Interreg
EUROPEAN UNION
Danube Transnational Programme
Iron-Age-Danube

Strategies for monumentalized (pre)historic landscapes in the Danube Region

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Executive Summary

The Iron-Age-Danube project (Monumentalized early iron age landscapes in the Danube river basin), co-financed by the Interreg Danube Transnational programme, is focused on the research, protection and sustainable touristic use of the archaeological heritage from the Early Iron Age in the Danube region. In the frame of the project two strategies, one on research and heritage protection and other on heritage promotion and touristic usage of archaeological landscapes, have been adopted. The strategies are combining a bottom-up analytical approach by incorporating the SWOT analysis from the eight micro-regions in four countries with a to-down approach by integrating the recommendations of the European Cultural Heritage Strategy for the 21st century (Strategy 21). The analysis showed 24 major challenges faced by the Iron-Age heritage, which can be tackled by 12 recommendations in the field of research and monument protection and 9 recommendations in the field of sustainable cultural tourism, divided to the S-D-K components introduced in the Strategy 21 and a newly established location component. Additionally, concrete courses of actions for stakeholders are listed, which enable practical implementation of recommendations. The strategies are accompanied by four national action plans for their implementation in Austria, Croatia, Hungary and Slovenia.

Foreword

The fields of monument protection, research and touristic use of archaeological heritage are, despite partly different actors, stakeholders and goals, often connected and interconnected in a complex way. Therefore, the two strategies, one on research and monument protection and other on sustainable tourism and promotion of cultural heritage, sometimes discuss the same issues, but from different standpoints. For example, getting more visitors to visit archaeological sites can be a goal of the tourism strategy, but at the same time, when uncoordinated, a threat in the strategy for monument protection. Finding a balance is a major issue and therefore we decided to combine both strategies in one publication.
The Iron-Age heritage in our project stands only exemplary for archaeological monuments from different epochs. Despite the differences, manifested in different types of archaeological remains, preservation status, interpretation possibilities and locations, there are some general challenges and needs of the archaeological heritage. The Iron-Age-Danube project (IAD project)[1] therefore created strategies, which have both elements, general ones concerning archaeological heritage and specific concerning Iron-Age heritage. The recommendations are transferable not only within the archaeology but also in the heritage sector in general.

Legal framework

In the analytical work-packages of the IAD project, structured data has been collected about the situation in individual counties that the project covers, including the analysis of countries' legal framework[2]. It goes beyond the scope of this project, to convey the same analytical survey for the remaining nine countries in the Danube region. Instead, we analysed the application of international legal standards defining three domains that the project covers, namely heritage protection, research, and landscape management on the one hand and heritage use in tourism on the other.

International standards relevant for IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes

UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage – 1972

WHC is the most renowned international standard in the field of heritage protection. Among others, it refers to "elements or structures of an archaeological nature", including sites that are combined works of nature and man, and archaeological sites (Article 2). It generally recognized as the globally valid instrument for heritage protection, enhancement and management that guides not only these activities in relation to properties and sites that have been granted WH status (for 1121 WHS /2019/) but also heritage policies of States Parties to the Convention. The Convention defines the following obligations of State Parties: to adopt national heritage policy, to integrate protection into planning, to prepare and update management plan of the nominated property, to establish sustainable management structure, to monitor the world heritage sites and report periodically on their

[1] http://www.interreg-danube.eu/approved-projects/iron-age-danube (approach 20.8.2019)
[2] Czjlik et all. (edit.) 2019, Researching Archaeological Landscapes Across Borders Strategies, Methods and Decisions for the 21st Century, Graz – Budapest, 2019 Chapter II.3 pp 43-79; see also www.iron-age-danube.eu

conservation status, to set up services with appropriate human and financial resources for heritage identification, protection, conservation, presentation and rehabilitation, to develop studies and research in heritage field and establish or develop training and research centres (Article 5).

European Convention on the Protection of the Archaeological Heritage (Revised) - 1992 (Valletta Convention)

The Council of Europe's convention defines principles of integrated conservation of archaeological heritage with the goal to prevent development works affecting this heritage and to protect it in situ, whenever possible or to execute necessary archaeological intervention prior to the planned development according the required professional criteria. Member States are required to take care of regular collecting of data through field surveys, inventories and mapping, to enable archaeologists to participate, from the earliest stage on, in the planning process and to ensure that archaeologists and planners consult one another. When environmental impact assessment is required, it should consider archaeological sites and their settings. In this way, known and suspected sites can be taken into account. When presentation is planned, it should consider the archaeological and scientific character of the site. If archaeological excavation is needed in order to enable development works on the site, the investor who is benefiting from it, is to bear the financial burden of archaeological activities, including recording and publication of findings.

European Landscape Convention – 2000 (Florence convention)

This Council of Europe's convention covers all landscapes, both outstanding and ordinary, that determine the quality of people's living environment. The text provides for a flexible approach to landscapes whose specific features call for various types of action, ranging from strict conservation through protection, management and improvement to actual creation. Member States should adopt landscape policies and promote co-operation with local and regional authorities in implementing it. The convention gives high stress on the role of people in identification of landscape values and in all activities related to landscape protection, planning and management.

Council of Europe Framework Convention on the Value of Cultural Heritage for Society – 2005 (Faro Convention)

The Convention codifies the idea of the right to heritage as a part of individual and collective right to education and participation in cultural life as defined in the Universal Declaration of Human Rights. It also defines heritage communities as the primary stakeholders in heritage-related activities. It presents heritage as a resource of knowledge and identity, the factor that enhances cultural diversity and an integrating element of economic, cultural, environmental and social development based on the principles of sustainable use of heritage resources.

To foster a "soft" application of the Framework Convention principles in national policies and practice, the Council of Europe adopted in 2017 the European Cultural Heritage Strategy for the 21st Century (Strategy 21).[3] The document provides not only clearly defined development goals, recommendations and courses of action related to heritage as one of the significant European assets

[3] The process of its adoption, its innovative approach and possible application in IAD project are presented in the IAD Methodological Tool (Researching Archaeological Landscapes Across Borders Strategies, Methods and Decisions for the 21st Century, Graz – Budapest, 2019), Chapters 1.3 and 1.4.

but also an innovative model of holistic strategic planning that builds on the cross-sectoral and multi-level intervention logic that is extremely suitable for heritage needs.

Operational Guidelines for the implementation of World Heritage Convention – 1976-2019 (OG)

Operational Guidelines (OG) convey standards that State Parties to the WH Convention should consider in the implementation of the convention. The evolution of OG from 1976 to the present day illustrate the development of UNESCO heritage doctrine and reveal the evolution of concept such as participatory heritage management, community-based approach and sustainable development. The latest version of OG[4] include a full range of innovative policies relevant to the whole cycle of heritage management, not limiting them solely to the nomination to the WH list. The following example illustrates the new directions: " States Parties to the Convention are encouraged to adopt a human rights based approach, and ensure gender-balanced participation of a wide variety of stakeholders and rights-holders, including site managers, local and regional governments, local communities, indigenous peoples, non-governmental organizations (NGOs) and other interested parties and partners in the identification, nomination, management and protection processes of World Heritage properties." (Paragraph 12 of the OG 2019)

ICOMOS doctrinal texts

Since ICOMOS is an international non-governmental organisation, its doctrinal texts are not obligatory from the side of national authorities. Nevertheless, they guide the professional work in individual countries, as well as are important background for international cooperation. They also serve as a basis for the preparation of international conventions that, when they are adopted and ratified by individual states, become a legally binding international standard.

Charter for the Protection and Management of the Archaeological Heritage – 1990

The Charter is, in a way, a predecessor of Valletta Convention. It states that "archaeological knowledge is based principally on the scientific investigation of the archaeological heritage" and that excavation is a last resort in the search for that information

Among others, it defines principles of high academic standards in archaeological heritage management, the "polluter pays" standard, and principles of informing general public, also in the form of popular interpretation which should incorporate an array of perspectives and address diverse public groups.

Salalah guidelines for the management of public archaeological sites - 2017

The guidelines are intended for managers and other stakeholders (mostly at the local level) that want to open archaeological sites for public. The document defines necessary preliminary studies and outline the development of a sustainable management system that can build publica awareness of the heritage values and bring economic benefits to local community.

[4] https://whc.unesco.org/en/guidelines/; https://whc.unesco.org/archive/2019/whc19-43com-18-en.pdf p 318.

International standards relevant for IAD Strategy on Promotion and Touristic use of monumentalized (pre)historic landscapes

ICOMOS doctrinal texts

International Cultural Tourism Charter - Managing Tourism at Places of Heritage Significance – 1999

The Charter was designed at the same time as the UNWTO Global Code of Ethics for Tourism (see below) and can be treated as its complement by stressing more in detail the needs of heritage conservation when heritage interacts with tourism industry. It defines six principles for treating heritage in tourism, starting from the idea that heritage must be accessible and well- understood by local community in the first place, that the management must assure a sustainable use for tourism, that conservation and tourist planning should be well-coordinated and conducted with local community participation, and that tourist promotion should protect and enhance heritage characteristic.

