



Feedback & SWOT Analysis

Coordinator:



Pramata & Thamata

Partner organisations:



Asociația de Turism
Ecologic "Camena"



ComeUnaMarea onlus



Rääma Noorte Ühing
Noorus MTÜ

February 2021

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PROJECT REFERENCE: 2020-1-EL01-KA204-079199



Co-funded by the
Erasmus+ Programme
of the European Union



Published in February 2021, based on data collected in 2020. Analysis conducted by Sotirios Soulantikas in collaboration with Pramata & Thamata SCE as part of *Adults on Reciprocal Mission* (ADORM) project requirements.

ADORM has been co-funded by the Erasmus+ Programme of the European Union ec.europa.eu/programmes/erasmus-plus

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

1 Introduction

1.1 Abstract

This report seeks to communicate the findings of SWOT analyses and additional feedback on the aspects of Adults On Reciprocal Mission (ADORM) in relation to the partner network and the project's operations. Partner organisations shared their feedback in an early phase of the project (late 2020), while in lockdown on account of the COVID-19 pandemic. It was found that the focus of the project on collaboration, civic responsibility and active citizenship was its primary strength. The selected partnership was also viewed as a key strength. Among the most notable weaknesses of ADORM were the language barrier, insufficient staffing, and volunteering and financial challenges. Externally, ADORM can offer social, cultural, and educational development to the community as well as visibility for all parties involved. In contrast, the project may be threatened by the implications caused by the pandemic, disruption of external support, and scepticism among the local communities.

1.2 Summary of ADORM

Adults On Reciprocal Mission (ADORM) refers to a multilateral project carried out by 4 partners from Greece, Estonia, Italy and Romania. The central idea is the design, implementation, evaluation, documentation, dissemination, and exploitation of a new model of reciprocal collaboration between local communities and four EU member states. This model collaboration will surface the cultural heritage of the local communities in conjunction with a set of good practices and volunteer work of European adult citizens-in collaboration with agencies with respectable social work in their portfolios-towards people in need of solidarity.

The main objective of the planned activities is to facilitate the mobility of adults, who would have a dual role as visitor and as volunteer, towards the partner local communities. Each partner will create several Local Working Groups (LWG) by collaborating with local cultural and social agencies. Next, they will organise a pilot 7-day hosting programme where 48 different adult citizens coming from the partner member states will participate.

The hosting programme will include an educational/recreational part, which refers to acquaintance visits to the material, non-tangible, and digital local cultural monuments, as well as a social part, which refers to brief yet meaningful volunteer work at agencies or with people who are in need of them, in order to reciprocate for the aforementioned educational part. The type of the volunteer service will be preferably adjusted to each person's professional or personal skills. Participants will be prepared beforehand for their service and cultural agencies will be called to prove their good practices to preserve of their national and/or local cultural heritage.

The results of the pilot implementations of the hosting programmes as well as the ADORM model structure will be documented in a Guide pack, which will be the primary promotional material to be used in the following activities of dissemination, exploitation and multiplication. Implementations of the ADORM model will continue last the official end of the project in form of regular reciprocal activity among the members of the network. Efforts will be made to expand the network in more countries.

1.3 Scope of the present analysis

SWOT analyses are effective when solid strategies are needed for prioritisation in many kinds of endeavours. In the case of ADORM, SWOT helps adjust future actions within the framework of the project and adapts them to the state of the art in the partner communities. This practice requires optimisation of the processes that comprise ADORM towards directions identified by the analysis.

Complementary to SWOT, feedback from the partner organisations helps understand secondary details or location-specific characteristics of the local communities that may be used to further optimise ADORM processes and more efficiently target the project's operations.

1.4 Collaborating organisations

The partnership consists of one coordinator (Pramata & Thamata SCE) and three partner organisations. Their profile and scope of work are presented in the following paragraphs. Partners are listed in country-code alphabetical order.

