



**ISCTBL 2021**

INTERNATIONAL SCIENTIFIC CONFERENCE

Универзитет „Гоце Делчев“ –  
Штип

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Shtip

Факултет за туризам и бизнис  
логистика

Faculty of Tourism and  
Business Logistics

**Четврта Меѓународна Научна Конференција  
Fourth International Scientific Conference**

**ПРЕДИЗВИЦИТЕ ВО ТУРИЗМОТ И БИЗНИС  
ЛОГИСТИКАТА ВО 21 ВЕК**

**CHALLENGES OF TOURISM AND BUSINESS  
LOGISTICS IN THE 21ST CENTURY**

**ЗБОРНИК НА ТРУДОВИ  
CONFERENCE PROCEEDINGS**



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**Социо-економски импликации на КОВИД-19: намалување на**  
**разликите и справување со дистрибутивните влијанија во различни**  
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**Прва сесија: Бизнис логистика и бизнис администрација**

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**Panel session**

**Socio-economic implications of COVID-19: reducing disparities and addressing distributional impacts in different sectors**

Session chair: Tatjana Boshkov, Assoc.professor and Dean at Faculty of tourism and business logistics, „Goce Delcev University – Stip, N. Macedonia

Panelists

1. Gligor Bishev, University professor and Management Board Chairman, Sparkasse Bank, N. Macedonia
2. Zarko Radjenovic, PhD, Research Associate, Innovation Center, University of Nis, Serbia
3. Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia

**Moderators**

**First session: Business logistics and business administration**

Tatjana Boshkov, PhD, Dean at Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia

**Second session: Tourism, hospitality and gastronomy**

Natasha Miteva, PhD, Vice-Dean for Education, Faculty of Tourism and Business Logistics, Goce Delcev University – Stip, N. Macedonia





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**FACULTY OF TOURISM AND BUSINESS LOGISTICS**

**ЧЕТВРТА МЕЃУНАРОДНА**  
**НАУЧНА КОНФЕРЕНЦИЈА**

**FOURTH INTERNATIONAL**  
**SCIENTIFIC CONFERENCE**

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19 ноември, 2021, Штип / Shtip, November 19<sup>th</sup>, 2021

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## TOURISM MANAGEMENT THROUGH PLANNING DOCUMENTS AT REGIONAL AND LOCAL LEVEL

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### Abstract

Medium-term strategic planning documents at different levels NUTS 1,2,3; LAU 1, are crucial for tourism management. Tourism is defined as a priority area of development for the municipality of Antonovo. The developed Plan for integrated development of the municipality of Antonovo (PIDM) provides an opportunity for programming goals and measures related to the tourist development of the municipality.

**Keywords:** Tourism Management; Planning strategic documents; Tourist potential; Tourist development of the municipality.

JEL: M12, M50

### Introduction

Tourism is one of the main priorities of the state - general and regional policy in the Republic of Bulgaria. It is aimed at creating and maintaining optimal conditions for achieving balanced, sustainable and integrated development of the sector in the municipalities and regions of the country. The essence and goals of this policy are based on established principles - in the European Union and Bulgaria, the main of which are: common approach to planning, organization, monitoring and coordination, concentration of resources, providing additional funding (external and national) for tourism, territorial coherence with other structure-determining policies, synchronized application of instruments and activities at national, regional and local level, stimulating and realizing the priority development of the branch. The integration of the sectoral policies and activities in vertical and territorial section in the country for certain periods builds the foundation of the general (national) policy for the development of tourism. The aim is to make a sustainable transition to increase the regional efficiency of the industry through uniform criteria for organization, planning and management of tourism activities in the country. As a result, the competitiveness of the tourist product (at regional, national and international level), protection of consumers of tourist services and the establishment of Bulgaria as a sustainable tourist destination will be ensured (Analysis of ..., 2011).

One of the most important features in the development and organization of the tourist economy is its regionality. It is a result of the territorially separate natural complex, the uniqueness of the location, the anthropogenic resources /cultural and historical heritage/, the strong spatial contrasts in the distribution of the population, the economy, the ecological situation and the cultural - service activities (Dimov & Markov, 2005).

