



# Management Plan

HAITHABU & DANEVIRKE



English Summary





# Management Plan

HAITHABU & DANEVIRKE

2013

## IMPRINT

Project UNESCO-World Heritage Nomination Hedeby and Danevirke

Responsible authority:

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*Aerial photograph of Hedeby and the Viking Museum Hedeby.*

# Executive Summary Management Plan Hedeby and Danevirke

## 1. Introduction

### 1.1 Focus and Contents of the Management Plan

The management plan presented here documents the control and administrative systems for the Danevirke and Hedeby monuments. As part of a serial transnational World Heritage nomination, the monuments are to be proposed for inscription in the world heritage list. Within the framework of this international project, the Danevirke and Hedeby represent one of eight different component parts located in six different countries. All sites are of outstanding significance in terms of the Viking Culture and are therefore being proposed under the criteria (iii) and (iv) of the World Heritage Convention.

This management plan serves particularly in safeguarding the outstanding universal value as well as the authenticity and integrity of the Danevirke and Hedeby for present and future generations. We are dealing here with those qualities and values which justify the nomination of both these monuments as a shared universal heritage of mankind. The conservation should conform to the World Heritage Convention and the World Heritage Guidelines developed for its implementation as too to those guidelines and recommendations developed by advisory organizations of the UNESCO. For securing the Outstanding Universal Value of the Danevirke and Hedeby it is especially necessary to link these globally valid guidelines with national and federal legal planes as well as with the instruments operating at local level. The management plan has developed a strategy for this task and outlines the cycle of everyday and long-term measures for realizing its long-term objectives. The system is planned methodically and for the long-term, connecting important conservational resources such as the borders of protection zones, laws, institutional players and administrations, with those spheres of activity in which the measures can be implemented.

The management plan is a voluntary agreement between the players and participants and formulates the self-commitment of the responsible regional corporations, administrative bodies, institutions and organizations to act in accordance with the jointly formulated objectives of the transnational cooperation. Furthermore it fulfils the requirement for a management plan for world heritage sites by the responsible agency as per §21 DSchG SH (Schleswig Holstein's Monument Conservation Law) from 2012.

The Management Plan to hand is oriented on the period until the year 2017 and will be updated after that.

To begin with, the significance of the Hedeby and Danevirke monuments is substantiated. Their value as part of the transnational serial world heritage nomination and as listed monuments of the state of Schleswig Holstein is determined by their distinctive nature.

The operational principles describe the means and resources in administration and public commitment which are available for the long-term management of the monuments. They furthermore describe the legal and social conditions under which the management takes place.

Within the operational fields of management, protection and conservation as well as sustainable use, the described resources are used in order to achieve the long-term objectives. The fields of operation echo the legal and administrative situation and interests on the ground. In each operational field there are specific long-term objectives (5-20 years) as well as the responsibilities and catalogues of annual and short-term measures (2-5 years) for the individual remits.

## 1.2. Strategy

The strategy describes the operational framework of the management plan. The vision describes the status of the monuments and their surroundings aimed for in the long term.

The annual, short-term (2-5 years) and long-term (5-30 years) objectives within the operational fields of management, protection and maintenance as well as sustainable use have to be oriented on having this vision become reality. The long-term objectives specify the ideas of the vision for the individual operational fields of the management. Annual and short-term objectives aim at accomplishing the long-term objectives. The objectives must be formulated so specifically that their attainment can be checked. For every objective, measures must be named which are suited to achieving the goal and whose implementation can be controlled.

The basic principles serve as the operational guidelines and principles of the management plan. All the strategic and operative decisions are oriented on them so that the long-term objectives may be achieved and the vision realized.

### INTRODUCTION

### BASIC PRINCIPLES

- Orientation on the terms of reference of the UNESCO-World Heritage Convention and the transnational cooperation.
- Preventive protection by safeguarding the substance, preventing the monuments' values from being compromised and by long-term strategies, plans and measures which are monument-friendly.
- Weighing up of decisions on grounds of the best information available.
- Best possible use of existing laws, responsibilities and other instruments.
- Participation of the population, relevant institutions and organisations and other important interest groups.
- Sustainable use of the monuments for education, nature conservation and recreation and of the buffer zone for activities and developments which support the value retention of the monuments.
- Raising awareness and acceptance with respect to the monuments as well as cultural and natural heritage in general through information and education.

### VISION

- **Integration:** Hedeby and the Danevirke are perceived and preserved as an integral historical complex and as part of the transnational UNESCO world heritage nomination of Viking Age sites.
- **Retention of Value:** All features embracing the value of Hedeby and the Danevirke remain in place on the ground in their entirety. To these belong form and substance, spatial reference and spatial impact as too perceptibility.
- **Sustainability:** Hedeby and the Danevirke are integrated into their cultural, social, ecological and economic settings and are, by means of their sustainable use, an engine for development and an improved quality of life.
- **Identification:** The population is aware of the significance of Hedeby and the Danevirke and actively supports the safeguarding and further development of the world heritage.

### 1.3. Process and Participation

Overseer of the preparations for the application is the state chancellery of the federal state of Schleswig-Holstein while the sponsor is the State Archaeological Department (Archäologische Landesamt) of Schleswig-Holstein with its seat in Schleswig. The local administrative units (so-called Kreise) and the municipalities (so-called Gemeinden) have been involved in all stages concerning them since the start of the preparations. In 2008 discussions and information events took place with all the municipalities over the designation of the property boundaries as well as boundaries of the buffer zone. To this end there also took place residents' meetings and discussions with representatives of the municipalities/communities and the landowners and leaseholders. Further attendance was made by the Danevirke Panel (Danewerksbeirat) in which stakeholders from administrations, museums and organizations are involved.

Developed at the same time with local project-funding co-operations, the so-called AktivRegionen was a project aimed at regional participation in the world heritage proposal. The AktivRegionen are steered by local stakeholders and serve in fostering regional projects financed from EU funds for Developing Rural Areas (EAFRD/LEADER). Hedeby and the Danevirke are located in the three Active Regions comprising Schlei Ostsee, Hügelland and Eider-Treene-Sorge. The aim of the project was to have the development of the community and the surroundings compatible with the protection of Hedeby and the Danevirke and to have the local residents profit from the process. The project was occasioned in part by the pressure from the municipalities to demarcate development areas in the immediate vicinity of the monuments as too the ever increasing transformation of the landscape in the surroundings by agriculture, renewable energies and the exploitation of the mineral deposits.

The community project of the participating Active Regions "The Danevirke and Hedeby: Monuments with Impact" which evolved consequently was chaired by the Kreis Schleswig-Flensburg and was mainly sponsored by the state of Schleswig-Holstein. Besides the strengthening of the regional development potential by means of an ideas competition for landscape architects and land use plans in individual places, the aims included the development of a coordinated tourism concept and the greater provision of information for, and activation of, the population. The project was carried out from May 2009 until May 2010 and ended in a conference of all the regional players involved.

In November 2009 an association was founded which represents the interests of all the public proprietors of the monuments as well as other private owners and interest groups and whose remit is to translate measures from the management plan. The continuous participation of all the important interest groups has thereby become a core element in drawing up the management plan.

The suggestions resulting from the process were pooled with the existing administrative and management structures and, where necessary, supplemented. The preliminary version (or draft) was presented to the interest groups in June 2011, discussed with them and further adapted. The current management plan is the result of this participatory process.

### 1.4. Contact Addresses

*Ministerium für Justiz, Kultur und Europa  
des Landes Schleswig-Holstein*

*(Ministry for Justice, Culture and European Affairs of the State  
of Schleswig-Holstein)*

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*Site Management im Archäologischen Landesamt  
Schleswig-Holstein:*

*(State Archaeological Department  
in Schleswig-Holstein)*

*Schloss Annettenhöh*

*Brockdorff-Rantzau-Str. 70*

*D-24837 Schleswig*

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*E-Mail: alsh@alsh.landsh.de*

Because of the exceptional conditions for the nomination of the Danevirke and Hedeby for the world heritage list, i.e. its taking place within the framework of the nomination of a transnational serial world heritage nomination", the abovementioned two contact offices are closely linked up with the coordination at international level for the whole of the proposed world heritage property. The coordination of the serial nomination is under the control of Iceland.

## 2. Hedeby and Danevirke

For the content see the German version of the Management Plan or the World Heritage nomination file, chapters 2 and 3.

## 3. Basic Provisions for Action

For the content see the German version of the Management Plan or the World Heritage nomination dossier, chapter 5e.



## 4. Management

### 4.1. Long-term Objectives of the Management

- Establishment of effective communication and participation of all important players.
- Establishment of an effective management structure.
- Creation of long-term and secure financing for implementing the management plan.
- Establishment of monitoring oriented on the strategy of the management plan and which helps to improve objectives and measures as too the appreciation of the monuments' value.