1.4.1 Social Cooperative Enterprise Pramata & Thamata (Greece – Coordinator)

Pramata & Thamata SCE (abbreviated as PRATHA SCE) was founded in 2014 in Kalamata, Greece (Laws 4019/2011 & 4430/2016) for the purposes of social and solidarity economy. The organisation aims at promoting entrepreneurship in fields of culture, environment and education in order to enhance cultural decentralization and social cohesion, using innovative techniques. PRATHA SCE has organised various cultural, social and educational initiatives and has collaborated with many organizations from Greece and abroad. Their works have circulated in schools, festivals, social partners, information centres and businesses.

Among others, PRATHA SCE has collaborated with Faris, Kalamata's Municipal Social Enterprise, for the production of drama plays and the organization of international art festivals; with the local culture club "Plus 1-Mic. Toubouros" in preparing and hosting drama workshops for children; with the music ensemble Meligyris in order to help children become acquainted with the evolution of music.

Moreover, PRATHA SCE has prepared workshops on cinema, music and performing arts, and produced drama plays using various methods, such as document theatre and devised theatre techniques.

Indicative works:

- *A trunk full of theatre*, drama performance which unfolds the history of the Art of Drama and Theatre and marks its value, a project that has been presented to schools, festivals and private business' venues, such as IKEA.
- *Hermes meets Bach at the café "1930"*, an educational project for audience development among children on music;
- *Alimono stous neous – Give Youth a chance* by Al. Sakellarios and Chr. Giannakopoulos, theatre performance.
- *Midsummer's Night Dream* by W. Shakespeare in an adaptation for children.
- A workshop on Cinematography hosted by the well-acknowledged film director N. Kallaras.
- *Intermezzo*, a presentation about the Interwar Period, was based on documentary theatre while the "Interview", a play regarding the problems of Youth Unemployment, was created using the Devised theatre technique.

1.4.2 Rääma Noorte Ühing Noorus MTÜ (Estonia)

Rääma Noorte Ühing Noorus (abbr. RNUN) is a non-profit organisation which, in cooperation with the Pärnu City Government, manages the cultural and educational centre – Nooruse Maja. They coordinate the activities of societies, clubs and hobby groups operating there.

Other cultural collectives working in Nooruse Maja are The Pärnu Folk University, children's and youth hobby school Shart, Pärnu Porcelain Painting Society "Lüster", Pärnu Harmonica Players Society Piccolo, Kaie Segeri Dance Studio, belly dance studio Hessa and Pärnu Lace Club. The Pärnu Folk

University was founded in 2004. Adult people can study different languages, handicraft, computer and social skill/psychology courses here every year.

Lifelong learning has become popular nowadays, because people need to develop their skills and knowledge through learning to become more competent in the labour market. Answering this call, Nooruse Maja hosts concerts, theatre performances, festivals, meetings, seminars, trainings and festive events throughout the year. Similarly, RNUN are growing the audience of cultural events among the people of their hobby groups: the social dance club has become the leader of public dance lessons and dance evenings for the whole city. Many cultural events have started with the initiative of RNUN's hobby clubs: harmonica players, porcelain painters, lace makers and line dancers have organized international festivals in RNUN's house, which are popular and well-known among both them and the citizens. Open-air concerts and dance evenings in RNUN's summer garden have become popular and crowded.

Since 2017, Nooruse Maja has been organizing the community event "Rääma Rahva Oma Päev", where different concerts, workshops and lectures take place and the local people open home cafes and have sales in their courtyards. Nooruse Maja has an informal and constantly growing network of partner organizations, representing most European countries, some African and Middle Eastern countries.

Nooruse Maja offers various in-service training opportunities for Pärnu youth workers. Since 2014, many international training courses have been held at Nooruse Maja with the participation of youth workers from Estonia, the European Union and remote areas. In cooperation with partners, Pärnu youth workers have been sent to workshops in the European countries and beyond.

1.4.3 ComeUnaMarea Onlus (Italy)

ComeUnaMarea was established in 2005 as a non-profit cultural association with a board of directors in Palermo, the capital of Sicily—an island in the south of Italy and in the centre of the Mediterranean area. The Association is aimed at promoting and preserving the cultural heritage in the region and gives great importance to activities that extract value out of oral traditions and cultural expressions.