It follows that for the regional development of tourism, an important prerequisite are the complexity, diversity and uniqueness of the general and specific conditions of each region. It is true that „every point of the earth today is a possible place for tourism, but the quality of the tourist product is perceived by

the tourist in terms of all elements, not element by element“. For the development of tourism, therefore, it is important to specify the locations of tourist activity - tourist destinations (Rakadzhyska, 2017).

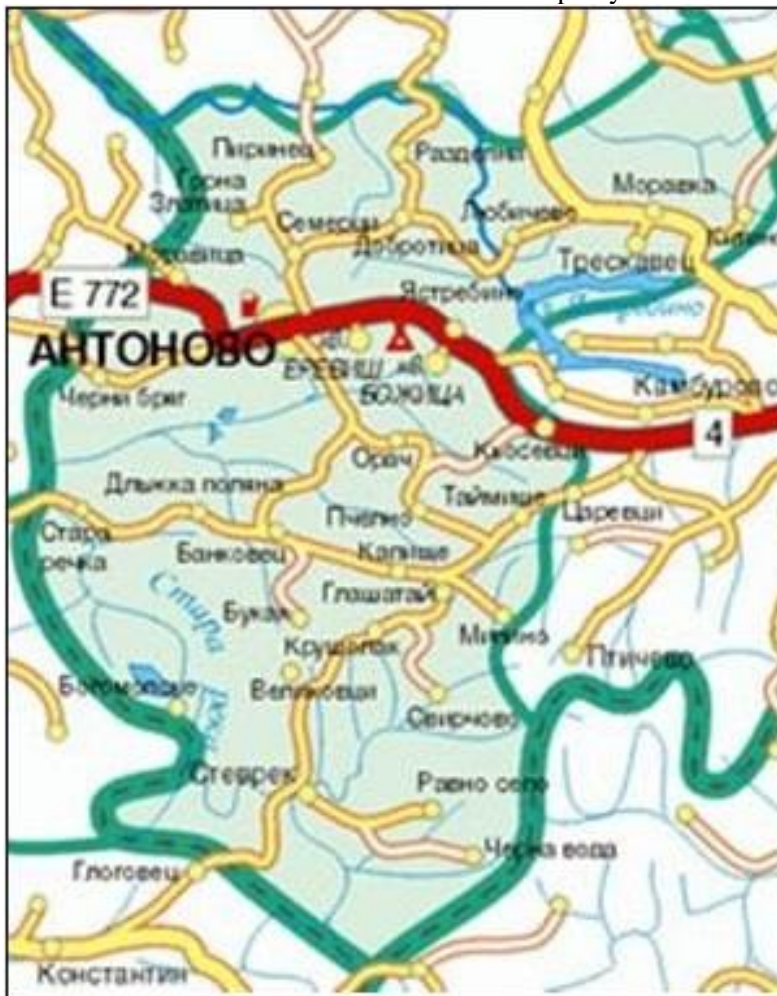
The justified policy for territorial development of tourism in Bulgaria will limit and overcome the growing regional contrasts in the socio-economic and cultural sphere of the country. In practice, this means the implementation of an effective tourism policy in the undeveloped or poorly developed areas, characterized by favorable natural and anthropogenic tourist resource potential (Simeonov, 2015).

*The subject* of the research are the policies in the normative documents aimed at tourism. *The object* of study are the medium-term strategic documents and their application in the field of tourism. *The aim* is to trace the management opportunities for tourism development in the strategic documents of the municipality of Antonovo for the current programming period.

### Exposition

Antonovo Municipality is located in northeastern Bulgaria, within the administrative district with the center in Targovishte. The municipality consists of 60 settlements, all of which are villages, except the administrative center of Antonovo (fig. 1). The municipality has a favorable transport and geographical position which greatly facilitates access to the most attractive tourist resources.

Figure 1: Administrative-territorial structure of Antonovo municipality



Source: <https://antonovo.bg/>

Tourism is defined as a priority area of development for the municipality of Antonovo. The municipality has significant resources for the development of types and forms of tourism. There are 137 immovable cultural values on the territory of Antonovo municipality. There are also several historical sites. One of them is the Roman bridge near the village of Stevrek.