ICOMOS Charter on the Interpretation and Presentation of Cultural Heritage Sites - 2008

The Charter deals with presentation and site interpretation as a significant factor of heritage management. In this respect, it defines terminology, stresses the importance of ethical and professional standards, as well as basic principles in enabling access and understanding, using information sources, stressing the heritage setting and context, preserving authenticity, planning for sustainable use, concerning inclusion and building presentation and interpretation on research, training and evaluation.

UNWTO Global Code of Ethics for Tourism – 1999

The Code is not legally binding standard adopted by the UNWTO General Assembly which later nominated a Wold Committee on Tourism Ethics for informal monitoring of its application. It defines principles addressed to governments, the travel industry, communities and tourists with a goal to maximise the tourism benefits while minimising its negative impact on the environment, cultural heritage and societies at a global level.
Article 4 addresses the issues of Tourism, heritage use and contribution of tourism to heritage enhancement.[5]

[5] "1. Tourism resources belong to the common heritage of mankind; the communities in whose territories they are situated have particular rights and obligations to them;
2. Tourism policies and activities should be conducted with respect for the artistic, archaeological and cultural heritage, which they should protect and pass on to future generations; particular care should be devoted to preserving and upgrading monuments, shrines and museums as well as archaeological and historic sites which must be widely open to tourist visits; encouragement should be given to public access to privately-owned cultural property and monuments, with respect for the rights of their owners, as well as to religious buildings, without prejudice to normal needs of worship;
3. Financial resources derived from visits to cultural sites and monuments should, at least in part, be used for the upkeep, safeguard, development and embellishment of this heritage;
4. Tourism activity should be planned in such a way as to allow traditional cultural products, crafts and folklore to survive and flourish, rather than causing them to degenerate and become standardized." http://ethics.unwto.org/en/content/global-code-ethics-tourism-article-4.

UNWTO Framework Convention on Tourism Ethics – 2017

The Framework convention has not entered into force even if it was adopted by the UNWTO General Assembly in 2017. It upgrades the Code of Ethics, adopted in 1999, into a proper Convention relevant to all stakeholders from WTO member states to heritage managers and tourist operators. The whole Article 4 of the Code of Ethics is incorporated into the Convention (now Article 7). It represents a significant step towards ensuring that tourism development is done with full respect for sustainable development, social issues, local community development, improves understanding between cultures.

Europae Archaeologae Consilium (EAC) Guidelines – 2014-2015

The Europae Archaeologiae Consilium is a democratic network of national services responsible under law for the management of the archaeological heritage in the Council of Europe member states. The primary aim of the council is to support the management of the archaeological heritage throughout Europe. The EAC is dedicated to the exchange of information between its members about standards and best practice related to heritage management through heritage management symposiums, seminars, working groups' activities and publications.

European Union Strategy for Danube Region and Action Plan: Culture and Tourism - 2016

The document imposes obligation to countries in Danube Region when implementing the Danube Transnational programme. It recognises the common history and tradition, culture and arts reflecting the diverse communities in the allotted 14 countries of the Region, as well as opportunities in activating heritage for tourism[6]. The actions that are most significant in this respect are developing the Danube region as a European brand and as a significant tourist destination especially by developing an environmentally-friendly tourism regional strategy (including cities and communities, cultural heritage, nature and economy).

Application of international standards in individual Danube Region countries

Table 1 gives an overview of adherence of Danube region's countries to the international legal standards we present above. It is clear that the overall situation is quite satisfactory, especially by considering that all countries are members of the UNESCO World Heritage Convention and that they all have direct experience with management of WH sites at their territories. Nevertheless, there are some lacunae in the voluntary adherence to international standards in some countries (for example, Austria and Germany have not ratified European Landscape convention yet, the Faro convention still needs to be ratified in four out of 14 countries in the region, and a great effort lies in front of all countries to ratify the UNWTO Framework Convention.

[6] See Priority Area 03 "To promote culture and tourism, people to people contacts" https://www.danubecultureandtourism.eu/priority-areas-of-the-strategy.

	International legal standards								
Danube region countries	Protection & Research					Promotion & Tourist Use			
	WHC (1972) & OG (2019)[7]	Valletta Convention (1992)	Florence Convention (2000)	Faro (2005) & S 21 (2017)	ICOMOS AH Charter (1990) & Salalah Guidelines (2017) [8]	ICOMOS Cult. Tourism (1998) and Ename Charters (2008)[1]	UNWTO Global Code of Ethics (1999)[9]	EUSDR Culture & Tourism (2016)	UNWTO Framework Convention (2017)[10]
Austria	√ (4)	√	-	√	√	√	√	√	A
Bosnia and Herzegovina	√ (1)	√	√	√	√	√	√	√	-
Bulgaria	√ (4)	√	√	-	√	√	√	√	√
Croatia	√ (3)	√	√	√	√	√	√	√	A
Czech Republic	√ (2)	√	√	-	√	√	√	√	-
Germany	√ (5)	√	-	-	√	√	√	√	A
Hungary	√ (4)	√	√	√	√	√	√	√	A
Moldova	√	√	√	√	√	√	-	√	-
Montenegro	√ (2)	-	√	√	-	-	√	√	-
Romania	√	√	√	-	√	√	√	√	√
Serbia	√ (2)	√	√	√	√	√	√	√	-
Slovak Republic	√	√	√	√	√	√	√	√	-
Slovenia	√ (1)	√	√	√	√	√	√	√	-
Ukraine	√ (1)	√	√	√	√	√	√	√	√

Table 1: Application of international heritage standards by Danube region countries

About the Iron-Age-Danube project

"Monumental Landscapes of the Early Iron Age in the Danube Basin" is a full title of the EU-project, better known as the Iron-Age-Danube project (IAD), which is co-financed within the framework of the Interreg Danube Transnational Programme with EFRE funds in the amount of € 2,169,200.00.[11] Exploration of the rich archaeological heritage of the Early Iron Age (Hallstatt Period) using the most modern methods is the scientific goal of the project, undertaken since January 1st, 2017, by the 20 project partners and 9 associated partners from 5 countries. Besides the scientific goals the partnership focuses also on protection and sustainable touristic use of this very fragile heritage of the Danube region and beyond. The activities range from devising an international strategy for supra-regional protection and for the sustainable usage of archaeological landscapes, to archaeological

[7] Source of dana https://whc.unesco.org/en/statesparties/ (States to the Convention as 31.1. 2017). Number in brackets refer to archaeological sites and cultural landscapes enlisted as WH. https://whc.unesco.org/en/list/ (status from 2019).
[8] Adherence to ICOMOS standard texts is validated by the existence of ICOMOS national committee in respective countries. Data source: https://www.icomos.org/images/DOCUMENTS/Secretariat/Adresses/CN_Adresses.pdf (accessed 29. 8. 2019).
[9] Adherence to Code of Ethics in tourism is validated though the individual country membership in the UNWTO.
[10] Members states should approve, accede, accept or ratify the Convention when UNWTO opens it for signature. Provisory adherence to the Convention is validated through the countries votes for its adoption at the UNWTO General Assembly (√ = adoption, A = abstention). http://cf.cdn.unwto.org/sites/all/files/docpdf/ares707xxiiconventionontourismethics.pdf (accessed 29. 8. 2019).
[11] http://www.interreg-danube.eu/approved-projects/iron-age-danube (approach 20.8.2019).

field research with the latest technical devices as part of an international research camp, and to new digital and analogue offerings for tourists in selected micro-regions, including most significant Hallstatt Period sites in Hungary, Croatia, Slovenia and Austria.

Besides the management and communication work packages four thematic work packages have been implemented in the frame of the project. The Work package 3 focused on strategies and action plans, which build up on a statistical evaluation of the Iron-Age heritage, conducted by a specially developed GIS-database[12]. In the Work package 4 the research capacities of the partnership were combined in order to conduct state-of-the-art research in the micro-regions. Two major outputs of the work package are a Methodological tool and a join study on Iron-Age Landscapes in the Danube region. Four archaeological camps combining field research with promotion activities have been conducted in nine micro-regions of the four countries. They are the major output of the Work package 5. In the last Work package 6 the project partners established the foundation for the development of an Iron-Age cultural route in the Danube region, which will be supported by new boards in the micro-regions and a joint digital app for tourists visiting the heritage.

Output	Description	Quantity
3.1	Data base on Iron Age landscapes	1
3.2	Strategies for (pre)historic landscapes	2
3.3	Action and implementation plans	4
4.1	Tool for landscape research	1
4.2	Landscape studies with digital visualisations	1
5.1	International camps on Iron Age landscapes	4
6.1	Revitalisation programmes for micro-regions	8
6.2	Digital application for visitors	1

Table 2: AID project outputs

Aim, Objectives and Target groups

The general aim of the IAD project to foster sustainable use of natural and cultural heritage and resources by communicating a lively image of to the visitors, raising the awareness of the importance of both the visible and hidden archaeological monuments and helping stakeholders and general public to understand the way of living in the past and the needs of the heritage today. Therefore, the project objectives are to protect these monuments and landscapes as well as to foster their sustainable use for the tourism.

The two strategies presented here are specific tools aimed at capitalising on the results of the project.

