to offer a variety of options to cater to different travel styles and preferences.

Finally, it may be useful to consider the marketing channels that are most effective in reaching the target audience. For example, social media platforms like Facebook and Instagram may be effective in reaching younger travellers, while print advertisements in travel magazines may be more effective in reaching older travellers.





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### 3. Marketing strategies to promote the park locally and regionally

A dedicated Marketing strategy to promote the Hamangia product is developed, contracted by Shabla Municipality and should be consulted for further details on marketing strategies<sup>10</sup>. In this document we will present an extract of the specific tactics and activities that should be used to promote the Hamangia tourist product. This section includes all relevant details, such as timelines, budgets, and metrics for measuring success.

Tactics/Activities	Short description
Social media advertising	Develop and implement a social media advertising campaign on Facebook, Instagram, and Twitter. The campaign should target the identified target audience, using appropriate messaging and visuals.
Influencer marketing	Partner with travel influencers who have a following in Bulgaria and Romania. The influencers should create content that showcases the Hamangia tourist product and share it on their social media channels.
Search engine advertising	Develop and implement a search engine advertising campaign on Google and Bing. The campaign should target relevant keywords related to the Hamangia tourist product and the identified target audience.
Public relations	Develop a public relations campaign that targets local and national media outlets in Bulgaria and Romania. The campaign should focus on

<sup>10</sup> Joint integrated marketing strategy of the tourism product “Hamangia”; Developed by: Municipal Foundation “Caron Limen” Shabla, Bulgaria, in implementation of Contract N D-112/13.07.2021 “Development of a joint integrated marketing strategy of the tourism product “Hamangia”” concluded within the project №ROBG-407 “Restoration of the unique common cultural heritage and promotion of the joint tourist product Hamangia - the first civilization of old Europe”





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	promoting the unique cultural heritage of the Hamangia tourist product and the joint efforts of the two municipalities to create an integrated tourism experience.
Events and promotions	Plan and execute events and promotions that promote the Hamangia tourist product. These could include cultural festivals, guided tours, and discounts or packages for visitors.
Distribution	Develop partnerships with local and regional travel agencies, hotels, and tour operators to distribute information about the Hamangia tourist product. The partnerships should include joint promotions and packages that incorporate the Hamangia tourist product.

Table 2 Specific tactics and activities that can be used to promote the "Hamangia" tourist product

#### 4. Utilization of online platforms, brochures, and partnerships for promotion

To maximize outreach and engagement for the Hamangia route, a multifaceted approach leveraging online platforms, brochures, and strategic partnerships is proposed.

✓ Online Platforms:

**Interactive Website:** Develop an informative and user-friendly website for the archaeological park. Include engaging visuals, detailed information about attractions, interactive maps, and an online booking system for tours and events.

**Social Media Campaigns:** Launch dynamic social media campaigns across platforms like Facebook, Instagram, and Twitter. Regular posts showcasing archaeological discoveries, behind-the-scenes content, and user-generated content can generate buzz and attract a diverse online audience.

**Digital Advertising:** Utilize targeted digital advertising, including pay-per-click (PPC) campaigns and display ads, to reach potential visitors interested in cultural and historical tourism. Leverage data analytics to refine and optimize online advertising strategies.





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**Virtual Tours and Content:** Create virtual tours or 360-degree experiences that allow online visitors to explore key archaeological sites remotely. Develop engaging content such as blog posts, videos, and podcasts to share stories about the Hamangia culture, archaeological processes, and upcoming events.

✓ **Brochures and Print Materials:**

**Professionally Designed Brochures:** Produce visually appealing and informative brochures highlighting key attractions, historical significance, and visitor experiences within the archaeological park. Distribute these brochures at local tourism centers, hotels, and relevant cultural institutions.

**Collaborative Brochures with Partners:** Collaborate with local businesses, hotels, and neighboring attractions to create joint brochures. These collaborative materials can offer package deals, maps of cultural trails, and comprehensive guides that encourage visitors to explore the broader region.

**Educational Materials for Schools:** Design educational materials specifically for schools, including brochures and activity booklets. Distribute these materials to local educational institutions as part of educational outreach initiatives, fostering a sense of curiosity and connection among students.

✓ **Strategic Partnerships:**

**Travel Agencies and Tour Operators:** Form partnerships with travel agencies and tour operators, integrating the archaeological park into their tour packages. Offer special promotions, guided tours, and exclusive experiences to entice tourists through these established channels.