In the immediate vicinity of the town of Antonovo, near the village of Malogradets, is the area „Konstantin Tepe“. An ossuary was erected in Antonovo in gratitude to the 112 victims of the anti-fascist resistance, and an architectural and sculptural ensemble was built – „Klada“ on the site where the bodies of killed partisans and members of the Tuzla detachment were burned.

There are two permanent photo exhibitions in the village of Yastrebino. In the school where the six children from the village studied and in the house of Tsenka and Tsvetanka. There is a museum collection in the village of Malogradets, and an art gallery in the Bozhitsa district. In the village of Cherna Voda is the so-called an old mosque, in the frescoes and arrangement of which are woven threads of Christian customs.

The annual celebration of the town of Antonovo is held annually on January 17, during which the Day of Religious Tolerance and Antonov Day are celebrated. The city's traditional annual fair is held 50 days after Easter.

Local fairs are held in the villages of the municipality: May 24 in the villages of Stevrek and Yastrebino; around St. George's Day in Izvorovo and Semertsii; May in the village of Lyubichevo; around Petkovden in the village of Moravitsa; after the feast of the Holy Spirit in the village of Dluzhka Polyana. Offering artistic programs by the groups of Chitalishte „Hristo Botev 1921“ Antonovo: two dance groups, folk and old city songs, satirical group, theater - adults, children's theater studio.

Offering programs from rural community centers - Stevrek, Treskavets, Yastrebino, Lyubichevo, Izvorovo, Dobrotitsa, Razdeltsi, Moravka, Taimishte and Dluzhka Polyana.

In the municipality of Antonovo there are 11 registered community centers, 1 urban and 10 in the villages and all are entered in the Register of community centers at the Ministry of Culture.

Chitalishte libraries serve the population at their place of residence and their main task is to work with the reader, mass activity, reference and bibliographic and local history activities, acquisition and organization of the library fund to meet the needs of full information services to readers.

The Chitalishte's cultural and educational activity has long traditions, which will find its realization in the next programming period in the organization of celebrations, holidays and participation in festivals. The collection of materials for the native land, the celebration of important for the settlements of the municipality anniversaries of local local historians, the reproduction of typical rites and customs are events whose importance and significance are indisputable for preserving the local family memory.

The community centers are an important institution in the development of local culture and Bulgarian culture in general.

Yastrebino Dam is a good opportunity for the development of fishing tourism, and the conditions are suitable for camping and excursions. The significant forest fund favors hunting tourism. The interest in the Plan for Integrated Development of the Municipality (PIDM) 2021 - 2027 is mainly focused on the opportunities for financing activities in agriculture, but gradually begins to focus on the tourism sector, construction of guest houses, etc., which will supplement the insufficient number of beds and will contribute to the creation of appropriate conditions for the development of tourism.

Prerequisites for the development of eco-tourism are the two eco-trails in the municipality of Antonovo. Eco-trail „Stara Reka“, which continues in the municipality of Popovo. Located between the villages of

Stevrek (Antonovo) and Bogomolsko (Popovo) with a length of about 11 km. Along the route of the trail there are a number of natural landmarks, including the natural formation "Hump Fountain". The "Fountain" is located on the left slope of the Karadere River. It was formed in a completely natural way, year after year, from the natural karst spring - a unique relief wall was formed, with a length of almost 10 m and a height of over 3 m. Within the scope of the eco trail is the ancient Roman bridge.

Golyama Reka Eco Trail has many recreation areas, barbecues, fireplaces and more. A kind of attraction for tourists is the natural landmark „Waterfall“ in the village of Pirinets. In the vicinity of the village there are picturesque areas and two beautiful waterfalls.

- Yastrebrino Dam: Yastrebrino Dam is located on the territory of the municipalities of Antonovo and Omurtag and is the largest dam on the territory of Targovishte district. The dam creates favorable conditions for the development of sports tourism.