Through their activities, ComeUnaMarea brings to surface a great attention for the study and promotion of the cultural, natural, artistic, and ethnic heritage of the Mediterranean region. In addition, ComeUnaMarea prevents social exclusion of senior citizens and the youth through actions of prevention and integration.

Their social activities aim at defending human rights, equal opportunities and protection of disadvantaged people – women, youth, immigrants, etc.; cultural and artistic promotion; partnership with educational institutions and families to contrast school dropout and social exclusion; research and promotion for sustainable development, recycling and repurposing, and the general respect for the environment. In addition, the Association organises events that strengthen citizenship by promoting possibilities for living together harmoniously, embracing multiculturalism by accepting differences inherent to cultural, religious and linguistic diversity.

ComeUnaMarea has an internal "Intellectual Time Bank", an innovative form of social economy focused on the simple principle of time exchange – *Timebanking* – which fosters the exchange of skills and competencies through local community inhabitants, without ethnic, gender, age, or culture prejudices.

ComeUnaMarea cooperates with foreign and Italian NGOs and associations, and it is member of the "Anna Lindh Foundation", an inter-governmental institution bringing together civil society and citizens across the Mediterranean to build trust and improve mutual understanding and of the European Web Site on Integration and of the RIDE Italian Network for Euro-Mediterranean Dialogue. ComeUnaMarea

is the leader in a network of public and private social institutions and has participated in EU Programs such as LLP Programme Grundtvig, Leonardo da Vinci, Youth in Action, ERASMUS+ and Europe for Citizens Programme, Progress, and Daphne. Finally, ComeUnaMarea is the Cerealia Festival coordinator for the eco-sustainable activities in Sicily.

1.4.4 Asociația de Turism Ecologic "Camena" (Romania)

The Ecological Tourism Association "Camena" (ATEC) was founded in 2007 and it has 7 active members and more than 20 volunteers. It is a private NGO, having the aim of supporting the sustainable development of the communities placed in the mountain area.

The sustainable development includes both social and economical components and, therefore, ATEC projects include different initiatives aiming to develop entrepreneurial and artistic abilities, to involve young people in the communities, to develop business plans, to promote the natural and cultural heritage of the area, etc.

Since 2007, ATEC developed more than 30 projects having as direct beneficiaries the local communities (meaning as target groups: young people, adults, seniors, children) aiming to increase the involvement of all members in developing the local community. ATEC apply the nonformal methods of education on a large scale as they intend to support the personal and professional development of young people in an opened and relaxed space, in addition to the formal education from school.

The members of the association have expertise in various fields, such as in IT, education, finance, health, among others. Their combined experience helped ATEC develop many projects with a strong innovative dimension.

Since 2012, the youth permanent activities are reunited within the Camena Eco Mountain Club, which started as a Youth in Action project and followed due to the volunteer effort of the members, being supported by sponsorship and donations. Today, the club has 12 volunteers who develop projects according to their needs. Moreover, ATEC organized or were involved in projects on adult education (Grundtvig workshop, Erasmus Plus, etc), in order to support the involvement of adult persons in the local community and to enhance their learning experience, using international contexts and volunteering. In 2010 ATEC had a Transnational Youth Initiative in which 16 young people from France and Romania were brought together in order to create an exchange on the theme of photography and how this can turn into a business. In 2013, ATEC organized a Grundtvig Workshop with 12 participants from 6 countries in which the theme of intercultural exchange in Europe was debated, using photography as a mean of communication. Still in 2013, in partnership with LAEE from Greece, ATEC developed a common workshop about the impact of the economical crisis on young people. In 2014, ATEC held their first project in Erasmus Plus, project aimed to bring together 20 young people from Romania and Austria in order to create an exchange of ideas and experience on the theme of non-formal education. In 2018, ATEC had an adult education Erasmus Plus project on the theme of creativity, with another one ongoing (postponed due to the pandemic). In 2016 ATEC were partners in the project "SORT – Seniors on Reciprocal Tourism" organized by Mentores Association from Greece.

