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# MANAGEMENT PLAN



## FOR AWARENESS RAISING ABOUT THE ROMAN CULTURAL AND ARCHAEOLOGICAL LOCATIONS





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## INTRODUCTION

This plan is developed under the activities of the project “Ancient roman cultural heritage interactive visualization environment for the cross border area between Bulgaria and Romania” (ARCHIVE) and the main aim is to guide for improvement of the awareness about the Roman cultural and historical heritage. The managing plan was prepared based on the developed “Strategy for popularization of the Roman heritage” and the SWOT analysis.

Development of management plans for the World Heritage properties is required according to Article 5 of the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972). The World Heritage Committee adopted strategic guidance that may affect management of the heritage over the years. In 2002, the Committee adopted four Strategic Objectives to which was added a fifth in 2007. Known as the five ‘C’s, one of the current five Strategic Objectives is: “Increase public awareness, involvement and support for World Heritage through Communication”.

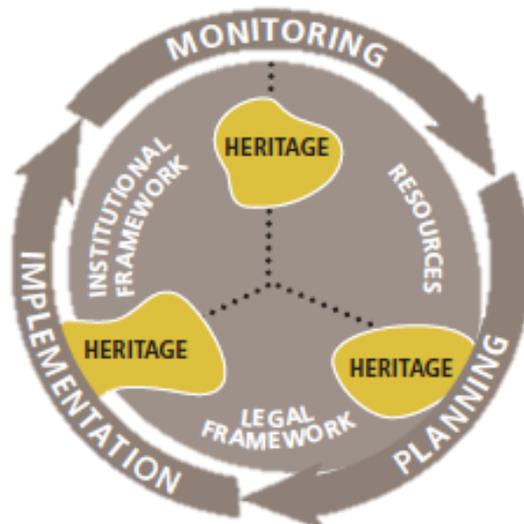
In the document “Communication from the commission to the European parliament, the Council, the European economic and social committee and the Committee of the regions - Towards an integrated approach to cultural heritage for Europe” [1] the raising awareness about the cultural and historical heritage is analyzed and discussed. According to this in order to strengthen Europe's position in the field of cultural heritage preservation, restoration and valorization, there is a need to:

- encourage the modernization of the heritage sector, raising awareness and engaging new audiences;
- apply a strategic approach to research and innovation, knowledge sharing and smart specialization;
- seize the opportunities offered by digitization, to reach out to new audiences and engage young people in particular;

The Romanian Ministry of Culture is the main government body responsible for cultural heritage. It has a network of 41 county culture directorates and that of Bucharest. It is assisted by three advisory bodies: The National Commission for Historical Monuments, the National Archaeological Commission and the National Commission for Museums and Collections. National, regional and county museums play an important role in research, protection and valorization of cultural heritage in their areas.

The Bulgarian Cultural Heritage Act says that mayors of the municipalities should organize and coordinate the implementation of the policy on the protection of cultural heritage on the territory of the municipality, such as: assist the activities of search, study, preservation and popularization of cultural heritage according to their powers.

One of the three processes of a Heritage management system, defined in the Resource manual “Managing cultural world heritage”, is planning. The three elements (Planning, Implementation and Monitoring) come together to make a management system function and to deliver results.



**PLANNING:** Understanding the ‘who’ of decision-making, deciding what objectives to reach, what actions to take and what the timeframe will be, and recording these proposals so as to communicate them to others and to review progress at every stage.

## OVERVIEW AND THE NEED OF A MANAGEMENT PLAN FOR RAISING OF THE AWARENESS ABOUT THE ROMAN CULTURAL AND ARCHAEOLOGICAL LOCATIONS

During the Roman period, the Danube divided the Empire from the barbarian nations. At that time the river was a frontier, or part of the so-called Limes Romanus. The Limes had total length of around 5000 km, and within the present-day Bulgarian territories its length is 471 km. In some sections, the Limes in Western and Central Europe is enlisted as World Cultural Heritage under the protection of UNESCO. Along the Lower Danube the forts of the Roman frontier are still unknown to the wider audience and need a decisive support for raising the awareness for the Roman culture, since it stands at the foundations of the contemporary European civilization.