- Eco-trails „Stara Reka“ and „Golyama Reka“: The presence of two eco-trails in the municipality of Antonov creates prerequisites for the development of ecological and hiking tourism. The Stara Reka eco-trail falls within the scope of the municipalities of Antonovo and Popovo and has a length of about 11 km. Along the trail are the natural formation „Hump Fountain“ and the historic site Roman Bridge. Along the route of the eco-trail „Big River“ is the natural landmark „Waterfall“. Among the famous landmarks at the local level, the area „Konstantin Tepe“ located near the town of Antonovo stands out (Markov, Dimitrov, 2018).

Malka Cherkovna Complex was established in 2013. It is located 10 km from the town of Antonovo and the Sofia-Varna highway and 50 km from Veliko Tarnovo and Targovishte. Its total capacity is 56 beds. The base in the village is open type, surrounded entirely by rivers and forest. The complex includes 9 detached round houses, four of which are for 5 people, five for 4 people and one large house for 16 people - a total of 56 seats. The area offers excellent conditions for hunting and fishing. The developed marketing strategy for tourism development in the municipality has impressive goals (Marketing Strategy, 2013).

The vision for the development of tourism in the Municipality of Antonovo is „ecologically clean, with developed sustainable rural tourism, providing income and a good standard of living in the municipality“.

Main objectives:

Objective 1: To optimize the existing tourist products in the municipality of Antonovo;

Objective 2: To develop new tourist products in the municipality of Antonovo;

Objective 3: Development of an advertising policy of the municipality of Antonovo to present the municipality as an attractive and different tourist destination.

- Measure 1: To develop active inter-municipal cooperation with the neighboring municipalities, as well as with those from the region, for the creation of unified tourist products.

In order to be a sustainable product of the newly established Tourist Information Center with an ethnographic museum, as well as to accelerate the process of introduction to the tourist markets, it is necessary to include it in a group or tourist packages of products already known on the market. Taking into account the season in which the Traditional Antonov Fair is held - the middle of June, we must take into account the tourist products offered by neighboring municipalities and on the national market this season.

Given the strategic transport location of the municipality of Antonovo, such tourist packages are: excursions from the sea to Veliko Tarnovo of tourist groups organized by tour operators; excursions



from the sea to Etara by tourist groups organized by tour operators; Cultural events in Targovishte. These routes provide opportunities outside of the Fair, just as a visit to the Ethnographic Museum.

- Measure 2: To develop accompanying events to attract tourists to the municipality for the specific event Herbal Tea Festival.

The Ethnographic Museum and the Herbal Tea Festival would bring more revenue and sustainability if they formed overnight stays in addition to passing groups.

Given the geographical location and natural resources, such events can be: hunting and fishing competition, the opportunity to participate in the festival for better brewed herbal tea with homemade honey, a visit to the „Hump Fountain“ or Pirin Falls.

Particularly suitable tourist products are: "Green" school in the National Palace of Culture „Yastrebino“ - organized vacations for students to relax and explore nature in Bulgaria - herbs, trees, animals. Part of the product to be a visit and presentation in the ethnographic museum for the way of life of the Bulgarians in older times and the Bulgarian folklore, a visit to the private Art Gallery in Bozhitsa;

Family tourism - accommodation in houses for rural tourism, with the possibility of hiking in the mountains, exploring nature in Bulgaria - herbs, trees, animals. Part of the product should be a visit and presentation in the Ethnographic Museum about the way of life of the Bulgarians in older times and the Bulgarian folklore.

- Objective 3: Development of an advertising policy of the municipality of Antonovo to present the municipality as an attractive and different tourist destination.

The municipality must develop an advertising logo and message of its tourist product, which should become its message and present it as an attractive and different place for tourism. In addition to the traditional tourist exchanges, the municipality must actively use the opportunities provided by social networks. Another communication channel is the organization of an on-site visit of national and regional tour operators and travel agents to present the tourist products of the municipality. It will also be appropriate to present it to the educational authorities from the region and the neighboring regions.