### 4.2. Coordination and Responsibility **COMPETENCE**

The nomination of the Danevirke and Hedeby was prepared as a joint project of the Federal Republic of Germany with the state of Schleswig-Holstein together with the countries of Iceland (as the lead partner) and Denmark, Norway, Sweden and Latvia. While the Ministry for Justice, Cultural and European Affairs is responsible for Schleswig-Holstein, it is the so-called World Heritage Office, located in Schleswig-Holstein's State Office for Archaeology (ALSH), which has been entrusted with the coordination of central tasks within the framework of the nomination process of the Danevirke and Hedeby.

The ALSH is responsible for the compilation of this management plan and is also to be in charge of the site management of the nominated world heritage site. According to §21 Monument Preservation Act, the ALSH is also responsible authority for the nominated property in Schleswig-Holstein. The Danevirke and Hedeby themselves, on account of their large extent, lie in the area of responsibility of the Schleswig-Flensburg and Rendsburg-Eckernförde districts. The Federal Republic of Germany, the state of Schleswig-Holstein and the various regional administrative bodies guarantee comprehensive protection of the world heritage area whose long-term and sustainable safeguarding they have consensually defined as a task of utmost priority.

The conservation of the Danevirke and Hedeby monuments is under the basic ruling in DSchG to be guaranteed first and foremost by the proprietors, a task performed by them for generations already in many cases. They comprise – alongside the large public proprietors such as the Schleswig-Flensburg district, the Stiftung Schleswig-Holstein Museums and the Gemeinden (municipalities) – most notably a great number of private landowners. Moreover there are further players who discharge tasks within the framework of the management plan and who essentially sponsor them. Here, in particular, the museums and tourist organisations should be mentioned as too the Gemeinden (municipalities) and other planning agencies.

TASK	COMPETENCE	CONSULTATION
<b>Management</b>		
Co-ordination	Site Management	Danewerk-Haithabu e.V.
Financing		
Updating		
Overall responsibility	State Archaeological Department	Owners
Monitoring	State Archaeological Department	Aktivregionen Municipalities
<b>Protection and Maintenance</b>		
Monument protection	State Archaeological Department Districts	Owners Site Management
Nature conservation	Districts State Agency for Agriculture, Environment and Rural Areas	
Maintenance	Danewerk Haithabu e.V.	
Land-securing		
Spatial planning	Municipalities Districts	
<b>Sustainable Use</b>		
Research	State Archaeological Department	
<b>Dissemination:</b>	<b>Steering Group:</b>	Municipalities Owners
Content	Museums	
Signage	State Archaeological Department	Site Management Aktivregionen
<b>Tourism:</b>		University Kiel
Day tourism	Stiftung Landesmuseen	Centre for Baltic and Scandinavian Archaeology
Overnight stays	Tourism organisations	

Overview of competences in the management plan.

**SITE MANAGEMENT OF HEDEBY AND THE DANEVIRKE**

As the coordinating body, the Site Management is to be responsible in the future for the management of the monument conservation of Hedeby and the Danevirke and is to forge the links to the higher-level structures of the nominated transnational serial property and the UNESCO as well as to the appertaining advisory bodies. The Site Management is to be located in the ALSH. In the meantime this task will be undertaken by the so-called World Heritage Office which is taking over the core tasks within the framework of the UNESCO World Heritage nomination. In accordance with §21 DSchG, the ALSH is the responsible administrative body for the nominated world heritage site for Schleswig-Holstein.

**TASKS:**

- Liaising with the partners of the serial world heritage nomination and assisting the international steering committee and the national and international advisory boards
- Coordinating and updating the Management Plan for the Danevirke and Hedeby
- Assessing the monitoring and initiating reactive measures, supporting and advising the society “Verein Haithabu/Danewerk e.V.”
- Supporting and advising on measures and their realization relating to valorization, maintenance, protection and development
- Providing information, representing and communicating the Danevirke and Hedeby as part of the serial world heritage site with respect to the public and the partners
- Competence building of the players in terms of the world heritage issues

**VEREIN DANEWERK/HAITHABU e.V.**

The participation of the interest groups in the preparation, realization and updating of the management plan necessitates a stable and binding form of organization. For the effective implementation of measures from the management plan, these have to be coordinated with the proprietors and the other involved parties.

Serving this purpose is the non-profit association “Danewerk/Haithabu e.V.”. Represented as members in this association are the aforementioned landowners like the Kreis Schleswig-Flensburg, the Foundation of State Museums and municipalities plus, as users, other important stakeholders. The association, based in Schleswig, was founded in 2009. Its statutory purpose is to be expressly achieved as follows:

- by pooling the interests of those real estate owners upon whose land the historical structures are located together with those of the region and the affected municipalities /communities
- by coordinating maintenance measures incl. accessing the available public and private funds

- by organizing and carrying out property purchases
- by constructively supporting the process for acquiring UNESCO World Heritage status

Within the scope of the management plan the association is to continue undertaking the following tasks:

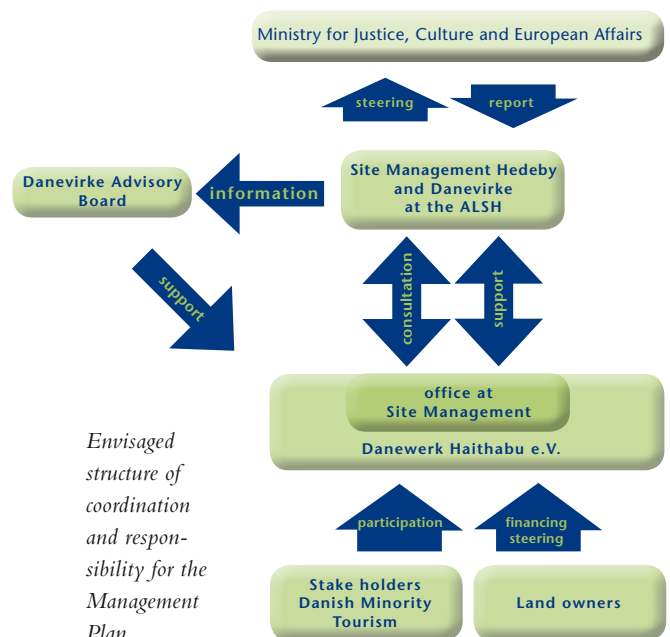
- Involvement of important stakeholders in the preparation, updating and implementation of the management plan
- Development, organization and control of land use management

The association charges no dues at present. Those members who are landowners confer their duties towards the monuments to the association per statement and provide it in return with the expenses normally incurred. It is from these funds that the association has thus far been able to finance its tasks. Liability remains with the owners.

The association works closely with the Site Management of the Danevirke and Hedeby which supports and advises it and with which all the measures are coordinated.

**THE DANEVIRKE ADVISORY BOARD**

The Danevirke Advisory Board/Panel is an independent body within whose framework those politically responsible from the municipalities, the administrative districts and the State of Schleswig Holstein meet in order to acquaint themselves annually with further developments and to support the management and outstanding measures. It is the Cultural Foundation of the administrative district of Schleswig-Flensburg which convenes the meeting.



**SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)**

OBJECTIVES	MEASURES
Creation of a structure for the association which enables the cooperation of important interest groups in the management of the Danevirke and Hedeby	-> Establishment of working groups according to the responsibilities in the management plan -> Integration as members of all involved municipalities and districts and other important stakeholders
Creation of personnel capacities for site management and association for implementing the abovementioned tasks	-> Appointment of a site managers (World Heritage Office) -> Appointment of a full-time coordinator for safeguarding the maintenance and land securing tasks of the association
Creation of a permanent site management for the Danevirke and Hedeby	-> Provision of an appropriate budget, qualified personnel and the necessary equipment and premises (or facilities)

4.3. Communication and Participation

**PRINCIPLES**

The participation of the interest groups runs according to the following *principles*:

- Timely, comprehensive and equal *communication* between all the important players
- *Optimization* of communication channels and procedures where required
- Reasonable *participation* of all interest groups in decisions of relevance to them
- Clear and binding *regulation* of the communication channels
- *Transparency and comprehensibility* in communication

The communication structure of the management plan observes the claims of the individual interest groups and their requirement for agreement. It uses the existing communication channels and registers the possible as well as the necessary adjustments that are useful for improving the communication of the interest groups.

**SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)**

OBJECTIVES	MEASURES
Upgrade of the communication structure	-> Establishing work groups within the association Danewerk/ Haithabu e.V.
Creation of new communication instruments	-> Setting up a newsletter -> Integration of land owners by participation in land consolidation measures

### 4.4. Risk Prevention

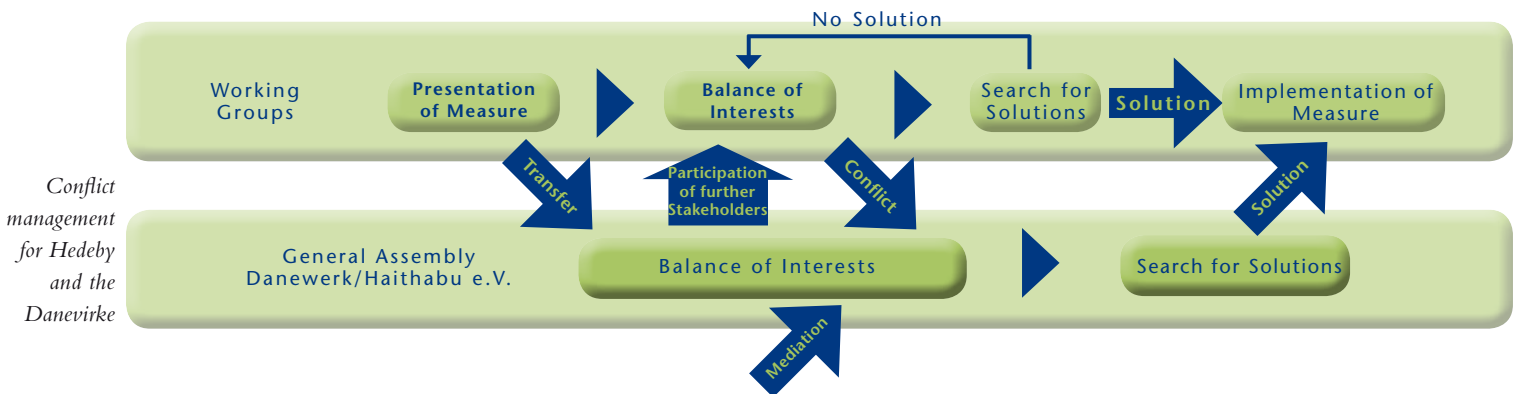
#### PREVENTION

The Management Plan is, on the whole, so devised in its planning and action structure that damage to the monuments and impairment to their value are to be prevented as far as possible, that risk factors are to be minimized and that the monuments' resistance to harmful impacts is to be heightened. The core instruments of precautionary and active monument conservation are thereby the maintenance and land use management as too the deployment of monument-friendly planning and utilization strategies. At the same time in the course of monitoring, the condition of the monuments is recorded and analysed, and measures for reducing the risks and for improving the resilience of the monuments are implemented within the framework of the management.

The museums and archives are protected by fire safety measures as well as alarm systems. In case of an emergency they can fall back upon a good local infrastructure of emergency services such as the fire brigade, ambulance corps, security forces, the police and technical assistance.



*The cycle of prevention, monitoring and measures for the management of Hedeby and the Danevirke*



#### SETTLING DISPUTES

The communication structures of the management plan fundamentally serve in avoiding disputes and in resolving conflicts of interests between the stakeholders. The structures are likewise capable of resolving a conflict should it arise by means of an internal mediation process. The supporting association Danewerk/Haithabu e.V. serves in coordinating the interests of all the players. Conflicts of interest ought to be taken up in good time within the work

group responsible with all those parties affected and then resolved. In the case of conflicts of interest which extend beyond the participants of the work groups, either the stakeholders can be consulted/brought in or else the problem may be solved at the level of a general meeting. This procedure is also to be exercised where a solution within the work group fails to succeed. Where appropriate the final step may be consulting an external mediator.

## 4.5. Financing

### SITE MANAGEMENT

The Site Management Hedeby and the Danevirke is to be financed – in consultation with the municipalities and the administrative districts – by the Ministry of Justice, Cultural Issues and European Affairs for the state of Schleswig-Holstein (since 2012) and the administrative districts of Schleswig-Flensburg and Rendsburg-Eckernförde and is located in ALSH. The ministry bears at least 50% of the costs. It is intended that each of the two administrative districts incur 25% of the costs. On this basis the Site Management is to be allocated a budget which enables it to carry out its tasks (see sponsorship/funding body). The budget is to be reviewed every three years and, if required, updated so as to guarantee the office’s on-going ability to act.

Included in this are the funds necessary for maintenance in terms of regulating vegetation. Likewise the state and the administrative regions provide the necessary financial means for effectuating usage alterations of land pursuant to the management plan, for instance by purchase or lease. These funds are in part bound to the implementation of nature conservation objectives and are in that case applied for in the designated programmes. The institutions discharging tasks within the framework of the management plan such as the ALSH and the lower public agencies in the administrative districts have enough personnel and means at their disposal to enable these tasks to be performed.

### LAND USE MANAGEMENT AND MAINTENANCE

The central tasks of the association Danewerk/Haithabu e.V. in the areas of maintenance, land use management and participation are covered by a mixed financing from state funds and members’ contributions in compliance with their individual situational interests in the world heritage property and their financial capabilities.

### DEVELOPMENT

The financing of the measures for structural maintenance and valorisation of the monuments and their surroundings comes mainly via third-party funds from programmes for world heritage sites, monument conservation, nature conservation and regional development.

## SHORT-TERM OBJECTIVES AND MEASURES

### OBJECTIVES

### MEASURES

<p>Creation of a financial base for the funding body</p>	<ul style="list-style-type: none"> <li>-&gt; Providing a budget title for the world heritage management of the Danevirke and Hedeby in MBK</li> <li>-&gt; Partial financing of the association’s work by the MBK</li> <li>-&gt; Creating an income structure for the association, including a differentiated membership fee system</li> <li>-&gt; Providing the association with an appropriate budget, qualified personnel and the necessary materials and facilities/premises</li> </ul>
<p>Optimization of the funding of maintenance and management measures</p>	<ul style="list-style-type: none"> <li>-&gt; Simpler and institutionalised financing of maintenance</li> <li>-&gt; Combining the various budgets for maintenance from the financial resources to date within the Danevirke-Hedeby association</li> <li>-&gt; Increasing the budget for securing permanent and professionally- conducted maintenance of the vegetation</li> <li>-&gt; Integration of further monies for land use and nature protection</li> </ul>
<p>Financing of measures for development from third-party funds</p>	<ul style="list-style-type: none"> <li>-&gt; Applications to the relevant incentive programmes</li> </ul>

### 4.6. Monitoring

Monitoring is a central instrument in management procedures. Within the framework of monitoring, data is collected and evaluated so as to observe the measures conducted as well as to modulate and advance strategies, objectives and instruments. Without this regular supervision and assessment, sustainable management and management geared to protecting the value of the monument is not possible.

Thereby the focus is on the control of the condition of the monuments and their essential features as well as on the observation of the influences and potential dangers to which the monuments are exposed. In addition there are measurements taken whether further objectives of the management have been met.

The point of reference is the condition of the monuments at the time they were fully recorded in the years from 2006 to 2010.

The data are collected by those institutions responsible for the spheres of activity and hence for the measures within the scope of the management plan. The future Site Management will amass and evaluate the data. The ALSH input the data into the GIS-Danevirke.

An annual report is to assess to which degree the formulated objectives have been achieved. In the case of deviations a causal analysis will ensue based on available data. Building on that, recommendations will be compiled as to how the existing management can be adapted so that either the objectives can be better achieved or the specified targets can be adapted to the changed parameters. These suggestions are evaluated in the various work groups before being integrated in the management plan and then implemented.

Information on the condition of the monuments and the degree of threat,

Achieving objectives cannot be read off directly but rather has to be obtained indirectly via so-called indicators. Thus an endangerment to the substance can only be recognized if damage to, harmful uses of, or damaging vegetation on the monuments is defined and if these are regularly registered and evaluated.