ATEC brings experience of 12 years in:

- Working in an international and intercultural context
- Organizing dissemination events and increasing visibility of the project in the local community
- Managing a budget, as ATEC worked previously in different financing programmes (Youth in Action, COSME, Erasmus Plus, Europe for Citizens)
- Covering research regarding cultural heritage and social activities as they know very well the area and its attractions (natural, cultural, touristic, etc). (ATEC can use the experience gained in the SORT project)

In addition, ATEC can further deliver their experience from this project to other NGOs from the local area, local authorities and other stakeholders, to extend the results and to include more participants in our future activities, and they have experience as local informal guides, with good connections for logistical issues (accommodation, meals, transportation). Also, ATEC have good experience in field trips and organizing events, with good connections and communication with the local authorities. ATEC is experienced in using non-formal education methods that can be successfully applied in the theme of ADORM, to stimulate and enhance the results of the project (living library, forum theatre, flashmob, etc.). Finally, some members of the ATEC team worked in projects that approached artistic, cultural and informal methods in order to increase the emotional and human value such "2InPhil" and "Revealing Solidarity", both implemented by ECOSE, Greece, "Lexipedia" and "SORT – Seniors on Reciprocal Tourism", implemented by Mentores, Greece and "The Day After" implemented by Octanous, Greece.

2 Data and methods

Data used for the present analysis was digitally collected in late 2020. Due to the, as of writing, ongoing pandemic, no physical meetings were conducted and coordination regarding the data collection was done entirely remotely.

In the first part of these questionnaires, participants were encouraged to give succinct answers to the following open-ended questions:

- The importance of the social dimension of the cultural heritage for the cohesion of the local community according to your opinion.
- The importance of the ADORM Project for your institution.
- The importance of the ADORM project for your local community.
- The local needs the ADORM project comes to cover in relation to the local gaps you discern.
- How to you see the possibilities to sustain the ADORM project in the future?
- Are there socio-cultural heritage professionals by means of socio-cultural workers/guides in your country? If 'yes', how they are trained? If 'no', how can the project train them?
- How to do perceive the diptych "to Offer a voluntary service – to Receive knowledge/experience on the cultural heritage of a community that hosts me", i.e. the basic idea of the ADORM project?
- On what type of cultural heritage elements of your local community you intent to focus when you will design your hosting program?
- On what type of voluntary services you expect to be given by the people you will host?
- Nominate the cultural heritage institutions/associations/agencies you intent to collaborate when you will design the cultural part of your hosting program. If possible give a brief description of each of them.

Their feedback gave useful insights that can help us understand the state of the art and optimise the project in order to improve its results. The information in these answers is presented in §3.1 below.

In the second part, each of the partner organisations are asked to build an individual SWOT matrix based on the project, the partner's contribution to the project, and the partner's view on the implementation of the project in the partner's local community. A set of indicative questions are included, which aim at helping the partner to compile the matrix.

The SWOT matrix feedback was used as input for the SWOT analysis presented in §3.2.

The SWOT analysis seeks to identify the internal and external factors that are favourable and unfavourable to achieving the project's objectives and to evaluate the strengths and weaknesses which usually arise internally and opportunities and threats which usually arise from external sources.

The four modules of the analysis are strengths, weaknesses, opportunities and threats, as explained below.

- Strengths: characteristics of ADORM that give an advantage over others.
- Weaknesses: characteristics that place the project at a disadvantage relative to others.
- Opportunities: elements that the project could exploit to its advantage.
- Threats: elements in the environment that could cause trouble for the project.

The SWOT analysis results will be put to good use to leverage the positive aspects and eliminate or subdue the negative aspects of ADORM.

3 Findings

3.1 Feedback from partner countries

3.1.1 Greece (Coordinator's member state)

According to PRATHA SCE, the coordinating organisation of ADORM, cultural heritage consists of all material residuals of the past (monuments, buildings, artworks, machinery, fashion, historical, sights, etc) but, also, of the non material cultural elements (traditions, music, performing Arts, types of intellect and expression, etc.) as well as flora and fauna. All these form and represent a framework of valuable experience, history and the idiosyncrasy without which individuals would be deprived of the feeling of belonging to a broader group and thus weakened and insecure. Cultural heritage completes a person's identity and assists the social cohesion; history has shown that in a plethora of cases, cultural heritage has proven to be a resilient resistance to depression, totalitarian regimes, terrorism, censorship and all kind of forms of social and political aggression. Thus, knowing and understanding the origins of a nation's or a community's cultural heritage promotes the respect for cultural differentiation and individual creativity.