**Collaboration with Cultural Institutions:** Partner with museums, art galleries, and cultural institutions in the region to cross-promote each other's offerings. Joint events, ticket packages, and reciprocal marketing efforts can create a cultural network that enhances the overall visitor experience.

**Online Travel Platforms:** Establish a presence on popular online travel platforms such as TripAdvisor, Airbnb Experiences, and Google Travel. Positive reviews, engaging listings, and well-curated content can significantly boost visibility and credibility.

**Community and Local Business Partnerships:** Strengthen ties with local businesses by forming partnerships that mutually benefit the community and the archaeological park. Collaborate on events, promotions, and incentives for local residents to explore the park and support nearby businesses.





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By seamlessly integrating these online, print, and partnership strategies, the Hamangia route can create a comprehensive and compelling promotional framework. This approach not only enhances visibility but also ensures a cohesive narrative that resonates across diverse promotional channels and fosters sustainable community and regional tourism growth.

### XIII. Continuous Improvement Framework

Ensuring the perpetual enhancement of the Hamangia Tourist Route, our continuous improvement framework is designed to adapt, innovate, and refine the visitor experience in response to evolving trends and stakeholder feedback.

#### 1. Visitor Experience Enhancement:

Regularly solicit and analyze visitor feedback through various channels, such as surveys and social media platforms. Use this feedback to identify areas for improvement and prioritize enhancements that directly contribute to a more enriching and enjoyable experience.

#### 2. Collaborative Stakeholder Engagement:

Foster ongoing collaboration with local businesses, educational institutions, and government bodies. Establish regular forums for dialogue and idea exchange to ensure that the tourist route remains aligned with community needs, educational objectives, and governmental priorities.

#### 3. Strategic Promotional Campaigns:

Develop joint promotional campaigns that leverage the strengths of both the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre. Implement targeted marketing strategies to attract diverse audiences while maintaining a cohesive and compelling narrative.

#### 4. Adaptable Cultural Celebrations:

Participate in and support local events, workshops, and cultural celebrations. Integrate these activities into the Hamangia Tourist Route, providing visitors with a dynamic and immersive experience that goes beyond traditional tourism offerings.

#### 5. Technology-Driven Interpretation:





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Explore innovative technologies, such as augmented reality and interactive displays, to enhance interpretation along the route. Integrate digital storytelling elements that bring the Hamangia culture to life, catering to the preferences of modern tech-savvy audiences.

#### 6. Training for Stakeholders:

Organize training programs for staff, guides, and local businesses involved in the Hamangia Tourist Route. Ensure that stakeholders are well-informed about the cultural significance of the route and equipped with the knowledge and skills to deliver an exceptional visitor experience.

#### 7. Crisis Preparedness and Response:

Establish robust crisis preparedness and response plans for unforeseen circumstances. Conduct regular drills, engage with local emergency services, and coordinate with relevant authorities to ensure the safety and well-being of visitors.

#### 8. Environmental Sustainability Integration:

Conduct periodic environmental sustainability audits along the Hamangia Tourist Route. Implement measures to minimize the ecological impact, promote responsible tourism practices, and contribute to the preservation of the natural and cultural environment.

#### 9. Benchmarking Against Global Cultural Routes:

Regularly benchmark the Hamangia Tourist Route against global standards for cultural routes. Stay abreast of best practices in cultural tourism, participate in international forums, and seek accreditation to affirm the route's commitment to excellence.

#### 10. Dynamic Data Analysis:

Utilize data analytics to monitor key performance indicators, assess visitor demographics, and evaluate the economic impact of the Hamangia Tourist Route. Leverage insights to refine marketing strategies and tailor offerings to evolving visitor preferences.

Through this comprehensive continuous improvement framework, the Hamangia Tourist Route aims to evolve as a premier cultural destination, offering an authentic, engaging, and sustainable experience that resonates with visitors and contributes positively to the broader community.





## XIV. Monitoring and Evaluation

### I. Establishment of Key Performance Indicators (KPIs)

In ensuring the success and sustainability of the Hamangia Route, a robust system of Key Performance Indicators (KPIs) is established. These indicators are carefully selected to gauge various aspects of the park's performance and impact:

For each site with the route:

#### ✓ Visitor Engagement Metrics:

*Number of visitors:* Track the overall footfall to assess the popularity and reach of the archaeological park.

*Visitor demographics:* Understand the diverse profiles of visitors to tailor experiences and outreach efforts accordingly.

*Repeat visits:* Measure the rate of repeat visits to evaluate the park's ability to attract return visitors.

#### ✓ Conservation and Preservation Metrics:

*Infrastructure condition:* Regular assessments of the condition of infrastructure to ensure proper conservation efforts.