INDICATOR	PARAMETER	DATA COLLECTION	FREQUENCY
• Extent of the endangered surfaces	• Damaged places/Erosion	• Inspection	• Annually (once a year)
	• Type of land use	• Inspection	• Annually
	• Type and intensity of the vegetation for each stretch of land	• Photography at specified places • Inspection	• 2 x annually (twice a year) • As required
• Change in storage conditions	• Groundwater level	• Metering with a piezometer	• Multi-annually
	• Salinity and water temperature (Practical Salinity Units), in degrees Celsius • Teredo navalis-infestation	• Measurement at the sea blockade	• Once a month in summer
• Change of topography in the buffer zone	• Extent and position of encroachments in the topography	• Documentation of plans and measures	• Ongoing
• Change in the open spaces and visual axes around the monuments	• Visibility • Overall appearance of the landscape	• Photography of specified places	• Once a year

**ANNUAL OBJECTIVES AND MEASURES**

**OBJECTIVES**

**MEASURES**

<p>Complete and systematic ascertainment of the parameters of the key indicators</p>	<p>-&gt; Documentation of proceedings and parameters of relevance to monitoring by the institutions responsible -&gt; Immediate reporting and documenting of all damages learned of</p>
<p>Annual analysis of the monitoring data</p>	<p>-&gt; Evaluation of the amalgamated data in the annual report</p>

**SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)**

**OBJECTIVES**

**MEASURES**

<p>Activation of volunteers for monitoring</p>	<p>-&gt; Establishment of a system of volunteers for inspection on the ground; thereby the ALSH can fall back on unpaid committed confidants. -&gt; Cooperation with nature conservation organizations for deploying persons participating in an ecological voluntary year.</p>
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*Main wall near the connection to the crooked wall.  
@ Rainer Heidenreich,  
Fotoclub Schleswig*



## 5. Protection and Maintenance

### 5.1. Long-term Objectives and Principles of Monument Conservation

#### LONG-TERM OBJECTIVES (5–30 YEARS)

- *Conservation of substance and form*, especially through the protection from physical impairments such as those caused by destruction and changes (groundwater level, input of pollutants, agricultural use, recreational activities [cycle paths, hiking trails] etc.).
- *Retention of the spatial reference* via landscape and topographical features which have influenced the planning and the structural execution of the monuments. Of relevance here are the rivers of the region, the wetland area and sandur plains of the western geest as well as the sub-glacial streams and the terminal moraine landscape of the Vor-geest and the eastern hill country.
- *Retention of the perceptibility and spatial impact*, i.e. especially the retention of the visibility of the monuments, the visual relationships between the monument and the surrounding landscape (e.g. Haddeby Noor and the area between the Connecting Wall and the Cograben), the retention of the open spaces surrounding the monuments as too the protection from adverse visual and other sensorial effects.
- *Retention of the surrounding cultural landscape structures, especially those monuments preserved within it and other structural or archaeological cultural assets* in their topographical context and/or historical spatial reference to the Danevirke and to Hedeby e.g. transport routes, burial mounds, settlement sites, trading places and production centres.
- *Fostering of the communities of fauna and flora typical of the habitat and protective of the monument having formed over history* by the integration of nature conservation goals.

#### BASIC PRINCIPLES

- *Identification, avoidance and reduction of existing and potentially damaging impacts both natural and human* with special regard to their causes. Particular attention is to be paid to climatic, social, economic and cultural developments.
- *Limiting intervention to proportionate and minimal measures* necessary for the conservation or the appreciation of the monuments or for enabling the further use of facilities and buildings in the surroundings.
- *Restoration and reconstruction of the historical structures only in exceptional cases* which make sense and which are necessary for conserving the scientific and aesthetic quality of the monuments. They have to be well-founded, and prepared and accompanied to a high scientific standard. They have to blend in harmoniously with the original fabric while remaining distinguishable from it.

### 5.2 Monument Protection

#### COMPETENCE

Due to the cultural sovereignty of the German federal states, these are legally responsible for ensuring the adherence to, and implementation of, the Monument Protection Law.

The supreme Monument Protection Agency is since 2012 the Ministry of Justice, Cultural and European Affairs (MJKE). The State Archaeological Department of Schleswig-Holstein (Archäologisches Landesamt Schleswig-Holstein, shortened here to ALSH) is, as the upper monument protection agency, assigned to the supreme agency for the technical supervision and is responsible for the approval of measures concerning Hedeby and the Danevirke as well as their buffer zone and the wider surroundings.

The Landräte, the heads of the administrative districts, are together with their administration responsible as the lower monument protection service for enforcing monument protection at the Danevirke and Hedeby.

#### IMPLEMENTATION

All providers of a measure or plan should contact the competent lower monument protection agency informally prior to, or at least at a very early planning stage and then, if needs be, get advice from the ALSH about possible consequences of their

scheme for the Danevirke and Hedeby. Therefore plans should take due consideration of the monuments well in advance.

In the case of measures and plans involving change to the monuments or their surroundings, the lower monument protection agency of the administrative district has to be informed. It confers with the ALSH and approves measures and plans if these are not substantially impairing the value of the monuments.

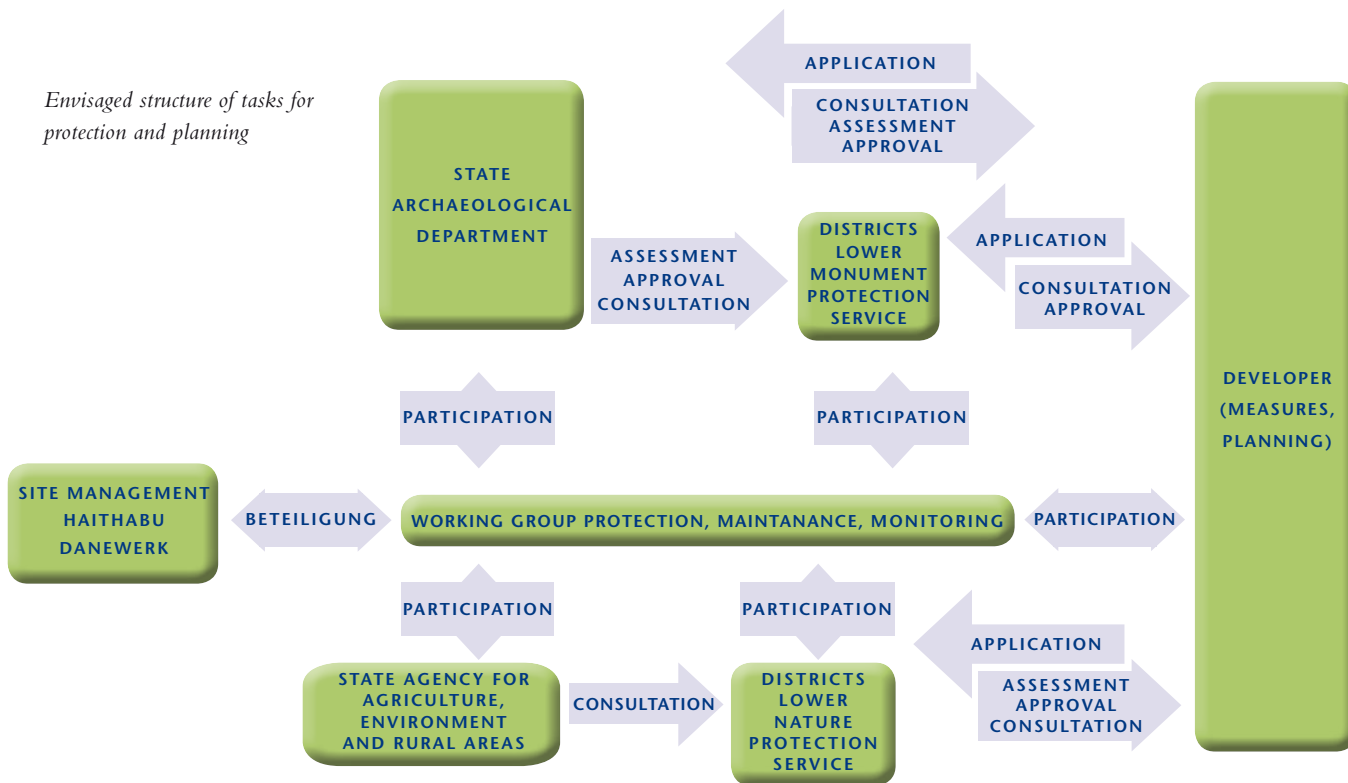
Where impairments by the measures or plans are recognized, restrictions may be attached to the approval so as to minimize the impact upon the monuments. Where appropriate the approval of the measure or plan may be completely withheld.

Measures and plans are outlined and agreed upon with representatives of the responsible interest groups at the regular meetings within the framework of the association Danewerk-Hait-habu e.V. in order to heighten the acceptance of decisions.