ADORM is a perfect opportunity for PRATHA SCE to advocate the philosophy that Culture promotes Education and vice-versa, and that is achieved only by collaboration and sharing knowledge and experience. PRATHA SCE expects that the outcomes and benefits of ADORM will be to share experience and historical knowledge, to increase—bilaterally—the understanding of different ethics, customs and traditions and thus create stronger bonds with PRATHA's partners, and to strengthen PRATHA's ties with the local community by maintaining an unceasing presence in the Cultural and Educational Events of the city of Kalamata.

The project comes to bridge the gap between the younger adults who are more willing to offer volunteer work but lack in knowledge regarding traditions and non-scripted cultural heritage and the elder who-may- have better knowledge and understanding of customs and traditions but have little trust on the outcomes of voluntary activities. Moreover, ADORM aspires to underline the value of European cultural heritage and highlight the specific social and educational actions that will result from the exchange of experience and good practices in a national or community level. With that, ADORM is expected to bring increased value to the local community of Kalamata by raising local awareness on different customs and traditions, spot and highlight the common grounds and promote the understanding on cultural differences, improve local economy by employing small, local, touristic businesses and show them an alternative for cultural and socially oriented touristic packages, and promote social bonding and thus social cohesion as a remedy to the social distancing imposed by the Corona virus pandemic. In particular, ADORM is designed to track and cover the needs for social and volunteer actions in relation to cultural heritage.

Regarding the future of ADORM, one of the project's planned products is to provide, free of charge, an online resource (website), continuously updated and fully relevant, showcasing the results of the partners' synergies. Each partner will be responsible to disseminate the shared experience and good practices gained and promote them at a local/national level to related Institutes, foundations and organizations. Even more, the mobility (adults) will be furthered in collaboration with European Information Centers (Europe Direct) such as in Dresden-Germany and Amiens-France with the aspiration to cover the entire European territory.

In Greece, there are Studies on Cultural Heritage and Social Studies. However, they remain two distinct areas for studying and as a result socio-cultural professionals are quite scarce and rely on self-initiative and self-motivation. ADORM aims to identify the shortage in socio-cultural training programs and to address the challenges by supporting the development of high level specialized skills and improving knowledge transfer in the socio-cultural heritage sector. One of ADORM's goals is to produce an Index for socio-cultural professionals and state their needs for extraversion and management organization that covers both scientific areas.

ADORM's core idea is to exchange knowledge and good practices on the grounds of different local/national cultural heritage using the practical way of reciprocal voluntary services' activities. "From theory to action", ADORM seeks to involve older people (over 40 y.o.) in sharing their personal experience and expertise and thus, further the understanding on the formation of individual/ national identity which results to the augmented respect for different cultures and eventually leads to enhanced cohesion and solidarity.

Kalamata –and the broader region–, although small, has a profound history that starts from the ancient times. Throughout time, the region has been influenced, occupied or allied by different nations and races which results to an amalgam of cultural traditions. In their hosting programme, PRATHA SCE will try to include as much of the cultural trends i.e. historical monuments and buildings, alimentation and food habits, wardrobe/clothing fashion, cultural trends (e.g. Music and Dance) and some aspects of their social values stock that were passed on orally from one generation to the next.

PRATHA's expectations regarding the voluntary services relate to PRATHA's interest of learning from other experiences and other cultures. Interesting fields are craftsmanship, music, dance, social habits, food, as well as voting systems, views on applied democracy, and relations between people and authorities. In addition, PRATHA would like to involve the participants in activities in nature.