The recognition of the Roman cultural and historical past requires knowledge about its composite segments - sites, cuisine, material world, religion. A separate integrative part is represented by the composition of the population, divided along ethnical characteristics, gender, obligations and functions.

Men from all corners of the Roman Empire served in the military forts along the Limes. They also brought here the dedication to their gods, despite the fact that they were obliged to worship the supreme Roman deities. There was also a cult for the Roman Emperor. In addition, the worship to the military standards was an important element of the Roman religion. Thus, in camps “co-existed” Roman, Hellenic, Thracian, Celtic and Eastern deities.

Local cults were extremely strong and lived for a long period of time. This is suggested by the large number of bronze statuettes and votive plates, discovered in the region. Among the most widely spread cults is the one to the Thracian Horseman - the hero, most commonly depicted as warrior on a horse. Both military camps and civilian settlements had sanctuaries, dedicated to the Heroes. A popular patron-god of the Limes warriors was also Heracles. Special worship was paid to the god Mithras. His cult was



related to the dying and ever resurrecting Sun. The rituals and sacrifices - the mysteries, were conducted in mithraea - natural caves or temples. The mithraea had altars with votive inscriptions and statues of lions and other animals, associated with the planets of the Solar system.

The Roman heritage in the Bulgarian lands has always been noted with great interest by large number of foreign researchers and travelers. For the Bulgarian audience, it remains part of an Antiquity, a path to which is hard to be discovered. Goods, beliefs and people from across the globe crowded at the Danube ports. Some of this richness can be seen today exhibited in the museums. The exhibits are also evidence that both - in Roman times and today, people sought for what connects them, not for what divides them. The Danube border makes the provinces different, but does not divide them from the center of the state. The Limes has no individual life, but is affirmed as an essential section of the Empire. Thanks to historians and archaeologists, the regions of Constanta, Rousse, together with Svishtov, Belene, Tutrakan and Silistra, have the highest potential for turning the heritage of the Roman Limes into a resource for local development. And this means not only to secure and study the Roman Danube Limes, but also to share it with everyone, who considers it part of the World cultural.

According to the Law for Cultural Heritage, the Roman forts of Sexaginta Prista, Novae, Iatrus, Durostorum, Abritus, Dimum, Trimammium, Transmarisca, and “Kaletu” near Svalenik are cultural heritage, and according to the same law, they are immovable cultural valuables. According to the Romanian laws (Law on the protection of historical monuments and Romanian Law on the protection of historical monuments) the selected sites Tropaeum Traiani, Sacidava, Callatis, Histria, Tomis, Ulmetum, Carsium and Capidava are immovable cultural heritage. The knowledge for these sites, the history of their excavations, as well as the stories, contained by them, are of essential significance for increasing the awareness for the Roman heritage. The selection of goals, priorities and measures is required for its implementation, which are to lead to increase of information regarding the heritage of the Roman Limes along the Lower Danube.

## GOALS, PRIORITIES AND ACTIVITIES

The goals, the priorities and the activities, laid in the strategic approach during the creation of the present plan, corresponds to the potential, the scientific knowledge and the existing context, described so far. They are to be used as main resource in the actions for achieving the desired vision for increasing the awareness for the Roman culture. The fields of intervention for achieving higher quality, effectiveness and efficacy are: preservation of natural and cultural heritage, complex development of tourism, use of economy of knowledge; uses of the cultural landscape.

### ➤ The goal

*The main goal of the management plan is achieving an increase of awareness for the Roman culture and heritage, through presenting to the public the topic of "The Danube Roman Limes".*

### ➤ Priorities

#### • Priority 1

Establishing conditions for presenting the uniqueness of the Roman heritage along the Lower Danube

#### • Priority 2

Establishing conditions for the development of a "Limes" museum brand.