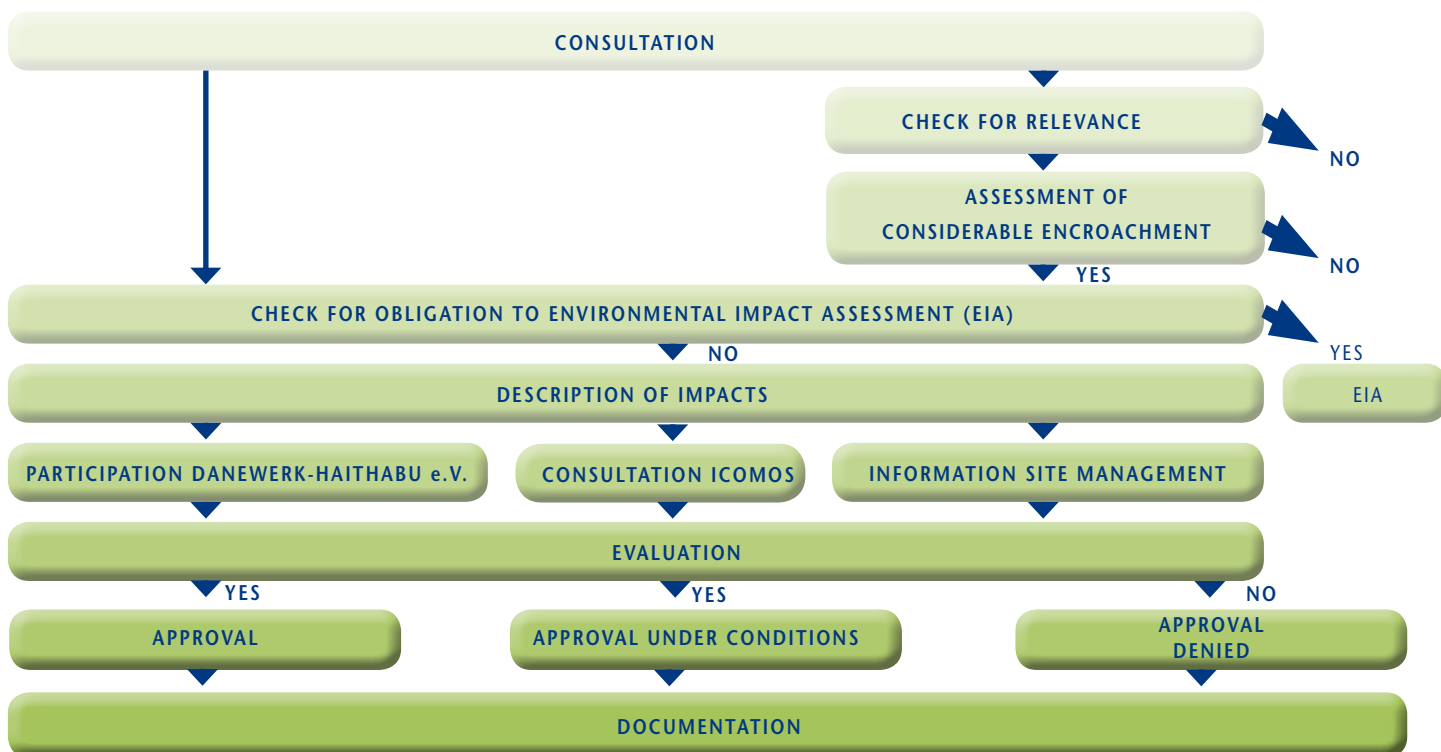
The Site Management is informed about those measures and plans capable of compromising the value of the monuments. The Site Management advises the competent monument protection agency on questions arising in connection with the UNESCO world heritage and the collaboration within the scope of the transnational serial nomination.



Envisaged structure of tasks for protection and planning



Envisaged approval process for measures and plans



ANNUAL GOALS AND MEASURES

OBJECTIVES	MEASURES
Conservation of the monuments' substance	-> Keeping the monuments free from building measures which encroach upon the monuments' fabric and their immediate surroundings (paths, buildings...) and which are not essential for their safeguarding.
Preservation of the Topography	-> Preservation of the authentic landscape relief and the hydrology in the buffer zone, particularly by refraining from excavation work (gravel mining, pond construction, or the like) or the construction of new, not historically documented bodies of water as well as the drainage of bodies of water.
Retention of the perceptibility of the monuments in the buffer zone and wider setting (acc. to chapter 4.4)	<ul style="list-style-type: none"> <li>-&gt; Keeping the view axes and open spaces in the buffer zone around the Danevirke free from new planting of forest and the agricultural cultivation of quick-growing woody plants</li> <li>-&gt; Keeping the view axes and open spaces on the buffer zone around the Danevirke free from new building areas and business parks.</li> <li>-&gt; Keeping the wider setting free from facilities that are visible from afar such as wind turbines</li> <li>-&gt; Keeping the open spaces free of new building development and facilities. These are all the greenfield sites within the buffer zone which are located directly at the monuments or which are visible from the walls or from which a good view is afforded of large areas of the monuments.</li> <li>-&gt; Keeping the built-on areas of the buffer zone free from measures clearly exceeding the height of the surrounding development or those interfering with the overall picture.</li> </ul>

SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)

OBJECTIVES	MEASURES
Reduction of harmful land-use on the monuments (tillage intensive grazing, roads)	<ul style="list-style-type: none"> <li>-&gt; Change of land-use in the case of tillage and traffic use,</li> <li>-&gt; Reduction of grazing and of nutrient input by permanent change of use through purchase, tenure, contracts, land consolidation, relocation of roads.</li> <li>-&gt; Renewal of staircases and paths</li> </ul>
Improvement of the legal protection	<ul style="list-style-type: none"> <li>-&gt; Designation of the whole nominated area of Hedeby and the Danevirke as a Monument Zone in accordance with § 19 DSchG</li> <li>-&gt; Enlistment of all areas within the nominated area which are not yet registered in the Monument Register in accordance with § 5 (2) DSchG (work in progress).</li> </ul>



*Main wall.  
@ Hans Haebler,  
Fotoclub Schleswig*



*Brick front of the  
main wall from the  
12th century.  
@ Hans Haebler,  
Fotoclub Schleswig*

### 5.3 Nature Conservation

#### RESPONSIBILITY

The Ministry for Energy Change, Agriculture, Environment and Rural Areas of the state of Schleswig-Holstein (MELUR) is the supreme nature conservation authority and is responsible for designating nature reserves and for allocating monies for maintenance measures in conservation areas. The State Agency (Landesamt) for Agriculture, Environment and Rural Areas (LLUR) occupies an advisory function as the upper sector agency.

The heads of the district authorities (Landräte) are, together with their administration, responsible as the lower nature protection service for enforcing the protection of the Danewirke and Hedeby. They appraise and authorize intervention and maintenance measures in the legally protected natural environment and designate protected landscapes.

#### IMPLEMENTATION

Similar to the authorization process in the case of monument protection, all measures and plans in the nature reserves and protected landscapes, in the Natura 2000 areas and protected landscape elements have to be approved by the relevant body, i.e. the lower nature conservation service. The requested measures or plans are elucidated and coordinated

directly with the monument protection authority, this also being done prior to approval with representatives from the interest groups within the framework of the regular meetings of the working group Protection and Planning. The Site Management is informed about the measures and plans capable of compromising the monuments' value. The Site Management advises the relevant nature conservation authorities.

This Management Plan attempts, on the basis of its principles regarding protection and maintenance, to dovetail the conservation of the monuments and the ecosystem to the mutual benefit of both. Where, however, a conflict of interests arises, it is those measures benefiting the monuments essential for the protection and conservation of the monuments which are sanctioned and which can be assessed as encroachments into nature and the landscape. There remains nonetheless the obligation for compensating such unavoidable interventions in the ecosystem.

Measures for maintaining the monuments which serve additionally in conserving biotopes worthy of protection are given preference within the scope of the Management Plan and are promoted by the nature conservation authorities.

### SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)

#### OBJECTIVES

#### MEASURES

<p>Creation of a strip of extensively-cultivated land (pasture-land, heath) suited to the site alongside the monument</p>	<p>-&gt; Safeguarding areas by means of purchase, lease or exchange -&gt; Land consolidation (or re-parcelling of land) where necessary</p>
<p>Creation of a pasture linkage or a biotope compound system between the parts of the wall, esp. Crooked Wall, Main Wall and Cograben</p>	<p>-&gt; Safeguarding areas by means of purchase, lease or exchange -&gt; Land consolidation (or re-parcelling of land) where necessary</p>



*Pensinsular in the Schlei Fjord from where the off-shore work extends.*

*Agricultural road  
through the main wall.  
@ Hans Haebler,  
Fotoclub Schleswig*



## 5.4 Maintenance

### INTRODUCTION

Precautionary protection of the monuments against negative impacts is the management plan's conservational principle. The constant maintenance of the monuments serves in improving their resistance against such threats.

Furthermore, measures should restore the monuments specifically and alleviate existing impairments. The approach extends from single measures to the correction of minor damage to elaborate reshaping as with the steps for instance, and catalogues of complex long-term measures as necessitated, for example, with the discontinuation of driveways on the monument.

Included here is also the long-term safeguarding of land in the zone of the monuments and of the adjacent surroundings so as to obtain a change in use by means of instruments such as acquisition, lease and exchange.