Regarding the cultural part of their hosting program, PRATHA intends to collaborate with the following institutions:

- Lykeion ton Hellenidon (Lyceum Club of Greek Women). It was founded in 1911 by Callirrhoe Siganou-Parren, a pioneer of the feminist movement in Greece and the country's first woman journalist.
- Diverse traditional agencies that offer classes on chorus, costumes, dances for different age groups
- Municipal Theatre of Kalamata
- Diverse amateur theatre groups
- Centre for Environmental Education of Kalamata

3.1.2 Estonia

The Estonian partner underlines the importance and uniqueness of cultural heritage and natural history. Cultural heritage creates a comprehensive framework that affirms peoples' identity by preserving cultural heritage, such as old buildings like Nooruse Maja—headquarters of Rääma Noorte Ühing Noorus—as well as other landmarks of cultural significance and historical value. Through cultural heritage, peoples' identity passes on to the next generations.

The reciprocal nature of the ADORM project supports the Estonian partner's activities in honouring cultural heritage, which include, among others, folk dancing, singing, handicraft traditions, as well as old Estonian wedding traditions. Their activities are open to both adults and children. With the support of ADORM, Rääma Noorte Ühing Noorus can contribute to the local community by providing a space for folk-dancers and singers, rehearsals and concerts, exhibitions and festivals.

The pandemic has significantly affected the field of performing arts and entertainment. As a result, people seem to have regained their interest in special landmarks, monuments, and their own local heritage. There's always room for improvement when it comes to promoting local cultural heritage. Estonian socio-cultural professionals, however, often hold relevant university degrees (bachelor or master), which means that their skillset is a solid starting point. In addition, the ADORM project appears to be a step towards the right direction and Rääma Noorte Ühing Noorus intends to keep supporting their Local Working Groups, provided they have a positive impact, and maybe include the local government.

For the cultural part of their hosting programme, Rääma Noorte Ühing Noorus plans to collaborate with the Estonian Folklore Council – a non-governmental organisation, set up on an interdisciplinary basis and acting as the umbrella organisation for all institutions, which are practically, organisationally and scientifically engaged in folk culture, folk art and the cultural heritage and function in accordance with the aims of the Council: to safeguard, transmit and diffuse of traditional culture. Regarding the voluntary part of their hosting programme, Rääma Noorte Ühing Noorus will collaborate with *Portselanihaldjad* ("Porcelain fairies"); painters who work primarily with porcelain.

3.1.3 Italy

Cultural heritage constitutes the "cultural capital of contemporary societies", according to the partner from Italy ComeUnaMarea Onlus (CUMO). Cultural heritage is an important vehicle for the transmission of expertise, skills and knowledge between generations. It also provides inspiration for creativity and innovation, which result in contemporary and future cultural products. Cultural heritage has the potential to promote diversity, to enrich social capital, and to support social and territorial cohesion. Moreover, cultural heritage has a great economic significance for tourism in many countries.

CUMO's vision is to promote and preserve cultural heritage and ADORM can augment this vision to cover a wider area and involve more people from other European communities. The rich cultural heritage of Italy often needs more resources to be promoted than what is usually available. The innovative approach of ADORM may help.

CUMO will engage students from the UET (European University of Tourism) to take part in ADORM. Hopefully, their experience will reflect on their professional lives following their university studies. Moreover, the participants from the local community will get a glimpse of foreign cultural heritage and some of them will want to participate in future international knowledge sharing activities, similar to ADORM.

While no particular regulation regarding professionals in cultural heritage is in place in Italy, it is possible for those interested to seek education in culture and do their own cultural heritage training. ADORM will present an opportunity for people like them to expand their knowledge with a diversity of foreign identities. Moreover, CUMO already has a project that involves exchange and reciprocity activities. The project is in the form of a "Time Bank", a volunteering approach that will be applied to ADORM.

The cultural heritage of the Arab-Norman period—from UNESCO heritage sites to culinary traditions—will be the main focus of CUMO in reference to the ADORM project. Internal staff with experience in tourism and in other relevant fields will be available to work on this. In addition, CUMO will collaborate with UET (University of Tourism) to design the cultural part of the hosting programme.

For the voluntary part, CUMO will collaborate with *Castello e Parco di Maredolce*, a cultural association promoting and organizing different forms of active volunteering in cultural and environmental heritage. The association manages study centres and libraries, promotes culture and knowledge of places such as the site of the Castle of Maredolce.