Strategies' general goals of both strategies are harmonized with Strategy 21 goals (see Chapters on Strategy 1 and 2) while the operational objectives of IAD Strategies are:

- to guide possible follow-ups of the project not only in the five countries participating directly in the IAD project but also in other eight countries in the Danube region;

[12] https://www.iron-age-danube.eu/ (approach 20.8.2019).

- to facilitate the evaluation of archaeological (and related) heritage policies in countries from the Danube region and
- to monitor and evaluate archaeological projects in the field of archaeological research, protection, promotion and tourist use of IAD monuments and site.

The target groups of the strategies are:

- national, regional and local authorities responsible for adopting the legal framework and policies in fields affecting heritage management: culture, spatial planning, economic development (including tourism), innovation and research, and education,
- expert heritage community at transnational, national and local levels, institutes and museums responsible for archaeological heritage protection,
- managers of archaeological sites and museum collections,
- tourist operators at transnational, national and local levels,
- and, last but not least, heritage communities at the local level that live inside or are otherwise connected to archaeological sites and landscapes.

Structure of the Strategies

The strategies are divided in three parts: the analytical one that is valid for both strategies; and two synthetical, strategic parts, presented for each strategy separately.

The **joint, analytical part** elaborates on main challenges which the IAD project faces, and defines priority areas that stakeholders need to develop as a follow-up of the IAD project. At the same time, possible negative outcomes are identified as an additional guidance for future actions in IAD project countries and in Danube region in general.

The two **strategic parts** upgrade the priorities and at the same time consider how to minimize the negative outcomes by identifying recommendations and courses of actions defined in Strategy 21 that correspond to the priorities defined in the analytical part and promise to avoid negative outcomes.

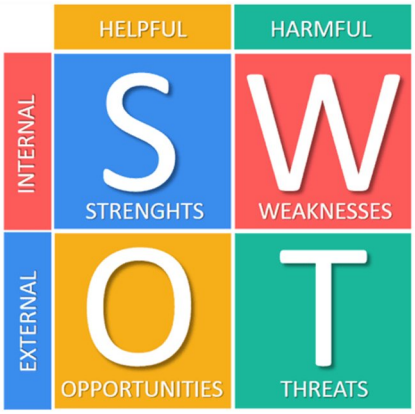
The strategic structure and methods combine a bottom-up analytical approach with a top-down strategic one enabling IAD strategies to meet local archaeological heritage-related needs and, at the same time, be in conformity with European strategic goals.

IAD Analysis of strategic challenges, priorities and possible negative outcomes

To extract data that illustrate the needs of the archaeological site management, the SWOT analysis is elaborated in a way that presents the main development challenges, priorities and possible negative outcomes.: internal strengths (S), internal weaknesses (W), external opportunities (O), and external threats (T). SWOT is the best known and popular strategic planning tool used at the initial planning stage when defining the scope and direction of a strategy takes place.[13] In the next stage when the

[13] Menga Ebonzo, A.D., Liu, X. (2013): The use of axiomatic fuzzy set theory in AHP and TOPSIS methodology to determine strategies priorities by SWOT analysis. *Qual Quant*, 47, pp. 2671-2685.

priorities are extracted from sets of factors analysed in SWOT, we use the TOWS method to determine strategic priorities.[14]



The outputs of the WP 3 (digital web-based database[15]) and WP 6 (eight revitalisation programmes) are the source of data for SWOT. Challenges are then sorted out according to their level of predominant responsibility for action: the national (Table 3 in the Appendix), regional (Table 4) and local or archaeological site level (Table 5). At the same time, the challenges are arranged according to their main character into four sets: the challenges defined by location (L), and challenges pertaining to the three strategic components (or policy domains) as defined in the Strategy 21: social (S), development (D) and knowledge (K) challenges. The challenges (L) are considered only at the local, archaeological sites level. Another three sets are analysed according to the level they operated at (national, regional, micro-regional).

First of all, the results of the SWOT analysis show differences among national heritage policies impacting regional and local levels. We conclude that the more robust the overall heritage-related system becomes, the greater the opportunities to organise Iron-Age research, protection and presentation at the regional and local levels. From the perspective of all countries in the Danube region, especially those that have not ratified all international conventions and not taken on board other international standards (see Table 1), the majority of national-level challenges should be regarded as threats rather than opportunities, so that respective courses of actions should be taken to eliminate these threats.

Similarly, the majority of challenges identified at the regional level (see Table 4 in the Appendix) represent threats and only some of them can be seized as opportunities, for example in cases where Iron-Age sites have no direct competition in nearby tourist attractions or where there are hiking and biking tracks organised in the vicinity and archaeological sites could profit from this fact if adequate promotion measures are implemented. Altogether, 18 challenges have been identified and 8 of them represent opportunities.

At the micro-regional level, a detailed SWOT analysis was carried out at 8 Iron-Age landscapes. The results have been boiled down to 24 challenges (see Table 5 in the Appendix).

[14] Oxford college of marketing: TOWS Analysis: A Step by Step Guide, https://blog.oxfordcollegeofmarketing.com/2016/06/07/tows-analysis-guide/ (access 1. 9. 2019).
[15] https://www.iron-age-danube.eu/ (approach 20.8.2019).

Locational challenges are:
1. Landscape/ecological quality supports Iron-Age site values,
2. Iron-Age site is visible in the landscape,
3. Iron-Age site is located near regional administrative centre,
4. Iron-Age site is accessible (transport infrastructure in place),
5. Iron-Age site is accessible with public transport,
6. Community infrastructure (water supply, drainage etc) is in place at Iron-Age site,
7. Iron-Age site is located near regional tourist attractions,
8. Cultural tourism is developed near Iron-Age site.

Social domain challenges are:
9. Iron-Age site statutory protected,
10. Problem of looting under control,
11. Stakeholders agree on Iron-Age heritage values,
12. Stakeholders cooperating in Iron-Age site management,
13. Inhabitants/landowners aware of Iron-Age heritage values,
14. Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively.

Development domain challenges are:
15. Area for visitors' facilities development is available,
16. In-site visitors' service is available,
17. Iron-Age site is defined as tourist destination,
18. Tourist pressure in Iron-Age site is managed,
19. Local/national levels cooperate in Iron-Age site management.

Knowledge domain challenges are:
20. Physical interpretation infrastructure is provided in/near Iron-Age site,
21. IT interpretation infrastructure is provided in/near Iron-Age site,
22. Maintenance of interpretation infrastructure is provided,
23. In site/near site public awareness programmes benefiting Iron-Age heritage values are in place,
24. Human resource with management skills is available.

Because of considerable differences in the nature of challenges that define actual situation at the individual site's level, the next step of the SWOT analysis considered each challenge from the positive and negative point of view – as a possible internal strength and as a possible internal weakness. The pairs of internal strengths/internal weaknesses have been then confronted with pairs of external opportunities/external threats according to the so-called TOWS method which helps in identifying relationships between strengths, weaknesses, opportunities and threats and also in formulating strategies based on these relationships.[16]

In other words, the same challenge has been confronted according to the TOWS method: internal strengths with external opportunities (Table 6), external opportunities with internal weaknesses (Table 7), internal strengths with external threats (Table 8), internal weaknesses with external threats

[16] Ruocco, P., Proctor, T. (1994): Strategic Planning in Practice: A Creative Approach. *Marketing Intelligence & Planning*, 12/9, p. 24.

(Table 9), and in addition (following the specific needs of the Iron-Age Danube project): internal strengths with locational weaknesses (Table 10).

The TOWS analysis searched for answers to the main questions that partners should addressed in order to find the appropriate directions for their strategic considerations:

- Which internal strengths can strategic partners use to capitalize on external opportunities?
- Which external opportunities should they seize to overcome internal weaknesses?
- Which internal strengths can they use to avoid or manage a specific external threat?
- Which internal weaknesses should they eliminate to avoid or manage external threats?
- Which internal strengths can they use to avoid or manage locational weaknesses?

The analytical part ends by identifying Iron-Age Danube strategic priorities which promise to bring the best results if correct measures are appropriately applied. At the same time, we also identified what negative outcomes are of the main concern if present negative trends are not properly addressed. To arrive at this, each challenge has been scored and by a simple calculation of scores, priorities and negative outcomes have been defined. Priorities (positive outcomes) range from the 1st to the 3rd priority (see Table 11), and their negative counterparts (negative outcomes) range from the worst, bad and the least bad (see Table 12).

First priorities are:

- Stakeholders agree on Iron-Age heritage values,
- Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively,
- Areas for visitors' facilities development are available,
- Iron-Age sites are defined as tourist destination,
- IT interpretation infrastructure is provided in/near Iron-Age sites,
- Maintenance of interpretation infrastructure is provided.

Second priorities are:

- Iron-Age sites are statutory protected,
- Stakeholders cooperate in Iron-Age sites management,

- Inhabitants/landowners are aware of Iron-Age heritage values,
- In-site visitors' service is available,
- Local/national levels cooperate in Iron-Age sites management,
- Physical interpretation infrastructure is provided in/near Iron-Age sites,
- In site/near site public awareness programmes benefiting Iron-Age heritage values are in place.