Priority 1 requires an approach of valorization of the rich natural and cultural heritage and the activation of the natural and anthropogenic tourist resources in the Lower Danube region, for unlocking its tourist potential and implementation of an added

value; binding the recreation tourist zones and landscapes through cultural and tourist routes.

The most suitable instrument for implementing the principles of information and publicity regarding the increase of awareness for the Roman culture and heritage is the execution of a program, which is to be directed towards all target groups of visitors. The main goals of the program are:

- To present and popularize the priorities, goals, results, benefits and positive effects of its execution regarding the increase of awareness for the Roman culture and heritage.
- To contribute to the formation of public support, which reflect the shift of adjustments regarding the Roman heritage.

***Leading principles of the program are:***

- Focus - clearly defined goal and target group of each communication message, related to the increase of awareness for the Roman culture and heritage;
- Transparency - clarity and universal coverage of the information for the increase of awareness for the Roman culture and heritage, distributed in the public space;
- Accessibility to information - distribution of the communicated information regarding the increase of awareness for the Roman culture and heritage to the largest number of interested parties;
- Quality of the information - comprehensiveness, immersion and analytical approach of the communicated messages, related to the increase of awareness for the Roman culture;

- Diversity and reliability of the used communication channels and communication tools - identification of the publicly significant instruments and channels for communication, serving for connection with the interested parties in the increase of awareness for the Roman culture and heritage;
- Effectiveness of the communication messages - purposeful orientation of the information flow, serving to increase the awareness for the Roman culture and heritage in direction towards forming active public adjustments;
- Positivity of the communication messages - building a climate of trust and empathy with all interested parties, regarding the effective increase of awareness for the Roman culture and heritage;
- Wide partnership, cooperation and teamwork in the communication exchange.

***The specific goals of the program are outlined in the following directions:***

- Construction of the foundation for increasing the awareness for the Roman culture and heritage through:
  - Using all type of internet and social medias for introducing the wide public with the vision, priorities and goals for increasing the awareness for the Roman culture and heritage;
  - Elaboration and distribution, including in the internet, of information and communication materials for increasing the awareness for the Roman culture and heritage and their periodical update;
- Informing all of the interested parties for the planned activities and the achieved results regarding the increasing the awareness for the Roman culture and heritage through:



- Organizing periodical briefings and media publications for introducing the interested parties and the wide public to the increasing the awareness for the Roman culture and heritage.
  - Organizing purposeful PR campaigns for presenting the achieved results on behalf of the interested parties according to the priorities.
  - Attracting the support of all interested parties for achieving the goals of increasing the awareness for the Roman culture and heritage through preparing and distribution of information and communication materials for the priorities in increasing the awareness for the Roman culture and heritage.
- Stimulating the engagement of all interested parties in executing the increasing the awareness for the Roman culture and heritage through:
    - Organizing discussion meetings with representatives of the interested parties for harmonizing the emerged differences in the implementation of the increasing the awareness for the Roman culture and heritage;
    - Publishing and distributing communication and information materials for best practices, related to the implementation of increasing the awareness for the Roman culture and heritage.

***For the implementation of the communication program the following approaches for constructing an adequate and reproducing information environment can be used:***

- Delivering of topical and sufficient information to the public space;
- Searching feedback for the communicated information;



- Precise selection of the separate information fragments and their location within the space of the media with the aim of increasing multiplication of the messages.

*This program is based on the application of several main forms:* direct communication, communication through the mass-media, communication through the internet and information materials, working with partners.

- The direct communication aims at presenting an opportunity for the interested parties and the wider audience to share opinions, points of view and proposals within discussions and debates.
- Communication through the mass-media. It is important to regularly and systematically deliver information regarding the execution of the increasing the awareness for the Roman culture and heritage through:
  - Press-conferences, briefings, messages to the media.
  - Presenting the archaeological excavations and scientific studies to the media with the aim of accumulating interest.
- Communication through the internet and information materials. Maintenance and update of information for increasing the awareness for the Roman culture and heritage in the websites of the responsible institutions. Elaboration and publishing of thematic information materials with consideration of the visions, the goals and the priorities of the increasing of awareness for the Roman culture and heritage of the Regions of Rousse and Constanta.
- Working with partners. Assigning to every partner information and communication functions in increasing the awareness for the Roman culture and heritage. Civil

initiatives, directed towards groups, which can hardly be reached through the means of mass communication, will also be supported.