3.1.4 Romania

According to the Ecological Tourism Association "Camena" (ATEC), people are strongly connected to the local cultural heritage and appreciate their legacy and identity. People in the community of Camena are proud of the local history, which connects modern Romanians and the Romanian language to their Latin ancestry, and their religion, which connects people with their past and bridges generations.

The ADORM project is very important for Camera for a number of reasons. ADORM is expected to contribute to the organisation's experience in international projects by adding new ideas and a new partnership to the existing ones, which will increase the organisation's visibility and their potential for attracting future partnerships. In addition, ADORM will facilitate experience sharing among organisations on cultural heritage promotion and social voluntary activities in an innovative way.

The benefits of ADORM to ATEC's local community are expected to be cultural and financial in nature. Having experienced ADORM, people will be more confident to create relevant projects in the future with transnational cooperation between foreign or distant communities. The local authorities will also be more keen on approving, or organising themselves, activities with focus on cultural heritage. Regarding the financial benefits of ADORM, thanks to the increased visibility, culturally-driven tourism, such as architectural, religious, folk, etc., may increase.

As ATEC states, ADORM will fill the local gaps, such as the lack of social and voluntary activities, the limited bonds of the community with their cultural heritage, and the limited exposure to foreign cultures.

In addition to extensive continuous dissemination of the ADORM model to local NGOs, schools, authorities, etc., ATEC recommends to include the model, or parts of it, in an informal complementary touristic package offer after agreements with local tour agencies.

Romania doesn't have decentralised and specialised socio-cultural workers or guides. At a local level, people working in tourism or in museums are the ones that also cover other small-scale local cultural events. For larger events, such as Municipality Days, Season Festivals, etc., representatives from local authorities are also involved. In both cases, these people often deliver insufficient service, however, ADORM can help as, under its framework, ATEC will organise training sessions where newer technologies and foreign language skills will be brought to the mix.

ATEC sees the basic idea of ADORM as an original and genuine social and experiential win-win concept because it involves the positive exploitation of both individual and community resources without a financial return for the participating individuals, thus being a more human and warm approach. Basically, it is a bold experiment of transnational communication and it surely creates premises for a stronger social cohesion.

While designing their hosting programme, ATEC will focus on the idea that their local community—and the whole space around it—is the result of a mixture of cultures and civilizations from the past. They also take into account the local natural heritage, i.e. the Danube River. ATEC's expectations regarding the voluntary services offered by the people they will host are mainly about presenting their culture in a structured way: teaching craftsmanship, music, dance, social habits, food but also providing information on their voting system, the extent of democracy they experience in their everyday lives, the dynamics among people and authorities, and finally about their activities in nature.

For the cultural part of their hosting programme, ATEC plans to collaborate with the following cultural institutions: the Iron Gates Region Museum, the Sisesti Village Museum, the "Theodor Costescu" Cultural Palace, and the Sinaptica Association. Regarding the voluntary part, ATEC intends to collaborate with the Youth and Sport Local Authority, the Mehedinti Plateau Geopark Administration, the Iron Gates Natural Park Administration, the Pensioner's Club, the Traian College, the Isverna Cityhall, and the Sisesti Cityhall.

3.2 Collective SWOT results

3.2.1 Strengths (internal factors)

ADORM's focus on collaboration, civic responsibility and active citizenship: The fact that ADORM's modus operandi is focused on collaboration, especially at a transnational level, with a wide geographical coverage, is a key strength of the project. In addition, the design of the ADORM project is well geared towards civic responsibility and active citizenship. The project empowers an innovative approach that brings the needs of the local community to the centre of the interest. The ADORM toolbox includes great literature materials.

Partnership: The partnership of ADORM comprises organisations with driven, skilled staff and a strong desire to protect cultural heritage. People involved (official ADORM partners) have deep knowledge and long experience in areas such as cultural heritage and adult mobility for volunteer actions. In addition, specialists are involved. The partners and the coordinator have collaborated in the past, meaning that good chemistry and communication is a characteristic of the ADORM partnership. Finally, the geographical differentiation of the partners provides a greater base for case-studies.

The future of ADORM: Future implementations of ADORM can be easily reshaped and extended to fit specific needs thanks to its innovative approach.