The most negative outcomes that should be of the main concern if present negative trends are not properly addressed represent the negative aspects of above-mentioned priorities:

- Stakeholders disagree about Iron-Age heritage values,
- Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures negatively,
- Areas for visitors' facilities development are not available,
- Iron-Age sites are not defined as tourist destination,
- IT interpretation infrastructure is not provided in/near Iron-Age sites,
- Maintenance of interpretation infrastructure is not provided.

As far as the second degree of negative outcomes is concerned, we should mention that besides negative aspects of second priorities also the following negative location factors have been identified:

- Iron-Age sites are located far from regional administrative centre,
- Iron-Age sites are inaccessible because transport infrastructure is not in place,
- Iron-Age sites are located far from regional tourist attractions,
- Cultural tourism is not developed near Iron-Age sites.

Besides the definition of strategic priorities and possible negative outcomes, the analytical part identified Strategy 21 recommendations that promise to be of the highest concern for Iron-Age Danube project needs build a bridge between our Iron-Age strategic bottom-up and top-down approach (see Table 13 in the Appendix). The recommendations are presented in the following two chapters.

IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes

Strategic goals in monument protection and research of Iron-Age sites and landscapes

The overall strategic goal of IAD project is to foster archaeological research of Iron-Age heritage and protect these monuments and landscapes for future generations.

From the European cultural heritage perspective, the European goals have been defined in the Strategy 21. Among them, IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes aims at fulfilling the following strategic goals (challenges):[17]

[17] According to the needs of IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes, the Strategy 21 Knowledge Domain goals are put in the first place.

K1. Helping to foster a shared knowledge society
K3. Raising awareness of the values conveyed by heritage
K4. Ensuring heritage stakeholders have access to lifelong training
K7. Encouraging heritage research
S6. Promoting participatory management
S7. Optimising implementation of the Malta and other conventions
D1. Building a more inclusive and cohesive society
D5. Ensuring that heritage is taken into account in sustainable spatial development strategies and programmes

Recommendations and courses of action for monument protection and research of Iron-Age sites and landscapes

Recommendations and courses of action that underpin the goals of IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes are listed below. Because some of the Strategy 21 recommendations are significant for both Strategies, there are some overlapping between the two lists while the courses of action mainly differ for each Strategy.

S1 Encourage the involvement of citizens and local authorities in capitalising on their heritage (2nd priority)
(Addressing challenges 14 and 19)[18]

- Encourage local population to actively participate in Iron-Age sites and landscapes management.
- Organise discussion events with stakeholders and citizens participation for defining of future management priorities.
- Organise meetings between stakeholders at national and local level concerned management issues and protection measures.
- Prepare printed material for landowners with IAD heritage containing concrete proposals for their involvement in the heritage management.

S2 Make heritage more accessible (1st priority)
(Addressing challenges 1, 14, 15 and 16)

- Familiarise inhabitants and stakeholders with archaeological protection basics, raise their awareness about Iron-Age sites and landscapes values and opportunities of their management (lectures, open days, workshops).
- Support new technologies for remote virtual access to the Iron Age heritage.
- Support site-protection plans which invest in on-site infrastructure to make Iron Age sites accessible for people with disabilities.

S3 Use heritage to assert and transmit the fundamental values of Europe and Europeans (2nd priority)
(Addressing challenge 11)

[18] The list of challenges is presented on p. 9-10, see also Tables 6, 8, 11 and 13 in the Appendix.

- Produce written, audio-visual and digital material in several languages, creating links between Iron-Age sites and landscapes and the other cultures concerned.
- Foster research projects, which create new knowledge on Iron Age heritage beyond national borders and support cooperation across Europe.
- Involve knowledge from research projects in establishing and upgrading the Iron-Age Cultural Route.

S6 Create a sustainable framework to enable local authorities and communities to take action for the benefit of their heritage and its management (2nd priority)
(Addressing challenges 10 and 12)

- Inform about procedures for local authorities and communities for participating in monument protection.
- Support the simplification of procedures for the involvement of local stakeholders.
- Develop action plans and networks for the protection of Iron Age sites from looting.

S7 Develop and promote participatory heritage identification programmes (2nd priority)
(Addressing challenge 12)

- Support local stakeholders in creating an inventory of presumable Iron Age sites and confirm the sites by research in collaboration/involvement of local stakeholders.
- Involve local stakeholders in the identification of Iron Age heritage in the field.

D3 Promote heritage skills and professionals (2nd priority)
(Addressing challenges 22, 23 and 24)

- Develop programmes to promote heritage skills and professionals in Danube region where Iron-Age sites and landscape are identified.
- Open to the public excavation and other field-work at Iron-Age sites and landscapes.
- Arrange for the opening of workshops, laboratories and demonstrations related to Iron-Age research.
- Organise scientific conferences in remote areas near Iron Age sites.

D8 Protect, restore and enhance heritage, making greater use of new technologies (1st priority)
(Addressing challenges 2, 5, 6, 9, 20 and 21)

- Take actions for statutory protection of Iron-Age sites.
- Take new technologies to prevent looting of Iron-Age sites.
- Draft revitalisation plans for selected Iron-Age sites that cover spatial valorisation and solution proposals.
- Facilitate the planning and implementation of construction and landscaping interventions around Iron-Age sites (access roads, parking, visitors and interpretation facilities.)
- Foster the use of non-invasive archaeological research methods on Iron Age sites.

D9 Use innovative techniques to present cultural heritage to the public, while preserving its integrity (1st priority)

(Addressing challenges 4, 7, 8, 16, 18, 20, 21 and 22)

- Use ITK tools to map elements of Iron-Age sites in the surrounding area.
- Create Iron-Age database and GIS portal in all Danube region countries and make the data publicly accessible.
- Collect and process research data for the virtual presentation of spaces or objects at Iron-Age sites that have disappeared, are inaccessible, vulnerable or disconnected from their context.
- Collect and process research data for the reconstruction or re-creation of Iron-Age artefacts to enhance in-site and museum presentation of Iron-Age heritage.

K4 Provide optimum training for non-professional players and for professionals from other sectors with a connection to heritage (1st priority)
(Addressing challenges 10, 11, 12, 22 and 24)

- Train inhabitants how to upgrade their skills so they can get more closely involved in heritage activities.
- Involve in passing-on heritage skills to non-professionals.
- Organise training for heritage managers and other stakeholders (tourist personnel and other service providers) to enhance their skills in heritage issues.
- Educate decision-makers at the local/regional authority levels about Iron-Age heritage.
    - Promote Iron-Age heritage protection by inclusion of inhabitants in the conservation activities. Collaborate with forestry institutions to train forestry workers how to prevent damage to archaeological sites during forestry works and recreational activities (such as motorcycling). If possible, upgrade this training to instruct forestry teams how to monitor archaeological heritage looting.
    - Explore Iron-Age heritage as a source of expert knowledge and prepare workshops for students.

K5 Diversify training systems for heritage professionals (2nd priority)
(Addressing challenges 9, 12 and 24)

- Organize programmes, roundtables and conferences for the scientific community, experts and students about new archaeological methods and other issues relevant for Iron-Age heritage management.
- Introduce eLearning and remote learning on new methods for heritage professionals.

K9 Develop study and research programmes that reflect the needs of the heritage sector and share the findings (2ndpriority)
(Addressing challenges 3 and 9)

- Establish a long-term archaeological research strategy and annual workplans for Iron-Age landscapes and sites that include scientific archaeological research, promotion of archaeological heritage and its popularization to be transferred to funding bodies.

K10 Encourage and support the development of networks (1st priority)
(Addressing challenges 11, 17, and 19)

- Encourage networking between stakeholders at the level of individual Iron-Age sites and organize round tables, workshops, and other forms of participatory surveys to identify their needs, expectations and proposals for the protection and research of the heritage.
- Establish networks of local government, cultural institutions, tourism providers, NGOs and other interested parties to support heritage management and to preserve and promote cultural tradition of the region in the public domain.

IAD Strategy on Promotion and Touristic use of monumentalized (pre)historic landscapes

Strategic goals in promotion and touristic use of Iron-Age sites and landscapes

The overall goal of IAD project is to foster sustainable use of natural and cultural heritage and resources by communicating a lively image of to the visitors, raising the awareness of the importance of archaeological monuments and helping stakeholders and general public to understand the way of living in the past and the needs of the heritage today.

The strategic goals (challenges) of IAD Strategy on Promotion and Touristic use of monumentalized (pre)historic landscapes related to Strategy 21 are the following:[19]

S8. Promoting an inclusive approach to heritage
D2. Developing Europe's prosperity by drawing on its heritage resources
D3. Ensuring that people enjoy a high quality of life, in harmony with their cultural and natural environment
K3. Raising awareness of the values conveyed by heritage
K4. Ensuring heritage stakeholders have access to lifelong training

Recommendations and courses of action in promotion and touristic use of Iron-Age sites and landscapes

The list of recommendations and courses of action that underpin the above-mentioned goals are:

S2 Make heritage more accessible (1st priority)
(Addressing challenges 1, 14, 15 and 16)

- Introduce programmes on Iron-Age sites and landscapes for visitors that can be implemented in other programmes and events organized by the stakeholders.
- Initiate touristic routes on Iron-Age landscapes with the aim to design and install information boards on the routes.