*Environmental impact:* Monitor and minimize the environmental footprint, including waste management and ecosystem preservation.

#### ✓ Educational Impact Metrics:

*Educational program participation:* Track the number of participants in educational programs, workshops, and guided tours.

*School engagement:* Measure the integration of route into school curricula and the participation of local schools in educational initiatives.

#### ✓ Community Involvement Metrics:

*Local employment rates:* Monitor the percentage of staff hired locally, contributing to community engagement.





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*Community feedback:* Solicit and analyze feedback from local communities regarding their involvement and perception of the park's impact.

✓ Financial Sustainability Metrics:

*Revenue generation:* Evaluate the financial performance of the route, considering ticket sales, merchandise, and collaborative ventures.

*Cost-effectiveness:* Assess the efficiency of operations and management to ensure financial sustainability.

## II. Regular Monitoring and Evaluation Processes

For each site with the route:

- ✓ Visitor Satisfaction Surveys: Conduct regular surveys to assess visitor satisfaction. Gather feedback on the overall experience, educational programs, and the effectiveness of interpretive materials.
- ✓ Conservation Audits: Periodic audits of conservation efforts to ensure the preservation of archaeological sites. Assess the effectiveness of preventive measures and make adjustments as needed.
- ✓ Educational Program Assessments: Regularly evaluate the impact of educational programs on participants. Measure knowledge retention, awareness levels, and the overall educational value delivered.
- ✓ Community Engagement Reviews: Engage in ongoing dialogue with local communities to assess their involvement and satisfaction. Use community meetings and feedback sessions to address concerns and optimize collaboration.
- ✓ Financial Performance Analysis: Conduct regular financial analyses to track revenue and expenditure. Evaluate the financial sustainability of the archaeological park and identify areas for improvement.
- ✓ Compliance Audits: Regularly review regulatory compliance to ensure that the archaeological park adheres to all relevant regulations and permits. Address any identified issues promptly.
- ✓ Adaptation and Improvement: Use monitoring and evaluation findings to adapt strategies, improve visitor experiences, enhance conservation practices, and refine educational programs. The goal is continuous improvement based on real-time data.

By implementing a comprehensive system of KPIs and regular monitoring and evaluation processes, the Hamngia route ensures that it not only meets its objectives





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but evolves dynamically, maintaining a high standard of performance and impact in the realms of conservation, education, and community engagement.

## XV. Budget and Funding

The implementation and sustained success of the joint management plan for the Hamangia Tourist Route involve careful financial planning. While each site maintains its independent management and budget, collaboration is essential to ensure seamless coordination and a unified visitor experience.

### ✓ Site-Specific Budget Allocation:

Develop individualized budgets for the Durankulak-Hamangia Archaeological Park and the "Hamangia" Centre, respecting their unique requirements, operational needs, and developmental goals. Allocate funds for routine maintenance, staffing, educational programs, and infrastructure improvements specific to each site.

### ✓ Collaborative Initiatives Fund:

Establish a collaborative initiatives fund to facilitate joint projects and marketing efforts between the two sites. Use this fund for shared promotional campaigns, collaborative events, and joint ventures aimed at enhancing the overall Hamangia Tourist Route.

### ✓ Potential Funding Sources:

Diversification of funding sources is essential for the financial sustainability of the Hamangia Tourist Route. Explore a range of avenues to secure funding for ongoing operations, development projects, and collaborative endeavors. Seek government grants at both local and national levels to support cultural preservation, tourism development, and community engagement initiatives. Align funding proposals with governmental priorities related to heritage conservation, regional tourism promotion, and educational outreach. Encourage private donations from individuals and businesses passionate about cultural heritage, archaeology, and tourism. Develop sponsorship packages for corporate entities interested in aligning their brand with the cultural significance of the Hamangia Tourist Route. Research and approach





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philanthropic foundations dedicated to supporting cultural projects, historical preservation, and community development. Develop compelling proposals that emphasize the educational and societal impact of the Hamangia Tourist Route.

✓ **Tourism Revenue Reinvestment:**

Allocate a percentage of tourism-generated revenue from both sites to a reinvestment fund. Direct these funds towards continuous improvements, visitor experience enhancements, and environmental sustainability projects.

✓ **Partnerships with Educational Institutions:**

Forge partnerships with educational institutions for research collaborations, student engagement programs, and joint funding opportunities. Explore grant opportunities specific to educational outreach and the integration of the Hamangia Tourist Route into academic curricula.