3.2.2 Weaknesses (internal factors)

Language barrier: English is the lingua franca in transnational projects such as ADORM. However, not all participants are fluent in English and this may cause communication issues.

Staffing: Some partners may face challenges when it comes to their resources. In particular, they may be short of manpower or lacking structured staff. In addition, their available personnel are involved with other projects and will need to time-manage. In the case of the Romanian partner, their staff has limited experience in running voluntary activities with adults.

Difficulty in attracting volunteer talent: It is challenging for some partners to attract people that meet all the required criteria: older than 40 y.o., fluent English speakers, willing to offer volunteer services.

Challenges of financial nature: Funding is limited in some organisations and cash flow is inconsistent. In addition, the financial support for potential future implementations of the ADORM model is unclear.

Competition with the public sector: When compared with public sector initiatives related to the local cultural heritage, the ADORM project may not be competitive enough to attract more attention.

Lack of active local stakeholders: In the local community of the Romanian partner, there is a limited number of local and active stakeholders doing social work.

3.2.3 Opportunities (external factors)

Social development: The project will promote social responsibility, solidarity and targeted voluntarism among European citizens and Institutions. ADORM will also produce an alternative adult mobility model based on the principle of reciprocity.

New toolset for the local cultural sectors: ADORM will provide tools or will support the integration of digital tools and platforms.

Education: ADORM will contribute to the development of non-formal interactive education.

Development of tourism: Smaller and less popular destinations will gain visibility through positive experiences, with a focus on a more socio-cultural touristic model. Tourism, in turn, contributes to the local economy.

Increase of prospect for new clients: The project may help partner organisations attract new clients, especially for the Estonian partner Rääma Noorte Ühing Noorus.

Urban development: ADORM can provide input for potential smart city transformation projects in the future.

3.2.4 Threats (external factors)

The primary threat to ADORM is the ongoing **COVID-19 pandemic**, which may affect the logistics of the project (travel bans, quarantine periods, etc.) in addition to the increased risk of health hazard. As a secondary threat, cost of travelling and accommodation may surge when the pandemic restrictions are lifted. Travel insurance may become more necessary than before, further increasing costs.

Disruption of external support: public institutions may decide not to support the project activities any longer, or they may cause disruptions to the cash flow as result of changes in pertinent legislation.

Risk of scepticism, caused by prejudices existing in the local communities, where ADORM activities will take place.

Unfavourable weather: unforeseeably bad weather may affect outdoor events.

4 Recommendations

Adults On Reciprocal Mission is a project designed to promote cultural heritage with a focus on reciprocal relationships, civic responsibility, active citizenship, communication, and volunteerism. The partnership is expected to be fully dedicated to extracting as much value as possible from their involvement and contribution.

The COVID-19 pandemic has played a detrimental role in projects where physical presence and travelling were a given. The restrictions do not allow for a smooth execution, or none at all, of the primary project tasks. At this point, a recommendation would be to either seek alternative (digital) models to promote cultural heritage or to reschedule travelling and physical meetings towards the end of 2021, when most restrictions are expected to have been lifted. Alternative models empower new technologies, such as online meetings, that may (or may not) mitigate the effects and provide an alternative.

The coordinator and the partnership must ensure that all financial threats are eliminated to the highest extend possible by thorough controls and investigations where necessary, total elimination of reckless expenses and relentless tracking of the cash flow. Market research and procurement in correct

timing, such as booking air travel when ticket prices are low, will help. In addition, it is recommended to seek external sponsors that are willing to support the project and its activities either financially or in kind (offering work spaces, resources, etc.).

Attracting volunteers can become challenging. It is possible to increase the number of interested people, however, by extending the search areas and using online platforms, by ensuring visibility and recognising the volunteer service, by promoting the positive impact they can have on themselves and by dedicating a volunteer role to recruit volunteers. In the case of the language barrier, volunteer roles could be assigned for assisting the not-so-fluent speakers of English.

It is also important to combat scepticism: questioning attitude, doubt, or rejection of foreign cultures. It may be hard to design a one-size-fits-all plan to make people more open to foreign cultural heritage. A viable approach could be to first identify the reasoning behind scepticism and provide relevant information in a direct way.