[19] Some of the Strategy 21 goals are significant for both IAD Strategies, so the list of goals is partially overlapping.

- Make conceptual and executional plan for the museological and/or in situ presentation of Iron-Age sites and landscapes suited for diverse target public (children, young people, tourists, inhabitants).
- Encourage local wine/catering entities to introduce into their gastronomic offer "Iron-Age" food and drinks.
- Invest in on-site infrastructure especially providing access for persons with disabilities.
- Integrate values of the surrounding natural and cultural landscape in the offers at Iron-Age sites

S3 Use heritage to assert and transmit the fundamental values of Europe and Europeans (2nd priority)
(Addressing challenge 11)

- Use wording and presentation approaches suited to different audiences to show that Iron-Age sites and landscapes are assets for the future of Europe and Danube region.
- Establish the transnational Iron-Age Cultural Route.
- Support international know-how exchange between the professionals working with visitors on Iron Age sites

D3 Promote heritage skills and professionals (2nd priority)
(Addressing challenges 22, 23 and 24)

- Promote access to collections in museum that present Iron-Age heritage.
- Organise science-to-public events in local communities with Iron Age heritage.

D7 Give consideration to heritage in sustainable tourism development policies (1st priority)
(Addressing challenges 7, 8, 15, 16, and 17)

- Draft proposals for the integration of Iron-Age sites and landscapes in national and regional tourism strategies.
- Find ways to enable heritage and local authorities, and experts to participate in the process of adoption of tourism strategy integrating Iron-Age sites at national and regional levels.
- Check regularly if tourist strategies are updated with Iron-Age heritage offer.
- Add tourist identity signs to Iron-Age promotional material and check if Iron-Age identity signs are added to tourist promotional activities.
- Promote Iron-Age site at tourist facilities and attractions in the region through Iron-Age promotion material.
- Invite tourist personnel to take part in Iron-Age promotional activities.
- Propose to relevant authorities that hiking, biking trails run closer to Iron-Age site and/or to combine a mutual promotion.
- Invite possible sponsors or fellow combatants to contribute to Iron-Age heritage management.
- Create a product line, a logo and developing a marketing strategy for Iron-Age sites to reach the widest possible audience

D8 Protect, restore and enhance heritage, making greater use of new technologies (1st priority)
(Addressing challenges 2, 5, 6, 9, 20 and 21)

- Use new technologies to digitally visualise Iron Age heritage in the landscapes

- Virtually present spaces or objects at Iron-Age sites that have disappeared, are inaccessible, vulnerable or disconnected from their context.
- Develop regional Iron-Age brand and promote it in different media.

D9 Use innovative techniques to present cultural heritage to the public, while preserving its integrity (1st priority)
(Addressing challenges 4, 7, 8, 16, 18, 20, 21 and 22)

- Encourage local population to produce and sell souvenirs and other local products inspired by Iron-Age heritage as an integral part of touristic offer.
- Design visitor mobile application and other ITK tools for Iron-Age sites in all Danube region countries.
- Promote culture and art of the region alongside with other Iron-Age activities so that they become an integral factor of regional distinctiveness and economy.
- Reconstitute or re-create Iron-Age artefacts to enhance in-site and museum presentation of Iron-Age heritage.

K1 Incorporate heritage education more effectively in school curricula (2nd priority)
(Addressing challenges 10 and 13)

- Prepare and carry out recurring educational programmes for school children and youth such as regular Iron-Age days, visits to archaeological sites or near-by museums, virtual visits using IT tools etc.
- Involve school children in creation of new visitors' programmes at Iron Age sites.

K3 Encourage creativity to capture the attention of the heritage audience (1st priority)
(Addressing challenges 3, 13, 21 and 23)

- Combine Iron-Age heritage with culture and art programmes to raise the level of attention for the heritage.
- Implement new technologies for creative visitors' involvement during the on-site visit.

K10 Encourage and support the development of networks (1st priority)
(Addressing challenges 11, 17, and 19)

- Encourage networking between stakeholders at the level of individual Iron-Age sites and organize round tables, workshops, and other forms of participatory surveys to identify their needs, expectations and proposals for the field of tourism.
- Establish networks of local government, cultural institutions, tourism providers, NGOs and other interested parties to support heritage management and to preserve and promote cultural tradition of the region in the public domain.

Strategic approaches to monumentalized (pre)historic landscapes – Conclusions

As defined in the chapter on the aims, objectives and target groups, the main groups that the IAD strategies address, are:

- national, regional and local authorities in the field of heritage and heritage-related domains,
- experts working with Iron-Age heritage research and protection, its presentation and tourist use,
- and general public, mostly heritage communities at the local level.

Concluding proposal addressed to national, regional and local authorities

A. Possibility of Iron-Age research getting support at the national level should be increased.
B. Heritage public service should have sufficient financial, IT and human resources. The base for efficient protection and management of Iron-Age sites and landscapes is a national GIS database that is widely available and up-dated.
C. Iron-Age landscapes and sites should be regularly considered in spatial planning and other policies (such as research, tourism, rural development, and climate change).
D. Training of heritage experts meets the needs of Iron-Age site management.
E. Heritage should be considered in all fields of local governance.

Concluding proposal addressed to Iron-Age experts
Recommendations and courses of actions that are elaborated in the previous two chapters function as the core of both strategies. They are intended to guide experts by giving them ideas about how to approach other stakeholders to involve them in Iron-Age development projects.

Heritage experts and professionals are the first that need to initiate actions recommended by our Strategies. They can spread and support the main strategic messages and be consistent in working towards the goals.

The main conclusion of IAD Strategy on Monument protection and Research of monumentalized (pre)historic landscapes is that investments into archaeological research and protective measures for Iron-Age sites and landscapes pay off at the long-term scale because they contribute to the sustainable landscape development, foster positive identification processes of citizens and raise awareness about shared European values. Contemporary archaeological landscape research provides structured knowledge to inform planning and management decisions across a wide range of options that affect the landscape.[20] The knowledge is also the basis to make the often hidden archaeological heritage visible and accessible.

The investments into touristic use of Iron-Age sites have a more immediate economic effects: they contribute to the diversification of tourist offer in regions where tourist attractions are limited to tourist resorts or, even better, introduce tourism activities in places far from tourist attractions, especially if the Iron-Age site presentation project is combined with local catering, hiking, biking trails

[20] Mlekuž, D. (2019) Landscape as living natural and cultural heritage, in: *Researching Archaeological Landscapes Across Borders: Strategies, Methods and Decisions for the 21st Century*, Archaeolingua: Graz, Budapest, p. 10.

and the like. In any case, well-presented and interpreted archaeological sites can become a source of local economic development and to achieve that local population needs to be directly involved in its planning, implementation and evaluation.

Other priority challenges are presented at the end of the analytical part and to extract the essential conclusion from them we can point out that experts should:

A. Work towards reaching an agreement among all stakeholders on Iron-Age values.
B. Strive to convince inhabitants, especially landowners, that Iron-Age protective and interpretation measures benefit them in a long run.
C. Convince local/national levels to cooperate in Iron-Age sites management.

Concluding proposal addressed to the general public

These conclusions should be disseminated to the general public at international, national, regional and local levels mainly in the form of presentation of cases of good practice that serve as possible models for future actions. Cases of good practice should provide the following messages:

A. Heritage policy and heritage-related policies are based on strategic considerations that abide by the public interest.
B. Active use of Iron-Age sites is regularly practiced as a part of heritage management.
C. Management plans are a part of Iron-Age sites management practice.
D. Proposals to activate Iron-Age sites have a reasonable degree of positive outcome.
E. A network of partners (universities, public services, tourism organisations and experts) from Danube countries is established.
F. Level of public awareness about Iron-Age values has been raised.
G. Level of interest of economic players in using Iron-Age heritage as development resource has increased.
H. Public—private partnership is practiced in Iron-Age sites active u

Appendix

ANALITICAL PART - TABLES

Domain		SWOT general character	External opportunities/threats to Iron-Age sites management – national level (on scale 1-3)				
			Challenges	AUSTRIA	CROATIA	HUNGARY	SLOVENIA
S	1	**T**	Heritage policy based on strategic considerations	0	+	—	+
	2	**T**	Level of public awareness about Iron-Age values	—	—	0	0
D	3	**T**	Iron-Age landscapes regularly considered in spatial planning	—	—	0	0
	4	**O**	Iron-Age sites regularly considered in spatial planning	0	0	+	+
	5	**T**	Funding of heritage public service and heritage projects in place	0	0	0	0
	6	**T**	Heritage management practiced (active use of Iron-Age sites)	0	0	0	0
	7	**T**	Management plans as a part of heritage management practice	—	—	0	+
	8	**T**	Heritage public service having sufficient IT resources for Iron-Age management	0	—	—	+
	9	**T**	Proposals to activate Iron-Age sites degree of success	—	0	0	—
	10	**T**	Cooperation between local/national levels in Iron-Age sites management	+	—	—	—
	11	**T**	Level of interest of economic players in using heritage as development resource	—	0	—	—
	12	**T**	System supporting landowners for Iron-Age sites active use	—	—	—	—
	13	**T**	Public—private partnership practiced in Iron-Age sites active use	—	—	—	—
	14	**O**	Cultural tourism at national level recognised	+	+	+	+
	15	**T**	Tourist infrastructure available outside main tourist destinations	+	0	0	0
K	16	**T**	GIS Iron-Age database available and up-dated	—	—	0	+
	17	**T**	Possibility heritage research getting support at the national level	+	0	+	0
	18	**T**	Heritage public service having sufficient human resources for Iron-Age management	0	+	—	—
	19	**T**	Training of heritage experts meets the needs of Iron-Age sites management	0	—	0	—