✓ **Collaborative Business Ventures:**

Explore collaborative business ventures with local enterprises, ensuring mutually beneficial partnerships that contribute to the economic sustainability of the route. Establish revenue-sharing models for joint ventures that align with the preservation and promotion of the Hamangia culture.

By adopting a strategic and diversified approach to budgeting and funding, the Hamangia Tourist Route aims to secure the financial resources needed for its sustained success while respecting the autonomy of each site in its financial management.

## XVI. Three-Year Action Plan

This three-year action plan integrates a cross-border element, fostering collaboration between Bulgaria and Romania to enhance the Hamangia route experience. The proposed measures focus on infrastructure development, educational outreach, revenue diversification, environmental conservation, and community engagement, creating a sustainable and culturally rich cross-border destination.

### 1. For the Durankulak-Hamangia Archaeological Park





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## Year 1: Establishing Foundations and Accessibility (Cross-Border Collaboration)

### Infrastructure Enhancement:

- ✓ Collaborate with relevant authorities in Bulgaria and Romania to secure funding for initial infrastructure improvements.
- ✓ Implement essential upgrades to enhance visitor facilities, signage, and accessibility features.

### Cross-Border Marketing Campaign:

- ✓ Develop a joint marketing campaign with tourism boards from both countries to promote the cross-border archaeological experience.
- ✓ Emphasize the unique cultural connection between the Durankulak-Hamangia Archaeological Park in Bulgaria and the "Hamangia" Centre in Cernavodă, Romania.

### Educational Outreach:

- ✓ Initiate collaboration with schools and educational institutions on both sides of the border to integrate the archaeological park into curricula.
- ✓ Launch joint educational programs involving students from both countries.

### Technology Integration:

- ✓ Implement a coordinated online booking system accessible to visitors from both countries.

## Year 2: Diversification and Sustainability

### Revenue Diversification:

- ✓ Explore cross-border partnerships with businesses and tour operators for package deals covering both sites.
- ✓ Investigate opportunities for joint grants and sponsorships supporting the sustainability of both sites.

### Themed Cross-Border Events:





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- ✓ Organize themed events spanning both sides of the border, celebrating shared aspects of the Hamangia culture.
- ✓ Collaborate with local artists, artisans, and cultural organizations from both countries.

#### Environmental Conservation Initiatives:

- ✓ Establish a joint environmental monitoring program with ecological organizations in both Bulgaria and Romania.
- ✓ Implement sustainable practices across both sites, demonstrating a commitment to environmental conservation.

#### Community Engagement Programs:

- ✓ Engage local communities on both sides of the border through joint community events, workshops, and cultural exchanges.
- ✓ Foster a sense of cross-border community ownership and pride in the archaeological heritage.

### Year 3: Consolidation and Regional Promotion

#### Regional Collaboration Forums:

- ✓ Host cross-border forums or conferences inviting stakeholders, experts, and authorities from both countries.
- ✓ Establish a framework for ongoing collaboration in the management and promotion of archaeological heritage.

#### Cross-Border:

- ✓ Encourage cross-border participation by providing exclusive events or discounts for members.

#### Digital Cross-Border Promotion:

- ✓ Strengthen the online presence through coordinated digital marketing efforts targeting a broader regional audience.
- ✓ Leverage social media platforms and influencers to showcase the cross-border archaeological experience.

#### Evaluation and Adaptive Management:

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- ✓ Implement a joint monitoring and evaluation system, regularly assessing the impact of cross-border initiatives on visitor numbers, satisfaction, and revenue.
- ✓ Adapt the management strategy based on insights gained from the evaluation process.

## 2. For the Hamangia Centre

### Year 1: Cross-Border Tourist Component and Development of the Tourist Route

#### Contributing to the Development of the Hamangia Tourist Product:

- ✓ Collaborate with the Bulgarian partner to develop the Hamangia tourist route, integrating innovative ICT.
- ✓ Educate visitors with a unique and authentic experience, providing information about the rich cultural history of the region.
- ✓ Diversify tourist offerings in Bulgaria and Romania, attracting culturally and environmentally conscious tourists.

#### Development of the Tourist Route:

- ✓ Collaborate with local artists for temporary art exhibitions along the route.
- ✓ Create interactive stations for visitors to interact with artifact replicas or participate in themed workshops.
- ✓ Organize school trips with adapted didactic materials and ensure eco-friendly facilities and activities.

### Year 2: Cultural-Educational Component and Digitization of Activity

#### Development of Partnership Relations:

- ✓ Form partnerships with local businesses, restaurants, and tourist attractions for joint marketing campaigns.
- ✓ Collaborate with tourism operators for guided tours on the Hamangia tourist route, providing engaging and educational experiences.
- ✓ Partner with universities and research institutions for joint studies and projects related to Hamangia culture.