### CONSERVATION

The monuments consist largely of vegetated earthen walls and open spaces. Controlling the vegetation is a fundamental instrument for preventing damage. The right vegetation helps stabilize and protect the surfaces as well as to improve the perceptibility. In addition, parts of the monuments are protected (by law) and provide habitats for rare animals and plants which are fostered by means of specific maintenance.

Tending the vegetation ensues on the basis of a maintenance plan. This plan formulates specific goals for so-called maintenance units which are defined by vegetation and monument character. The individual measures are carried out on behalf of the proprietors of the areas as too of the lower nature conservation agency by the support association Danewerk/Haithabu e.V. The association is assisted technically by the ALSH which proposes the yearly catalogue of measures. It coordinates the measures with the relevant nature conservation authority.

Existing acute surface defects and threats to the prevailing condition of conservation of the monuments have, moreover, to be reduced or corrected. Here it is often the case that regular maintenance measures are not adequate. Required instead are specific measures, be they one-off or repeated, which are attuned to rectifying the particular situation. The basis for determining the measures is the damage-mapping within the GIS-Danevirke. For the damage and impairment identified here, a catalogue of measures is to be formulated according to the objectives and basic principles of the maintenance. The coordination of the measures is carried out by the support association while the technical supervision is provided by the ALSH and the competent nature conservation authority.

**LAND-SECURING**

Some of the types of use of the monument themselves and of the areas in the immediate vicinity like agriculture and motorized traffic, for instance, directly endanger or impair the monuments. They can only be changed in agreement with the landowners or the users. The long-term securing of land has the objective of stopping such adverse uses. The instruments arranged to achieve this include re-parcelling of land, land acquisition and leasing of land. Mapping shows which areas are suitable for this. Thereby the listed monuments have priority. Areas directly affecting the monuments are also to be integrated into the land-securing task. Thus adverse effects on the monuments and the specific habitats upon them will be effectively minimised at once. The land-securing tasks are to be steered and implemented by the supporting association Danewerk/Haithabu e.V..

as well as from the communication and tourism concept within the framework of this management plan. Thereby the protection of the monuments should be intertwined with the sustainable development of the communities. A primary requirement here is improving access to the monuments and increasing their perceptibility. Furthermore there are proposals which improve the quality of life of those living in the surroundings and which have a direct relationship with the monuments and their values. The measures necessary for this are coordinated with all the important players and their implementation is steered by the supporting association Danewerk/Haithabu e.V.. In doing so care is taken in ensuring that the measures are planned and implemented in line with the terms of reference of the management plan.

**DEVELOPMENT**

The specific development requirements for the monuments and their immediate surroundings are derived from suggestions based on contributions from award winners of an ideas contest held in 2009 for landscape architects and town planners, from the public space concepts arising from these ideas

**MAINTENANCE PLAN**

The maintenance plan gives an overview of the specific areas where measures are to be implemented, the corresponding maintenance goals as well as a detailed catalogue of measures for tending to vegetation. It is to be extended to a master plan for protection, maintenance and land use management.

**ANNUAL OBJECTIVES AND MEASURES**

**OBJECTIVES**

**MEASURES**

Retention and extension of the open areas; expansion of stocks of forage grass and nard grass	<ul style="list-style-type: none"> <li>-&gt; Grazing with sheep (preferred option) or mowing and the removal of the grass</li> <li>-&gt; Regular removal of young trees and shrubbery, especially of non-local vegetation (about every 2 years)</li> </ul>
Avoidance of new damage and correction of existing caused by vegetation	<ul style="list-style-type: none"> <li>-&gt; Removal of reed beds from the water's edge at Hedeby</li> <li>-&gt; Grazing of the water's edge at Hedeby by cattle</li> <li>-&gt; Removal of trees at risk of falling or those too old</li> </ul>
Avoidance of restrictions to the perceptibility in the buffer zone	<ul style="list-style-type: none"> <li>-&gt; Regular laying of hedgerows which run parallel in contiguity to the wall.</li> </ul>

**SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)**

<b>OBJECTIVES</b>	<b>MEASURES</b>
Correction of human-induced damage	<ul style="list-style-type: none"> <li>-&gt; Monument-friendly renovation of the ascents</li> <li>-&gt; Closure /relocation of all roadways for power-driven vehicles on the monument</li> <li>-&gt; Blockage of non-authorized footpaths by planting</li> </ul>
Retention of coppicing stocks: light Mittelwald with wall-stabilizing herbal layer and meagre forming of bushes and natural portion of deadwood and 2/3 Kronenschluss	<ul style="list-style-type: none"> <li>-&gt; Selective felling of single trees</li> <li>-&gt; Selective cutting of woody plants to promote the proportion of coppice (rotation time high forest with coppice: 60-80 years, coppice: 15-20 years)</li> <li>-&gt; Leaving deadwood in situ beyond the track ways</li> <li>-&gt; Regular removal of young trees and shrubbery, especially of non-local vegetation (every 1–6 years)</li> </ul>
Updating the Maintenance Plan	<ul style="list-style-type: none"> <li>-&gt; Addition of measures for reducing restrictions</li> </ul>
Improvement of the noticeability of the monuments from the surroundings	<ul style="list-style-type: none"> <li>-&gt; Removal of woody plants directly on/at the wall which particularly interfere with a view axis (notably the coniferous forest in Busdorf)</li> <li>-&gt; Removal or relocation of hedgerows running along the base of the wall if view relationships are particularly impaired (so long as the material deposition caused by agriculture is not increased as a result)</li> </ul>

### 5.5. Planning

#### RESPONSIBILITY

State planning is coordinated by the Ministry for Internal Affairs of the state of Schleswig-Holstein. Here the state development plan and the regional plans are compiled. For the surroundings of Hedeby and the Danevirke it is the regional plans III (Schleswig-Flensburg Administrative District) and V (Rendsburg-Eckernförde Administrative District) that apply. The lower and upper state agencies are involved in the development of these regional planning policies according to their area of responsibility. The Landscape Plan from 1999 was compiled by MLUR.

Land-use planning with zoning plans and (local-level) development plans is prepared by the municipalities on the basis of regional development plans. The administrative districts (Kreise) as the lower authority for nature conservation and historic monument protection as well as the ALSH as the technical authority assess and approve these plans in part.

#### TASKS

Regional plans III and V as too the current land-use plans (zoning and development plans) of the municipalities serve as planning specifications for the structural development and use of the surroundings of Hedeby and the Danevirke. They are thus important instruments in conserving the value of the monuments.

The control of planning by the administrative districts and the ALSH serve in steering the planning process with respect to the protective goals. Through them measures and proposals affecting the monuments can be refused or, by imposing restrictions, adverse effects may be minimised.

#### REGIONAL PLANNING PROGRAMME AND LAND-USE PLANNING

As a supplement to the control of planning, in the future the objectives of the Management Plan should be observed in regional planning. Thus planning should take the defined values and features (characteristics) of the monuments and their settings into account and should not compromise them.

The formulated protective goals for Hedeby and the Danevirke as too for the buffer zone and the extended protection area for the surroundings (settings) are to be incorporated into the regional development plans.

The boundaries of the monuments, the buffer zone and other monuments as too value-defining features of the surroundings are to be registered in the land-use plans on an "information only" basis.

The existing regional plans III and V and the land-use plans of the municipalities, which are valid for the buffer zone of Hedeby and the Danevirke, are shown in the appendix. The undeveloped open spaces around the monuments are, according to this, designated as protected landscape, as farmland, as green spaces or as areas for measures serving the protection, maintenance and developments of soil, nature and landscape. These existing open spaces are to be conserved for the future. Where possible, issues relating to the protection of Hedeby and the Danevirke as useable areas according to §5 (2) building act of Schleswig-Holstein should additionally be represented in the land-use plans. The resolution of the local councils required for this purpose affirms the active support of the municipalities for the conservation of the monuments.