Table 3: SWOT challenges derived from national heritage-related policies in Danube region countries.
(+ challenge as an opportunity factor; 0 challenge as a neutral factor; — challenge as a threat factor)

Domain		Challenges	External opportunities/threats to Iron-Age sites management – regional level (on scale 1-3)							
			SWOT general character	AUSTRIA		CROATIA		HUNGARY		SLOVENIA	
				micro region 1	micro region 2	micro region 1	micro region 2	micro region 1	micro region 2	micro region 1	micro region 2
D	1	Regional tourist strategy in place	**O**	+	0	0	+	+	—	+	+
	2	Regional tourist identity defined	**O**	+	+	—	+	+	—	+	+
	3	Tourist facilities available in the region	**O**	+	+	0	+	+	0	+	+
	4	Non-seasonal tourist offers in the region	**O**	+	+	+	+	+	—	+	+
	5	Interest of SMEs to invest in tourism	**T**	+	0	0	+	0	—	—	+
	6	No direct competition of tourist attractions in the region	**O**	0	—	+	—	—	+	—	0
	7	Local products and souvenirs available	**T**	0	0	—	—	+	—	0	0
	8	Tourist infrastructure maintenance organised	**T**	+	—	—	0	+	+	0	0
	9	Regional tourist offers (hiking, biking) enhanced with Iron-Age resources	**O**	+	0	+	+	—	+	+	+
	10	Regional tourist offers (wine, catering) enhanced with Iron-Age resources	**T**	+	0	+	+	—	+	+	—
	11	Tourist activities (motorcycling, mountain-biking, climbing) affecting Iron-Age sites are not present	**O**	+	+	+	+	+	+	—	+
	12	Development (building) activities affecting Iron-Age sites are not present	**O**	0	—	+	+	+	+	+	+
	13	Forestry activities affecting Iron-Age sites are not present	**T**	0	—	+	+	0	—	—	—
	14	Agriculture affecting Iron-Age sites not present	**T**	—	—	—	—	+	—	+	—
	15	Climate change (extreme temperatures, flooding, high winds, severe storms, erosion) affecting Iron-Age sites not present	**—**	0	0	0	0	+	0	—	0
K	16	Results of Iron-Age research recognised at regional level	**T**	+	+	0	0	0	—	0	0
	17	Possibility of Iron-Age research in getting support from regional authorities/tourism	**T**	0	—	—	0	—	—	—	—
	18	Regional tourism sector having experienced personnel	**T**	+	0	—	—	0	0	+	+

Table 4: SWOT challenges related to the management of Iron-Age sites at the regional level
Austria: micro region 1 Großklein; micro region 2 Strettweg
Croatia: micro region 1 Jalžabet micro region 2 Kaptol
Hungary: micro region 1 Sopron micro region 2 Süttő
Slovenia: micro region 1 Poštela micro region 2 Dolenjske Toplice

(+ challenge as a strength / opportunity factor; 0 challenge as a neutral factor; — challenge as a weakness / threat factor)

Domain		Internal Strengths/Weaknesses at Iron-Age sites level (on scale 1-3)									
		Challenges	SWOT general character	AUSTRIA		CROATIA		HUNGARY		SLOVENIA	
				micro regio n 1	micro regio n 2	micro regio n 1	micro regio n 2	micro regio n 1	micro regio n 2	micro region 1	micro regio n 2
L	1	Landscape/ecological quality supporting Iron-Age site values	O	0	+	+	+	+	0	+	+
	2	Iron-Age site visible in the landscape	O	+	+	+	+	—	+	+	+
	3	Iron-Age site located near regional administrative centre	O	+	0	+	0	+	—	+	0
	4	Iron-Age site accessible (transport infrastructure in place)	T	0	0	—	+	—	—	+	+
	5	Iron-Age site accessible with public transport	T	0	0	0	—	—	—	+	+
	6	Community infrastructure (water supply, drainage etc) in place	O	+	+	+	+	—	0	+	+
	7	Iron-Age site located near regional tourist attractions	O	+	+	+	+	+	—	+	+
	8	Cultural tourism developed near Iron-Age site	T	—	0	—	+	+	—	+	—
S	9	Iron-Age site statutory protected	S	0	+	0	0	+	0	+	+
	10	Problem of looting under control	T	0	—	—	0	—	—	—	—
	11	Stakeholders agreement on Iron-Age heritage values	W	0	+	—	—	—	+	0	0
	12	Stakeholders cooperating in Iron-Age site management	W	+	—	—	—	—	+	+	—
	13	Inhabitants/landowners aware of Iron-Age heritage values	W	0	+	—	—	—	0	—	0
	14	Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively	W	0	—	—	—	—	0	—	0
D	15	Area for visitors' facilities development available	W	+	+	0	+	—	—	+	0
	16	In-site visitors' service available	W	+	+	—	—		—	0	—
	17	Iron-Age site defined as tourist destination	W	0	+	—	+	—	—	0	0
	18	Tourist pressure in Iron-Age site managed	S	0	—	+	+	+	+	+	+
	19	Local/national levels cooperating in Iron-Age site management	S	+	+	—	+	0	+	+	+
K	20	Physical interpretation infrastructure provided in/near Iron-Age site	W	+	+	—	—	0	—	+	+
	21	IT interpretation infrastructure provided in/near Iron-Age site	W	—	—	—	—	+	—	+	+
	22	Maintenance of interpretation infrastructure provided	W	0	—	—	—	—	—	—	—
	23	In site/near site public awareness programmes benefiting Iron-Age heritage values	S	+	+	—	+	—	+	+	+
	24	Human resource with management skills available	W	+	0	0	—	—	—	0	0

Table 5: SWOT challenges identified at the Iron-Age sites levels (+ challenge as a strength / opportunity factor; 0 challenge as a neutral factor; — challenge as a weakness / threat factor)

External Opportunities at regional level (see Table 2 – positive aspects of challenges)

1. Results of Iron-Age research recognised at regional level (K 16)
2. Possibility of Iron-Age research in getting support from regional authorities/tourism (K 17)
3. Regional tourist strategy in place (D 1)
4. Regional tourist identity defined (D 2)
5. Tourist facilities available in the region (D 3)
6. Regional tourism sector having experienced personnel (K 18)
7. Local products and souvenirs available (D 7)
8. Regional tourist offers (hiking, biking) enhanced with Iron-Age resources (D 9)
9. Regional tourist offers (wine, catering) enhanced with Iron-Age resources (D 10)

Domain	Which internal strengths can we use to capitalize on external opportunities?											
	Internal strengths		External opportunities									Strengths score
			1	2	3	4	5	6	7	8	9	
L	1	Landscape/ecological quality supporting Iron-Age site values		x	x	x		x		x	x	6
	2	Iron-Age site visible in the landscape	x	x	x	x		x	x			6
	3	Iron-Age site located near regional administrative centre	x					x		x	x	4
	4	Iron-Age site accessible (transport infrastructure in place)	x		x	x				x	x	5
	5	Iron-Age site accessible with public transport		x	x		x			x	x	5
	6	Community infrastructure (water supply, drainage etc) in place			x					x	x	3
	7	Iron-Age site located near regional tourist attractions	x		x	x						3
	8	Cultural tourism developed near Iron-Age site	x	x				x				3
S	9	Iron-Age site statutory protected			x					x	x	3
	10	Problem of looting under control			x		x					2
	11	Stakeholders agreement on Iron-Age heritage values	x	x	x	x				x	x	6
	12	Stakeholders cooperating in Iron-Age site management	x	x								2
	13	Inhabitants/landowners aware of Iron-Age heritage values	x	x	x	x						4
	14	Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively	x	x	x	x		x	x			6
D	15	Area for visitors' facilities development available	x	x	x	x			x			5
	16	In-site visitors' service available	x	x	x	x						4
	17	Iron-Age site defined as tourist destination		x	x	x		x	x	x	x	7
	18	Tourist pressure in Iron-Age site managed			x	x				x	x	4
	19	Local/national levels cooperating in Iron-Age site management			x	x		x				3
K	20	Physical interpretation infrastructure provided in/near Iron-Age site				x	x			x	x	4
	21	IT interpretation infrastructure provided in/near Iron-Age site	x	x	x	x	x					5
	22	Maintenance of interpretation infrastructure provided	x	x	x	x	x	x		x	x	8
	23	In site/near site public awareness programmes benefiting Iron-Age heritage values			x	x	x	x				4
	24	Human resource with management skills available	x		x			x	x			4