#### Digitization of Activity:





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- ✓ Utilize technology for enhanced visitor experiences, including interactive exhibits, virtual tours, and online booking systems.
- ✓ Develop a website and social media presence for the Hamangia Centre, participating in online sessions and platforms like Google Arts & Culture.

### Year 3: Communication and Promotion Component

#### Realization of a Good Marketing Strategy:

- ✓ Develop and implement a marketing strategy for the Hamangia product.
- ✓ Promote the center locally, regionally, nationally, and internationally, establishing a unique visual identity.
- ✓ Conduct visitor studies to identify consumer profiles and improve relevance.

#### Advertising and Promotion:

- ✓ Participate in fairs and exhibitions, creating awareness on social media platforms.
- ✓ Implement awareness campaigns in schools and universities, attracting a diverse audience.
- ✓ Organize special events, such as Museum Night, for a wider audience.

#### Innovative Cultural Programs:

- ✓ Valorize heritage through permanent and temporary exhibitions, educational projects, and publications.
- ✓ Develop educational programs for different age groups, collaborate with academic institutions, and participate in annual events.
- ✓ Invite contemporary artists to create works inspired by Hamangia culture, bridging the past and present.

*Note: The action plan for each component aligns with the overall strategy of the joint management plan, fostering collaboration, sustainability, and a rich cultural experience across borders.*

## XVII. Conclusion

The Joint Management Plan for the Hamangia Tourist route represents a comprehensive strategy aimed at fostering cross-border collaboration, promoting





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cultural heritage, and enhancing the overall visitor experience. Key highlights include:

- ✓ **Cross-Border Collaboration:** The plan emphasizes collaborative efforts between Bulgaria and Romania to create a seamless and culturally rich experience for visitors. The integration of the Durankulak-Hamangia Archaeological Park and the Hamangia Centre into a joint tourist route exemplifies this cross-border approach.
- ✓ **Development:** Year 1 focuses on establishing foundational improvements. The objective is to create a solid foundation for an immersive and accessible visitor experience.
- ✓ **Diversification and Sustainability:** Year 2 highlights initiatives to diversify revenue, explore cross-border partnerships, and organize themed events that celebrate the shared cultural heritage. Environmental conservation and community engagement are integral components, contributing to the sustainability of both sites.
- ✓ **Consolidation and Regional Promotion:** In Year 3, the plan aims to consolidate achievements and promote regional collaboration. Forums, a cross-border membership program, and digital promotion strategies are implemented to strengthen the joint tourist route's regional presence.
- ✓ **Cultural-Educational Programs:** The Hamangia Centre's three-year plan emphasizes the development of partnerships, digitization of activities, and a strong focus on cultural and educational programs. Collaborations with local businesses, universities, and artists contribute to a vibrant and educational experience for visitors.
- ✓ **Marketing Strategy:** The plan underscores the importance of a robust marketing strategy for promoting both the Durankulak-Hamangia Archaeological Park and the Hamangia Centre. Leveraging digital platforms, social media, and participation in events are key components to increase visibility.

Next Steps for Implementation, Evaluation, and Continuous Improvement:

The immediate focus is on implementing the proposed infrastructure enhancements, collaborative marketing campaigns, and educational programs. Coordination with





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relevant authorities, local businesses, and educational institutions is crucial during this phase.

A joint monitoring and evaluation system will be implemented to assess the impact of cross-border initiatives, visitor satisfaction, and revenue generation. Regular reviews will provide valuable insights for adaptive management.

Mechanisms for ongoing evaluation and enhancement are embedded in the plan. Regular reviews of visitor feedback, incident reports, and collaborative improvement initiatives will ensure continuous refinement of the joint tourist route and cultural programs.

Engaging stakeholders, including local communities, businesses, educational institutions, and government bodies, will be an ongoing process. Regular collaboration and feedback mechanisms will contribute to the success of the joint management plan.

Forums and conferences will facilitate ongoing collaboration between stakeholders, experts, and authorities from both countries. Establishing a cross-border membership program and strengthening digital promotion will further enhance regional cooperation.

In conclusion, the Joint Management Plan sets the stage for a sustainable, culturally rich, and collaborative cross-border tourism experience. Implementation, evaluation, and continuous improvement are integral to achieving the overarching goals of preserving cultural heritage, promoting regional collaboration, and providing visitors with a memorable and educational journey.