In order to achieve the goals and the implementation of the activities of the present program, it is necessary its operative execution to be delivered to public relation specialists in the institutions of the interested parties, which are to be directly engaged with the observation and the coverage of the information flows, related to the implementation of increasing the awareness for the Roman culture and heritage in the municipalities of which territories are located the selected sites in Bulgaria and Romania.

**Priority 2 requires a systematic work for the setting conditions for the development of a "Limes" museum brand. One specific goal can be formulated in this direction:**

**Specific goal 2.1** The development of specific museum forms of education and harmonization of the services quality with the European and world standards.

For the fulfilling the specific aim, the following activities are planed:

1. Stimulating the production and organization of historical reenactments of the Roman everyday and holiday life at the archaeological sites - through recreating thematic entities, related to the Roman heritage, through the use of Roman cuisine and in combination with local traditional craft;
2. 2. Presenting the archaeological excavations on the forts along the Lower Danube not only as an element in the study of the past, but also as a positive example for revealing heritage through:
  - Sharing the results with the media, presentations to different audiences;

- Popularizing the names of Roman citizens, which have become famous from local stone inscriptions, and including the names in education modules;
  - Popularizing individual artifacts, which are to affirm as symbolic for a specific site.
3. Installing direction signs - along international and first-class roads, along municipal roads, which are to direct towards Roman heritage sites;
  4. Installing information boards - for specific sites of the Limes, as well as for segments of the Limes sites;
  5. Installing nomination boards - for the name of each specific site of the Limes (name in Latin, years of existence);
  6. Using new technologies for digitalization and increasing the digital cultural heritage. This process will raise the awareness of the Roman cultural heritage and will increase the number of the tourists. Technologies like: web platforms and mobile applications, 3D printing, virtual games, augmented reality etc. can be applied.
  7. Work on establishing a “Limes” brand through:
    - Exhibiting movable cultural valuables from the Limes in the museums of the towns along the Danube. The result leads to the rapid increase of awareness for the Roman culture and recognition of the “Limes” brand.
    - Creating a list - “100 miracles from the Danube Limes”. Establishing a corpus of artifacts, unknown to wider audience, but representative for each of the selected sites.

8. Elaboration of a program for the integration of the Roman Danube Limes into cultural networks from higher territorial level, through its inclusion in programs in the municipalities along the Lower Danube - in cultural routes from the corresponding regions in Romania and Bulgaria, in national historical related cultural routes, in the historical corridors of Europe - the "Roman Emperors and the Danube Wine Route".
9. Elaboration of a program for the popularization of archaeological valuables, through expanding the publication activities and the advertisement activities in internet websites.
10. Preparing education programs for work with children, growing-ups, youths, as well as adult visitors of all ages
11. Preparing program for unified visual-information announcing and presentation of the Danube Roman Limes, including visualizing information boards on the sites
12. Elaborating marketing strategy for promoting the Danube Roman Limes as a world valuable of the national and European tourist markets.
13. Elaborating a program for visitor's management, with the aim of increasing the quality of tourist services.

## STRATEGY FOR IMPLEMENTATION OF THE MANAGEMENT PLAN AND SUSTAINABILITY

For implementation of the management plan, activities as the following, for example, have to be included:

- Planning of the financial maintenance
- Establishing of purposeful and tangible indicators for the progress and success
- Active involving of all the interested parties
- Gaining contribution of the wide public, private and government institutions
- Monitoring of the execution of the plan and the activities
- Documenting and disseminating the results
- Targeting the financial resources generated by the cultural heritage to its maintenance and preservation

The management plan have to be regularly updated to ensure that the goals, tasks and specific actions keep focusing on the most important issues and serve as effective tools for increasing of awareness for the Roman culture and heritage.

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