Advertising policy tools can also be:

- Building a unified information network;
- Cooperation with information centers from other larger cities;
- Creation of an information internet portal;
- Creating a map of Antonovo Municipality with landmarks and other tourist products;
- Information cards with up-to-date information about the holiday resorts and the bed base, on the territory of the municipality;
- Brochures and other promotional materials related to ongoing cultural events;
- Support with professional staff in the field of tourism and tourist services, as well as the introduction of a specific training system.
- Participation in tourist exhibitions - national and international;
- The Tourism Council in the Municipality of Antonovo to work on the development of ideas and projects for expanding the tourist offer and attracting the owners of villas to participate in it (Marketing Strategy..., 2013).

In order to realize the goals of the strategy, the individual measures must be set in the main planning documents that determine the socio-economic development of the municipality and especially the Plan for Integrated Development of Antonovo Municipality (PIDM) /2021-2027/, as well as General development plan - Antonovo Municipality. In PIRO all measures and activities are financially secured through various sources of funding /subsidies from the state budget, own funds, from entrepreneurs, various programs from European funds/. Through the implementation of the measures and activities set

out in the PIDM and the analysis carried out through the preliminary, mid-term and ex-post evaluation, the processes can be managed.

The main goal of the General Development Plan of the Municipality of Antonovo is to provide a comprehensive concept for development of the municipality, taking into account the requirements for an integrated approach, resource efficiency, environmental protection and adaptation to change. The solutions of the tasks, which derive from the main goal, correspond to the normative regulation for spatial planning and to the modern formulations for integrated spatial planning and sustainable development. The scope of development includes the lands of all villages on the territory of Antonovo Municipality - 59, as well as the lands of the municipal center - Antonovo.

Tourism is defined as a priority area of development for the municipality of Antonovo. The reported values of the indicators characterizing the activity of the accommodation places at the local level allow to assess the potential for development of the tourism sector as unused (General Development..., 2016).

In 2016 in the municipality of Antonovo there are 3 registered accommodation places with 131 beds and 48 rooms. The capacity is 10319 bed per day. For the indicators realized overnight stays, overnight stays and income from overnight stays, 0 is indicated (Regions..., 2017).

In 2019, there is only one accommodation with 66 beds and 20 rooms. The capacity is 12,144 beds per day. For the indicators realized overnight stays, overnight stays and income from overnight stays, 0 is again indicated (Regions..., 2019).

There are opportunities (at the level of regional tourist associations) to create joint tourist packages and organize common thematic cultural routes with neighboring and nearby municipalities - Omurtag, Kotel, Zlataritsa, Strazhitsa. The main destinations for tourist trips with reference points are offered: - town of Antonovo - historical place „Roman Bridge“, the village of Stevrek, the historical area „Konstantin Tepe“, the village of Malogradets, the historical area „The Hump Fountain“, the architectural and sculptural ensemble „Klada“ - the town of Antonovo - Yastrebino Dam, the village of Yastrebino - the town of Antonovo – „St. Mary's Monastery God“- Old Mosque, Cherna Voda Thematically, the routes include cultural elements: 1. Prehistoric, ancient and medieval settlements and fortresses - 43 pieces; 2. Mounds and necropolises - 49 pieces; 3. Natural and cultural landmarks.

The municipality is within the scope of the Stara Planina Tourist Region, eastern Stara Planina sub-region with specialization: Mountain hiking and recreational tourism; Cultural-historical, festival and creative; Adventure and ecotourism; Rural tourism. There are a number of problems, including

- The shortage of employees with special education and expertise in the field of tourism;
- Limited experience in destination management at the local level in Bulgaria.

The individual indicators show the importance of the tourism sector at the local level. In the Plan for integrated development of the municipality of Antonovo, tourism is defined as a priority. Despite the low indicators of tourism development, the municipality has the potential for development of alternative forms of tourism - hunting, fishing, eco and rural tourism, cultural and historical, etc., due to the beautiful nature, crystal clear waters, natural and anthropogenic resources of the municipality and its rich cultural and historical heritage. For these reasons, tourism is assessed as a priority area in the economic development not only of the municipality but also in Targovishte district. The SWOT analysis only mentions as a strength „Attractive and clean nature, rich cultural and historical heritage, preserved identity of the region and its constituent communities, creating prerequisites for the development of forms of tourism - eco and rural tourism, cultural and historical, hunting and fishing tourism, as a weak side „Poorly developed tourist infrastructure“, and as an opportunity „Improving the tourist supply by combining hunting, rural, eco, cultural and cognitive, etc. species tourism“ (PIDM..., 2021).