#### INFORMAL PLANNING

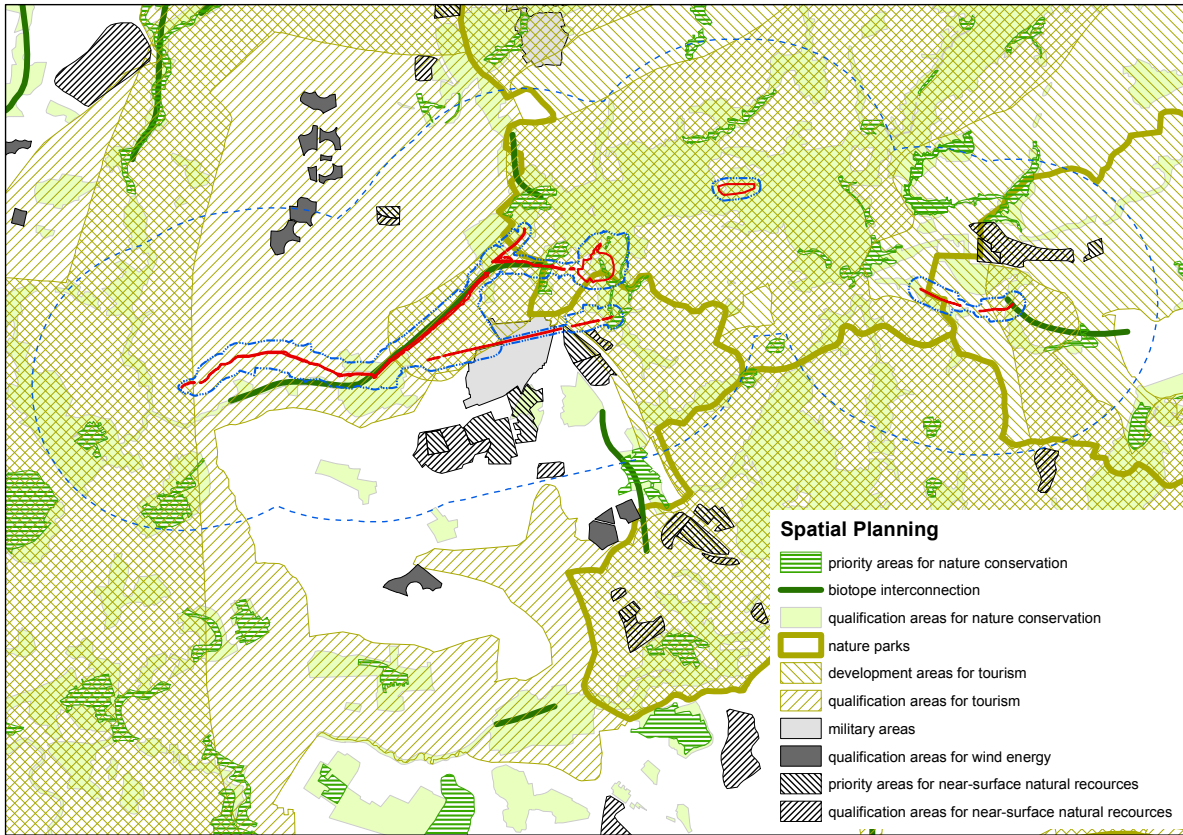
In the year 2009 there was an international ideas competition held with close involvement of the region in order obtain suggestions for the long-term composition of the buffer zone of the Danevirke and Hedeby, suggestions where retention of the value of the monuments and their setting is given due consideration and is harmonised with the sustainable development of the surroundings. The designs of the four award winners serves as a basis for further planning.

The design of the winners of the first prize, the Urban Essences und Lützwow<sup>7</sup> Office, was honoured for the long-term vision of a spacious landscaped design around the Danevirke akin to an open landscape park. The realisation of the winning design's vision is thereby to be, in consultation with the demands of the landowners and the interest groups, part of the development process.

Derived from the winning schemes, concepts for designing the open spaces around the monuments in the municipalities of Busdorf and Dannewerk were fleshed out. These were coordinated with the competent authorities and the municipalities and now serve as the basis for measures for the valorization of the monuments and their setting within the municipalities.

The invitation to tender for the ideas contest, the four winning designs and the two open space concepts are enclosed with the management plan and are the basis for future planning which aims at generating an overall concept for the design of the surroundings of the monuments. Therein should be rooted the objectives of the management plan. The overall concept is thus to become the central, informal and tuned instrument for steering planning and developments in the buffer zone and the adjacent surroundings. The formulation and consultation with the interest groups take place via the association Dannewerk/Haithabu e.V.





Designated areas important for the protection of the monuments in the regional plans III and V

SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)

OBJECTIVES

MEASURES

Improvement of planning protection	<ul style="list-style-type: none"> <li>-&gt; Landscape reconstruction and mapping of change in the cultural landscape</li> <li>-&gt; Mapping of historical flood plains which are worth conserving</li> <li>-&gt; Mapping of open spaces and view axes</li> <li>-&gt; Developing an overall concept (or guiding principle) for landscape on the basis of the results of the ideas contest</li> <li>-&gt; Compiling and implementing open space concepts for the municipalities for the active development of the monuments and the buffer zone</li> <li>-&gt; Catalogue of place names, oral lore / myths, traditions and meanings</li> <li>-&gt; Integration of the protective goals in regional planning and local planning (Regional Development Plan for Schleswig-Holstein, Regional Plans, land-use plans)</li> </ul>
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## 6. Sustainable Use

### 6.1 Research

Archaeological and historical research, that has been taking place systematically since the end of the 19<sup>th</sup> century, has provided much important information and fresh insights into the significance and history of Hedeby and the Danevirke. Many issues, however, are still unexplained or have not been sufficiently processed. Further research will also be the basis in the future for advancing insights into the monuments and their history.

New research projects should draw upon non-destructive methods of obtaining data such as those which has been successfully used notably in Hedeby with the geomagnetic surveys and the airborne LIDAR imagery of the Danevirke. In contrast, excavations always involve the destruction of original substance. Hence they require, as with all other types of prospection, authorization from the ALSH. For this the necessity is reviewed and the interests from the conservational point of view are carefully considered. The Stiftung Schleswig-Holsteinische Museen Schloss Gottorf with the affiliated State Museum of Archaeology as well as the University of Kiel (CAU) and the Centre for Baltic and Scandinavian Archaeology (ZBSA) make the most important contributions here in terms of research. The ALM supports the ALSH in assessing the research enquiry.

New research should help in defining the extent of the monuments more precisely, in identifying further archaeological sites associated functionally with the monuments, in reconstructing the historical situation in terms of the landscape and in improving the protective measures afforded the monuments. The interpretation of available information as, for instance, that from old excavations, is to have priority over new investigations. All research findings are to be made accessible to the public.

### 6.2 Dissemination

The presentation of the cultural heritage and the communication of its value and its significance as an educational and information provider is an important concern of the World Heritage Convention. Thereby people's appreciation of, and respect for their cultural heritage should be heightened and its conservation should be facilitated.

A central role in communicating the historical significance of the monuments is played by the State Museum of Archaeology Schloss Gottorf with the Viking Museum Hedeby as too by the Danevirke Museum.

In summer 2010 two expert work shops were held from which emerged a policy paper on how to put across the Hedeby and Danevirke monuments. This concept serves in steering the interpretation work within the framework of the management plan.

The main target groups one wishes to reach via the communication concept are families with children, youngsters, school classes as well as other organized groups such as tour groups,

staff outings, adult education courses, etc. There are also individual visitors in keeping with touristic classifications.

In terms of their value and their significance, the Danevirke and Hedeby are conveyed as large-scale monuments of the Viking Age which belong together. Thereby the relationship to the transnational world heritage nomination, to the Viking Age, to the whole history of the monuments as well as to the world heritage idea is constantly made.

#### LONG-TERM OBJECTIVE

- Creation of a communication concept that is of high quality and consistent in its presentation, that includes the whole monument complex in a balanced fashion and that showcases the current scientific findings presents interestingly.

#### BASIC PRINCIPLES

- **Long-term and target-oriented:** The communication concept, as too the management plan, is designed to be long-term and target-oriented.
- **Information and Knowledge:** Visitors and local residents are to be sensitized in a sustainable manner and their appreciation and knowledge furthered.
- **Quality of the Information:** The information to be imparted has to be latest state of the art, credible and serious. It has to be suitable for the target group and should be entertaining. It should encourage return visits and the discovery of other sections and themes as well as get people to concern themselves with the world heritage idea.
- **Quality protection:** A regular examination of the objectives, methods and effects as well as regular advanced training for the staff secures quality standards in the long run.
- **Profiling of the monuments:** A common approach by all the museums and institutions involved strengthens the profile of the monuments. Coordinated marketing (internet presence, information material, flyers, newsletters, etc.) contributes to the profiling.
- **Focus of communication:** Communication focusses on the monuments themselves. For an appreciation of the monuments a direct and personal experience is of central importance. The willingness to protect the monuments results from appreciating them and knowing their complex issues/background story.
- **Communication establishments:** The Danevirke Museum and the Viking Museum Hedeby provide information on the contents and the history of the monuments and direct the visitor actively to the monuments. The exhibition venues of the municipalities also play an important role in providing information about the surroundings. Their information focusses on the historical significance of the respective site.
- **Decentralized communication:** The communication takes place at different locations in accordance with the basic principles formulated in the management plan.
- **Type of communication:** Communication work carried out by persons takes precedence over non-personalized communication and is available in many languages.