Table 6: Iron-Age sites' opportunities maximising strengths (TOWS analysis)

Domain	Which external opportunities should we seize to overcome internal weaknesses?											
	Internal weaknesses		External opportunities									Weakness score
			1	2	3	4	5	6	7	8	9	
L	25	Iron-Age site values are not supported by landscape/ecological quality	x	x	x							-3
	26	Iron-Age site not visible in the landscape	x		x	x						-3
	27	Iron-Age site located far from regional administrative centre	x					x		x	x	-4
	28	Iron-Age site inaccessible (transport infrastructure not in place)			x	x		x		x	x	-5
	29	Iron-Age site inaccessible with public transport			x	x		x				-3
	30	Community infrastructure (water supply, drainage etc) not provided at Iron-Age site			x	x						-2
	31	Iron-Age site located far from regional tourist attractions			x	x	x	x		x	x	-6
	32	Cultural tourism not developed near Iron-Age site	x		x					x	x	-4
S	33	Iron-Age site lacks statutory protection	x	x	x	x						-4
	34	Problem of looting out of control	x	x	x							-3
	35	Stakeholders dispute about Iron-Age heritage values	x		x	x		x				-4
	36	Stakeholders not cooperating in Iron-Age site management			x	x		x				-3
	37	Inhabitants/landowners ignorant about Iron-Age heritage values	x	x	x	x		x				-5
	38	Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures negatively		x	x	x	x					-4
D	39	Iron-Age site not defined as tourist destination			x	x		x		x	x	-5
	40	Tourist pressure in Iron-Age site present	x		x							-2
	41	Local/national levels not cooperating in Iron-Age site management	x	x	x							-3
	42	Area for visitors' facilities development unavailable			x	x	x					-3
	43	In-site visitors' service unavailable			x	x	x					-3
K	44	Physical interpretation infrastructure not provided in/near Iron-Age site	x		x	x	x			x	x	-6
	46	IT interpretation infrastructure not provided in/near Iron-Age site	x		x	x		x		x	x	-6
	46	Maintenance of interpretation infrastructure not provided			x	x		x				-3
	47	No in site/near site public awareness programmes benefiting Iron-Age heritage values			x	x		x				-3
	48	Human resource with management skills unavailable	x	x				x				-3

Table 7: Iron-Age sites' opportunities minimising weaknesses (TOWS analysis)

External Threats – regional level (see Table 2 – negative aspects of challenges)

1. Only seasonal tourist offers in the region (D)
2. Direct competition of tourist attractions in the region overshadows Iron-Age sites attractivity (D)
3. Tourist activities (motorcycling, mountain-biking, climbing) affecting Iron-Age site are present (D)
4. Development (building) activities affecting Iron-Age site are present (D)
5. Forestry activities affecting Iron-Age site are present (D 4)
6. Agriculture affecting Iron-Age site is present (D 14)
7. Climate change (extreme temperatures, flooding, high winds, severe storms, erosion) affecting Iron-Age site is present (D 15)

Domain	Which internal strengths can we use to avoid or manage a specific external threat?										
	Internal strengths		External threats							Strengths score
			1	2	3	4	5	6	7	
L	1	Landscape/ecological quality supporting Iron-Age site values						x	x	2
	2	Iron-Age site visible in the landscape	x	x						2
	3	Iron-Age site located near regional administrative centre	x	x	x					3
	4	Iron-Age site accessible (transport infrastructure in place)	x	x	x					3
	5	Iron-Age site accessible with public transport	x	x	x					3
	6	Community infrastructure (water supply, drainage etc) in place at Iron-Age site	x	x					x	3
	7	Iron-Age site located near regional tourist attractions	x	x						2
	8	Cultural tourism developed near Iron-Age site	x	x						2
S	9	Iron-Age site statutory protected			x	x	x	x		4
	10	Problem of looting under control					x	x		2
	11	Stakeholders agree on Iron-Age values		x	x	x	x	x		5
	12	Stakeholders cooperating in Iron-Age site management		x						1
	13	Inhabitants/landowners aware of Iron-Age values			x	x	x	x		4
	14	Inhabitants/landowners perceive Iron-Age protection/interpretation measures positively			x	x	x	x	x	5
D	15	Iron-Age site defined as tourist destination	x	x	x	x	x	x		6
	16	Iron-Age site located near regional tourist attractions	x	x	x	x				4
	17	Cultural tourism developed near Iron-Age site	x	x	x	x		x		5
	18	Tourist pressure in Iron-Age site managed	x							1
	19	Local/national levels cooperating in Iron-Age site management	x	x					x	3
K	20	Physical interpretation infrastructure provided in/near Iron-Age site	x	x	x					3
	21	IT interpretation infrastructure provided in/near Iron-Age site	x	x	x		x	x		5
	22	Maintenance of interpretation infrastructure provided	x	x						2
	23	In site/near site public awareness programmes benefiting Iron-Age values	x	x			x	x	x	5
	24	Human resource with management skills available	x	x						2

Table 8: Iron-Age sites' strengths minimising threats (TOWS analysis)

Domain	Which internal weaknesses should we eliminate to avoid or manage external threats?										
	Internal weaknesses		External threats							Weakness score
			1	2	3	4	5	6	7	
L	25	Iron-Age site values are not supported by landscape/ecological quality	-	-	-	-	-	-	-	-
	26	Iron-Age site not visible in the landscape	-	-	-	-	-	-	-	-
	27	Iron-Age site located far from regional administrative centre	-	-	-	-	-	-	-	-
	28	Iron-Age site inaccessible (transport infrastructure not in place)	-	-	-	-	-	-	-	-
	29	Iron-Age site inaccessible with public transport	-	-	-	-	-	-	-	-
	30	Community infrastructure (water supply, drainage etc) not provided at Iron-Age site	-	-	-	-	-	-	-	-
	31	Iron-Age site located far from regional tourist attractions	-	-	-	-	-	-	-	-
	32	Cultural tourism not developed near Iron-Age site	-	-	-	-	-	-	-	-
S	33	Iron-Age site lacks statutory protection			x	x				-2
	34	Problem of looting out of control						x		-1
	35	Stakeholders dispute about Iron-Age heritage values		x						-1
	36	Stakeholders not cooperating in Iron-Age site management		x						-1
	37	Inhabitants/landowners ignorant about Iron-Age heritage values				x	x	x		-3
	38	Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures negatively				x	x	x		-3
D	39	Iron-Age site not defined as tourist destination		x						-1
	40	Tourist pressure in Iron-Age site present		x						-1
	41	Local/national levels not cooperating in Iron-Age site management		x						-1
	42	Area for visitors' facilities development unavailable		x						-1
	43	In-site visitors' service unavailable		x						-1
K	44	Physical interpretation infrastructure not provided in/near Iron-Age site		x						-1
	46	IT interpretation infrastructure not provided in/near Iron-Age site		x						-1
	46	Maintenance of interpretation infrastructure not provided		x						-1
	47	No in site/near site public awareness programmes benefiting Iron-Age heritage values		x						-1
	48	Human resource with management skills unavailable		x						-1

Table 9: Minimising Iron-Age sites' weaknesses to minimise threats (TOWS analysis)

Internal weaknesses of the Iron-Age location – site level (see Table 3 – negative aspects of challenges**)**

25. Iron-Age site values are not supported by landscape/ecological quality (L 1)
26. Iron-Age site not visible in the landscape (L 2)
27. Iron-Age site located far from regional administrative centre (L 3)
28. Iron-Age site inaccessible (transport infrastructure not in place) (L 4)
29. Iron-Age site inaccessible with public transport (L 5)
30. Community infrastructure (water supply, drainage etc) not provided at Iron-Age site (L 6)
31. Iron-Age site located far from regional tourist attractions (L 7)
32. Cultural tourism not developed near Iron-Age site (L) 8

Domain	Which internal strengths can we use to avoid or manage locational weaknesses?										
	Internal strengths		Internal weaknesses of the location								Strengths score
			25	26	27	28	29	30	31	32	
S	9	Iron-Age site statutory protected	x					x			2
	10	Problem of looting under control			x				x		2
	11	Stakeholders agree on Iron-Age values	x	x	x	x	x	x	x		7
	12	Stakeholders cooperating in Iron-Age site management	x	x	x	x	x	x	x		7
	13	Inhabitants/landowners aware of Iron-Age values	x	x					x	x	4
	14	Inhabitants/landowners perceive Iron-Age protection/interpretation measures positively	x	x					x	x	4
D	15	Iron-Age site defined as tourist destination	x	x		x	x		x	x	6
	16	Iron-Age site located near regional tourist attractions		x					x		1
	17	Cultural tourism developed near Iron-Age site	x	x	x						3
	18	Tourist pressure in Iron-Age site managed	x	x					x	x	4
	19	Local/national levels cooperating in Iron-Age site management	x	x					x	x	4
K	20	Physical interpretation infrastructure provided in/near Iron-Age site	x	x					x	x	4
	21	IT interpretation infrastructure provided in/near Iron-Age site	x	x		x			x	x	5
	22	Maintenance of interpretation infrastructure provided	x	x		x			x	x	5
	23	In site/near site public awareness programmes benefiting Iron-Age values	x	x					x		3
	24	Human resource with management skills available	x	x					x	x	4