In the strategic part of PIDM are set measures for the development of tourism, as well as sources for their financing (fig. 2, 3).

Figure 2: Distribution of financial resources by priorities (%)

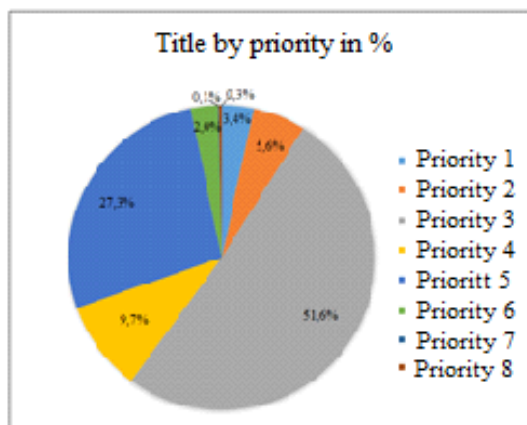
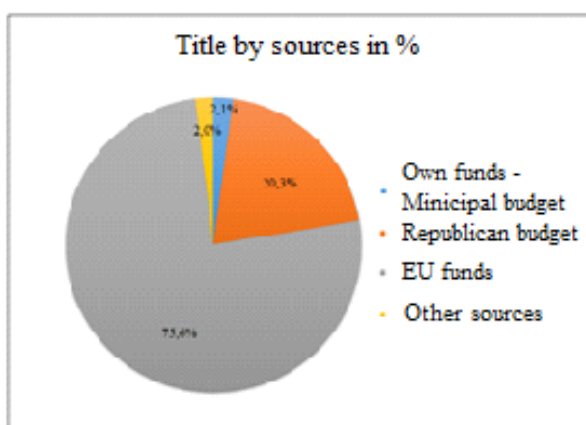


Figure 3: Distribution of financial resources by sources of financing



Source: Markov, Iv., S. Dimitrov and others. Plan for integrated development of Antonovo municipality 2021-2027, 2021.

The priorities related to the development of tourism are: Priority 2. „Improving the economic condition of the municipality by encouraging investment, improving the business environment, improving the quality of human resources“; Priority 4. „Improving the standard of living by improving the living environment, health, cultural and social services in the municipality“; Priority 8. „Supporting the building of a local partnership for development“.

The main measures and priorities are set as follows:

Table 1: Measures for development of tourism in the municipality of Antonovo 2021-2027

| Measure                                                                                                   | Project                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Measure 1.2.2.1. „Expansion, reconstruction and modernization of the existing onetourist infrastructure“. | <ul style="list-style-type: none"> <li>• Project 1 Renovation and development of a House-Museum (cultural monument of local significance) in the town of Antonovo, 13 Bratya Grigorovi Str.;</li> <li>• Project 2 Improvement of the accessibility (construction and installation work of the leading road infrastructure) of the Roman bridge /Old Bulgarian bridge/ - the village of Stevrek.</li> </ul>                                                                                                                                                                                  |
| Measure 1.2.2.2. „Creating conditions for the development of alternative forms of tourism“.               | <ul style="list-style-type: none"> <li>• Project 1 Improving the condition of the Eco Trail „Stara Reka“, located in the municipality of Antonovo;</li> <li>• Project 2 Renovation and transformation into a tourist settlement of 10 municipal houses located in the village of Yastrebino, incl. repair and construction of a craft workshop in the „house of Tsenka and Tsvetanka“ and bringing and accompanying ground and underground infrastructure;</li> <li>• Project 3 Supporting the development of fishing tourism by promoting and including TICs in tourist routes.</li> </ul> |
| Measure 1.2.2.3. „Improving the awareness, marketing and advertising of local tourism products“.          | <ul style="list-style-type: none"> <li>• Project 1 Development of TIC - activities to promote the development of tourism - development of routes, promotion, advertising, etc.;</li> <li>• Project 2 Participation in tourism fairs, exhibitions and events to promote local tourism products.</li> </ul>                                                                                                                                                                                                                                                                                   |