- **A shared identity and homogeneity for Hedeby and the Danevirke.** The Danevirke and Hedeby are to be viewed as a historical and cultural unit. Both monuments are positioned side by side on an equal basis.
- **Minorities:** It is especially the interests of the Danish minority, as sponsors of the Danevirke Museum, but also of other minorities in Schleswig-Holstein that are given consideration and integrated into the community. In this way international understanding is promoted, as is in the interests of the UNESCO.
- **Thematic emphases:** In order to avoid a doubling of information, each of the various museums and exhibition halls /venues concentrates on certain contents and information.
- **Signposting of the monuments:** Information signs and markers directly on/at the monuments are to be reduced to a minimum so that the monuments are interfered with as little as possible. All measures must be coordinated with the ALSH.

## NETWORKING, COORDINATION AND PARTNERSHIPS

### Steering Group

Responsibility for the contents lies with the steering group. This is composed of representatives of the Danevirke Museum, the Viking Museum of Hedeby (WMH) and the ALSH who meet regularly for an exchange of ideas in order to make decisions collectively. The exhibition venues of the communities/municipalities are hereby taken into consideration. Regular meetings guarantee that the flow of information between the Danevirke Museum, the WMH and the ALSH is assured.

### Working group Use

Within the framework of the management plan, the steering group also regularly meets up with representatives of the Stiftung Schleswig-Holsteinische Landesmuseen, der Ostseefjord Schlei GmbH and the municipal exhibition venues to compare notes. These institutions' experiences and advice are integrated into the work of the steering group.

### Multipliers/Disseminators

Multipliers/Disseminators are organizations and individuals who relay information in a controlled manner to the public at large. These include:

- Schools, clubs, associations, tourism organizations
- Tour guides, moderators, mentors, teachers, experts, journalists

The steering group places structures at the disposal of the so-called multipliers, guaranteeing thereby regular exchange of ideas and regular advanced training (information events, exemplary guided tours, etc.).

The multipliers align themselves to quality standards which are determined by the steering group and which are oriented on the basic principles of communication as formulated (see above).

### Information network

Together the steering group, the extended steering group and the multipliers form a closely interlocked network in which information is regularly and reliably exchanged under certain rules. The information network is governed by specific rules and in turn stipulates communication structures.

### Educational Centre

The setting up of an educational centre in collaboration with the Institute for Quality Development at schools in Schleswig-Holstein (IQSH) should promote educational cooperation with the schools.

### Development of the Danevirke Museum

A cooperation agreement between the Schleswig-Holsteinische Landesmuseen and the Danish minority as sponsor of the Danevirke Museum is being worked out. In the long term the Danevirke Museum is to be recognised as a government-funded museum.

### World Heritage Partnerships

Within the framework of the tourism concept, world heritage partnerships are planned. For such partnerships there are specified quality standards and directives which are based on the communication principles formulated here.

## COMMUNICATION METHODS AND INSTRUMENTS

Communication largely takes place via qualified personnel in museums, guided tours led by moderators and by audio-guides (PDA, GPS-facilitated PDA) in combination with a few main information signs and maps.

The moderated guided tours are differentiated according to subject matter and visitor group.

Bookings for the guided tours, etc. are centrally organized and arranged.

On offer, alongside the guided tours, are presentations, publications, flyers, maps of the Danevirke, laminated information boards (maps) for guided tours, events and happenings.

Reconstructions of the Danevirke (virtual and/or real) which are in line with the requirements of the UNESCO visualize the monument.

A so called Erlebnisraumdesign is being sought for the monuments based on the winning designs of the international ideas contest. Part of the Erlebnisraumdesign could be vandalism-proof bronze reliefs which illustrate the monument at outstanding sites or which visualize parts of it at a miniature scale. On top of this, different materials are to invite visitors to engage creatively with the monuments themselves.

## 6.2 Objectives and Measures

### ANNUAL OBJECTIVES AND MEASURES

OBJECTIVES	MEASURES
Improvement in the quality of communication	<ul style="list-style-type: none"> <li>-&gt; Preparation of state of the art offers which are entertaining and oriented on specific target groups</li> <li>-&gt; Regular advanced training for the staff</li> <li>-&gt; Regular examination of the objectives, measures and effects of the communication</li> </ul>
Improvement in the collaboration of the museums	<ul style="list-style-type: none"> <li>-&gt; Coordination of the museums' marketing presentation</li> <li>-&gt; Central organization of the communication on offer (guided tours, etc.)</li> </ul>

### SHORT-TERM OBJECTIVES AND MEASURES (2–5 YEARS)

OBJECTIVES	MEASURES
Expansion of the communication structure in the area of imparting information	<ul style="list-style-type: none"> <li>-&gt; Integration of representatives of the Stiftung Schleswig-Holsteinische Landesmuseen, der Ostseefjord Schlei GmbH and the community galleries in the working group "Use"</li> <li>-&gt; Formation of an information network made up of steering group, working group "Use" and further disseminators</li> </ul>
Setting up of an information and guidance system at the monuments	<ul style="list-style-type: none"> <li>-&gt; Creation of a concept for the standardized signage of the monuments</li> <li>-&gt; Creation of a visitor guidance concept which factors in the maximum visitor capacities of the monuments</li> <li>-&gt; Provision and installation of on-site non-personalized information and guidance system for all of the monuments</li> </ul>
Supplementation of the communication concept	<ul style="list-style-type: none"> <li>-&gt; Creation of a concept for quality protection</li> <li>-&gt; Creation of detailed communication guidelines</li> <li>-&gt; Creation of a concept for regular advanced training measures for the various groups</li> <li>-&gt; Creation of a communication rulebook for all the involved groups</li> </ul>
Setting up an educational centre	<ul style="list-style-type: none"> <li>-&gt; Establishing networks with schools, Kindergartens, youth facilities, other educational facilities, cultural organizations, international military and other sites of the Viking culture</li> <li>-&gt; Creation of communication contents adapted by target groups with the network partners within the framework of a project</li> <li>-&gt; Continuation of the work of the network partners with the monuments</li> </ul>

Enhancement of the Danevirke Museum	<ul style="list-style-type: none"> <li>-&gt; Preparation for the recognition of the Danevirke Museum as a state-funded museum</li> <li>-&gt; Expansion of the visitor and information centre</li> <li>-&gt; Linkage with the function as community centre for Dannewerk</li> <li>-&gt; Drafting a cooperation agreement between the Stiftung Schleswig-Holsteinische Landesmuseen and the Danish minority as sponsors of the Danevirke Museum</li> <li>-&gt; Safeguarding the provision of the museum with basic supplies</li> <li>-&gt; Increase in the staff by at least one researcher/academic</li> </ul> <p>Provision of new large and air-condition rooms in keeping with the current standards for museums</p>
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### 6.3. Tourism

#### INTRODUCTION

Tourism is an important factor in the use of the monuments and is in a position to substantially bolster the monuments' surroundings economically. Thereby a unique characteristic, as constituted by the monuments, is of major significance in the Schlei region which is interesting for tourism. Non-sustainable and uncontrolled tourism is also able, however, to clearly affect the conservation of the monuments, to destroy important resources and to allow profits to bypass the local population. Hence a strategic marketing concept for the touristic valorisation of Hedeby and the Danevirke has to be integrated into the current management plan. This concept should describe objectives and measures aimed at having the monuments attain the required standard of quality from the touristic viewpoint while at the same time helping to allow the region profit economically on a long-term basis and to conserve the value of the monuments.

Within the scope of a regional project with the involvement of all interest groups, a marketing and feasibility study for the touristic sphere was commissioned, on which is based the strategy presented here. The study consists of a market and potential analysis, a marketing strategy and an implementation concept.

#### STRATEGY AND OBJECTIVES

##### *Longterm objectives*

- Promoting sustainable tourism in region through the monuments: as a result the touristic creation of value should increase in the region, notably by extending the season, by increasing the numbers of overnight stays and guests, and by the higher per head expenditure of the visitors.

- Raising the awareness of visitors to the monuments of their value and the issues concerning them and the world heritage idea during their stay. In this way visitors help in fostering the conservation of the monuments.
- Establishing Hedeby and the Danevirke as a cultural brand and, in conjunction with the themes Vikings and World Heritage, as the leading travel destination within Germany. The consumers should associate the sites with these themes.
- Appealing to visitors with products which are new, authentic, and emotionally and sensually experiential.

##### *Basic principles*

The principles of action listed here for cultural tourism are based on those principles formulated in the International Cultural Tourism Charter by ICOMOS.

- The monuments are to be as accessible as possible for visitors and local residents
- Tourism management is dynamic and sustainable
- The visitor's experience of the monuments should be worthwhile, satisfying and enjoyable
- Local communities should be involved in planning for tourism
- Tourism and conservation activities should benefit the community
- Tourist marketing programmes should protect and enhance the character of the monuments