Table 10: Iron-Age sites' strengths minimising weaknesses (TOWS analysis)

Domain		Internal strengths – priorities defined on cumulative score **1st priority: scores from 15 - 19** *2nd priority: scores from 9 - 14* 3rd priority: scores from 8 - 4	Table 4 Strengths score	Table 6 Strengths score	Table 8 Strengths score	Cumulative score	Priority
L	1	Landscape/ecological quality supporting Iron-Age site values	6	2	-	8	3
	2	Iron-Age site visible in the landscape	6	2	-	8	3
	3	Iron-Age site located near regional administrative centre	4	3	-	7	3
	4	Iron-Age site accessible (transport infrastructure in place)	5	3	-	8	3
	5	Iron-Age site accessible with public transport	5	3	-	8	3
	6	Community infrastructure (water supply, drainage etc) in place	3	3	-	6	3
	7	Iron-Age site located near regional tourist attractions	3	2	-	5	3
	8	Cultural tourism developed near Iron-Age site	3	2	-	5	3
S	*9*	*Iron-Age site statutory protected*	*3*	*4*	*2*	*9*	***2***
	10	Problem of looting under control	2	2	2	6	3
	11	**Stakeholders agreement on Iron-Age heritage values**	**6**	**5**	**7**	**18**	**1**
	12	*Stakeholders cooperating in Iron-Age site management*	*2*	*1*	*7*	*10*	***2***
	13	*Inhabitants/landowners aware of Iron-Age heritage values*	*4*	*4*	*4*	*12*	*2*
	14	**Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively**	**6**	**5**	**4**	**15**	**1**
D	**15**	**Area for visitors' facilities development available**	**5**	**6**	**6**	**17**	**1**
	16	*In-site visitors' service available*	*4*	*4*	*1*	*9*	***2***
	17	**Iron-Age site defined as tourist destination**	**7**	**5**	**3**	**15**	**1**
	18	*Tourist pressure in Iron-Age site managed*	*4*	*1*	*4*	*9*	***2***
	19	*Local/national levels cooperating in Iron-Age site management*	*3*	*3*	*4*	*10*	***2***
K	*20*	*Physical interpretation infrastructure provided in/near Iron-Age site*	*4*	*3*	*4*	*11*	***2***
	21	**IT interpretation infrastructure provided in/near Iron-Age site**	**5**	**5**	**5**	**15**	**1**
	22	**Maintenance of interpretation infrastructure provided**	**8**	**2**	**5**	**15**	**1**
	23	*In site/near site public awareness programmes benefiting Iron-Age heritage values*	*4*	*5*	*3*	*12*	***2***
	24	*Human resource with management skills available*	*4*	*2*	*4*	*10*	***2***

Table 11: Definition Iron-Age strategic priorities on the basis of TOWS analysis

Domain		Internal weaknesses **The worst outcome: scores from –6 to -8** *Bad outcome: scores from -4 to -6* The least bad outcome: scores from –2 to -3	Table 5 weaknesses score	Table 7 weaknesses score	Cumulative score	Priority
L	25	Iron-Age site values are not supported by landscape/ecological quality	-3	-	-3	3
	26	Iron-Age site not visible in the landscape	-3	-	-3	3
	27	*Iron-Age site located far from regional administrative centre*	*-4*	-	*-4*	***2***
	28	*Iron-Age site inaccessible (transport infrastructure not in place)*	*-5*	-	*-5*	***2***
	29	Iron-Age site inaccessible with public transport	-3	-	-3	3
	30	Community infrastructure (water supply, drainage etc) not provided at Iron-Age site	-2	-	-2	3
	31	*Iron-Age site located far from regional tourist attractions*	*-6*	-	*-6*	***2***
	32	*Cultural tourism not developed near Iron-Age site*	*-4*	-	*-4*	***2***
S	**33**	**Iron-Age site lacks statutory protection**	**-4**	**-2**	**-7**	**1**
	34	*Problem of looting out of control*	*-3*	*-1*	*-4*	***2***
	35	*Stakeholders dispute about Iron-Age heritage values*	*-4*	*-1*	*-5*	***2***
	36	*Stakeholders not cooperating in Iron-Age site management*	*-3*	*-1*	*-4*	***2***
	37	**Inhabitants/landowners ignorant about Iron-Age heritage values**	**-5**	**-3**	**-8**	**1**
	38	**Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures negatively**	**-4**	**-3**	**-7**	**1**
D	**39**	**Iron-Age site not defined as tourist destination**	**-5**	**-1**	**-6**	**1**
	40	Tourist pressure in Iron-Age site present	-2	-1	-3	3
	41	*Local/national levels not cooperating in Iron-Age site management*	*-3*	*-1*	*-4*	***2***
	42	*Area for visitors' facilities development unavailable*	*-3*	*-1*	*-4*	***2***
	43	*In-site visitors' service unavailable*	*-3*	*-1*	*-4*	***2***
K	**44**	**Physical interpretation infrastructure not provided in/near Iron-Age site**	**-6**	**-1**	**-7**	**1**
	46	**IT interpretation infrastructure not provided in/near Iron-Age site**	**-6**	**-1**	**-7**	**1**
	46	*Maintenance of interpretation infrastructure not provided*	*-3*	*-1*	*-4*	***2***
	47	*No in site/near site public awareness programmes benefiting Iron-Age heritage values*	*-3*	*-1*	*-4*	***2***
	48	*Human resource with management skills unavailable*	*-3*	*-1*	*-4*	***2***

Table 12: Definition Iron-Age most negative outcomes on the basis of TOWS analysis

Domain		Cumulative results Priorities that capitalise on strengths and opportunities, and reduce weaknesses, threats and overcome negative factors Each priority is connected to S21 Recommendation	Table 4 Strengths score	Table 6 Strengths score	Table 8 Strengths score	Cumulative score	Priority
L	1	**S2** Iron-Age site values are not supported by landscape/ecological quality	-3	-	-	-3	3
	2	**D8** Iron-Age site not visible in the landscape	-3	-	-	-3	3
	3	***K3, K9*** *Iron-Age site located far from regional administrative centre*	*-4*	-	-	*-4*	***2***
	4	***D9*** *Iron-Age site inaccessible (transport infrastructure not in place)*	*-5*	-	-	*-5*	***2***
	5	**D8** Iron-Age site inaccessible with public transport	-3	-	-	-3	3
	6	**D8** Community infrastructure (water supply, drainage etc) not provided at Iron-Age site	-2	-	-	-2	3
	7	***D7, D9*** *Iron-Age site located far from regional tourist attractions*	*-6*	-	-	*-6*	***2***
	8	***D7, D9*** *Cultural tourism not developed near Iron-Age site*	*-4*	-	-	*-4*	***2***
S	*9*	***D8, K5, K9*** *Iron-Age site statutory protected*	*3*	*4*	*2*	*9*	***2***
	10	**S6, K1,** K4, Problem of looting under control	2	2	2	6	3
	11	**S3, K4, K10 Stakeholders agreement on Iron-Age heritage values**	**6**	**5**	**7**	**18**	**1**
	12	***S6, S7, K4, K5*** *Stakeholders cooperating in Iron-Age site management*	*2*	*1*	*7*	*10*	***2***
	13	***K1, K3*** *Inhabitants/landowners aware of Iron-Age heritage values*	*4*	*4*	*4*	*12*	*2*
	14	**S1, S2, Inhabitants/landowners perceive Iron-Age heritage protection/interpretation measures positively**	**6**	**5**	**4**	**15**	**1**
D	**15**	**S2, D7, Area for visitors' facilities development available**	**5**	**6**	**6**	**17**	**1**
	16	***S2, D7, D9*** *In-site visitors' service available*	*4*	*4*	*1*	*9*	***2***
	17	**D7, K10 Iron-Age site defined as tourist destination**	**7**	**5**	**3**	**15**	**1**
	18	***D9*** *Tourist pressure in Iron-Age site managed*	*4*	*1*	*4*	*9*	***2***
	19	***S1, K10*** *Local/national levels cooperating in Iron-Age site management*	*3*	*3*	*4*	*10*	***2***
K	*20*	***D8, D9*** *Physical interpretation infrastructure provided in/near Iron-Age site*	*4*	*3*	*4*	*11*	***2***
	21	**D8, D9, K3 IT interpretation infrastructure provided in/near Iron-Age site**	**5**	**5**	**5**	**15**	**1**
	22	**D3, D9, K4 Maintenance of interpretation infrastructure provided**	**8**	**2**	**5**	**15**	**1**
	23	***D3, K3*** *In-site/near site public awareness programmes benefiting Iron-Age heritage values*	*4*	*5*	*3*	*12*	***2***
	24	***D3****, K4,* ***K5*** *Human resource with management skills available*	*4*	*2*	*4*	*10*	***2***

Table 13: Cumulative results of SWOT and TOWS analyses