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| Measure 2.2.3.3. „Training for the unemployed and working people - qualification and retraining courses“.             | <ul style="list-style-type: none"> <li>• Project 1. Trainings in the field of agriculture, forestry and tourism.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Measure 2.2.4.2. „Preservation, development and promotion of cultural and historical heritage“.                       | <ul style="list-style-type: none"> <li>• Project 1. Conducting advertising campaigns and other events promoting cultural monuments and local traditions and folklore;</li> <li>• Project 2. Research, restoration and conservation of the Medieval Fortress „Konstantin Tepe“, near the village of Malogradets;</li> <li>• Project 3. Research, restoration and conservation of the Medieval fortress "Kaleto", Stevrek village.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |
| Measure 2.2.4.3. „Preserving the cultural identity of minority communities“.                                          | <ul style="list-style-type: none"> <li>• Project 1. Organization of cultural and ethno-events and festivals aimed at preserving and promoting the way of life and culture of minority communities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Measure 3.3.1.2. „Building inter-municipal partnerships for the implementation of regional and national initiatives“. | <ul style="list-style-type: none"> <li>• Project 1 Involvement of Antonovo Municipality in national, regional and partnerships with neighboring municipalities for the development of alternative forms of tourism - eco, cultural and historical, hunting, fishing, etc.;</li> <li>• Project 2 Establishment of a partnership between the Municipality of Antonovo and the Municipality of Omurtag for the development of fishing tourism in the area of Yastrebin Dam;</li> <li>• Project 3 Establishment of a partnership between the Municipality of Antonovo and the Municipality of Elena for conducting joint cultural events;</li> <li>• Project 4 Establishment of a partnership between the Municipality of Antonovo and the Municipality of Popovo for conducting joint activities on the Eco Trail „Golyama Reka“</li> </ul> |

Source: Markov, Iv., S. Dimitrov and others. Plan for integrated development of Antonovo municipality 2021-2027, 2021.

After an analysis of the untapped potential for development of alternative forms of tourism, measures for expansion, reconstruction and modernization of the existing tourist infrastructure have been identified. Support for tourism infrastructure is essential to promote the private sector in this area. The improvement of the condition of the existing cultural-historical and natural landmarks will lead to the creation of conditions for the development of various forms of tourism - eco and rural tourism, cultural-historical, hunting and fishing. The planned marketing and advertising activities will increase the impact of the sector on the economy of the municipality. These activities are a continuation of the efforts of the municipal leadership over the past seven years, in which projects have been implemented for the construction of tourist eco-trails and Tourist Information Center, which will be supported in its development in the current programming period. Achieving this strategic goal will provide conditions for economic growth and competitiveness.

### Conclusion

The medium-term planning strategic documents are the main basis for planning the development of a certain territory. Antonovo Municipality has well-developed and financially provided planning documents /Plan for integrated development of Antonovo Municipality 2021-2027; General development plan; Marketing strategy for tourism development, etc./ Although tourism finds a place in these documents, their implementation is difficult.

The main problems are related to solving several main issues:

- Attracting and retaining professionally trained tourism specialists. They can generate impulses in the local community for tourism development;
- To continue the research and study of the tourist resource potential of the municipality;
- To present the municipality as a tourist destination for the development of ecotourism, rural and cultural-historical, hunting and fishing tourism;
- The presented projects, which are implemented on the territory of Antonovo municipality and are in the field of tourism, testify that the management potential of the municipality is among the leaders in Bulgaria in implemented projects, which undoubtedly create an impression for sustainable development of the municipal center;
- The fact is that the municipal budget is not sufficient for the implementation of project proposals, the absorption of funds from other sources, including EU funds is a sign of expert and sustainable management.

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