

KZ-GEDENKSTÄTTE MAUTHAUSEN
**LONG-TERM
MEMORIAL CONCEPT**

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Foreword

In your hands is the finished Memorial Concept, the first document of its kind. It is intended to set out the plans and objectives of the Mauthausen Memorial for the next five years in all relevant areas – from education via maintenance and redesign measures to research work. I am sure that we will exceed some targets while finding that we have other achievements still to discuss and very probably missing one or two objectives because of unforeseen circumstances. It is, after all, a concept, an outline project for the future, which we will together attempt to make a reality.

But for me, after 13 years as part of the community of memory at Mauthausen, the central value of this concept is elsewhere. This paper represents something much bigger than simply its diplomatically formulated texts and the broadly outlined projects themselves. More significant than these is the way the project was created, a process tried for the first time that has now proved its value. It is built on a procedure quite different from any other project of comparable size undertaken by the Memorial or its allies, one based on diplomacy, dialogue and consensus-building. All of the newly established advisory boards and the Board of Trustees were included. It was also important for us to reach consensus on the core questions with the Comité International de Mauthausen and the Austrian Mauthausen Committee (MKÖ), seeking advice and discussion with all relevant organisations, national and international, about where we want to go with this site. This concept is supported by all those who hold a stake in the preservation of the sombre inheritance of this place, who help work through its history or who themselves suffered under it. I would like to take this opportunity to thank them for this support, because it was a long process, not always free of conflict. A learning and development process of this audacious scope always also entails growing pains, some of which are the responsibility of my organisation.

It was our plan to give the future of this place a democratic foundation, and we have achieved this.

Why is this foundation so important? The crimes that were committed at this place were the expression of a system based on the oppression of the weak by the strong. A system in which decisions were made not by the balancing of interests or consensus but by the senseless despotism and perfidious ideology of individuals. Fascism and democratic consensus are mutually contradictory. That is why it is so crucial that we make decisions about the future of this particular historical monument in partnership. The organisations that engage with the history of this site find diverse and many-layered meanings in it, but all share a deep conviction that fascism must not be repeated in Europe. So who has the entitlement to make decisions at this site? No-one has such an entitlement, because we all do!

The future of this site does not depend on whether every organisation finds its own views completely reflected in this concept nor on whether every point in the concept becomes a success. The future of this site depends on whether we continue to work together towards our goal, as formulated in this Memorial Concept, of a progressive and anti-fascist Memorial. After all: "Real generosity toward the future lies in giving all to the present." – Albert Camus.



Barbara Glück
Director Mauthausen Memorial

About this Concept

As an institution, the Mauthausen Memorial and the sites in its stewardship have developed historically over many decades; they have been shaped by a multitude of societal actors and have been influenced in various ways by processes that have shaped and changed their meaning. The survivors of the concentration camps, the relatives of those who were murdered and the organisations and interest groups that represent them have had a major influence on the preservation of the former camps as sites of memory and on the development and design of concentration-camp memorials. This historical development needs to be borne in mind. It is the basis upon which the future strategic objectives of the Mauthausen Memorial must be formulated.

That said, the present paper is not intended as an exhaustive account of that history. It is oriented toward the future. In line with the provisions of the Austrian Memorial Act (GStG), it lays out objectives for the work of the Mauthausen Memorial up to 2021. It formulates developmental objectives for the future, objectives that relocate the historically grounded significance of the sites/the institution in the sociopolitical constellation of the present. Our intention is for this to ensure the lasting social and political relevance of the Memorial even as historical distance from the events increases. The Concept identifies the projects that will determine the strategic orientation of the Memorial for the next few years. At the same time, the efforts made in the individual departments to achieve these objectives will be consolidated. The authors of this Concept are aware that it may not actually be possible to realise all of the projects cited within the given period, especially since some of them will depend on additional financing and/or special budgets. Similarly, the Memorial relies on open communication with experts, NGOs and other individuals and institutions in the field of commemoration. A discussion process such as this may also give rise to changing priorities that might in turn affect the implementation of the projects cited in this Concept. Still, the principles and projects formulated in this paper are intended to serve as points of orientation for the further development of the sites and the institution of the Memorial.

After a description of some of the ideas that are fundamental to the work of the Memorial, this paper will consider the objectives and intentions of the Mauthausen Memorial in order of the following overarching tasks of its various departments:

- Conservation
- Commemoration
- 'Working through'
- Interaction
- Networking

The Concept will conclude with an overview of the financial framework for its implementation.

Principles

The social functions of the Mauthausen Memorial

History

As the central element of a system consisting of more than 40 camps, Mauthausen concentration camp was the central site of the *völkisch* policy of identity, exclusion, persecution and incarceration perpetrated by the Nazi regime on Austrian soil for political, racist and social reasons between 1938 and 1945. Mauthausen was part of a machinery of persecution by means of which people from broad swathes of Europe and beyond were terrorised. Prisoners at the camp came from more than 40 different countries. Of the 190,000 people incarcerated here – men, women and children – at least 90,000 were killed.

Mauthausen concentration camp was more than just a place of suffering for its prisoners; it was also a place of resistance to Nazi terror. Many people were deported to Mauthausen because they actively opposed the Nazi regime. Even inside the camp, prisoners established a network that opposed the SS regime on the basis of international solidarity. After the camp was liberated, this network came to represent survivors internationally as the *Comité International de Mauthausen (CIM)*.

In the first post-war decades it was the survivors and survivors' organisations – primarily CIM and the Austrian Camp Community Mauthausen (ÖLM) – who took it upon themselves to commemorate the history of Mauthausen and its subcamps and to uphold the memory of its victims. The fact that numerous sites of persecution have been preserved as sites of memory is largely thanks to their initiatives. However, the Mauthausen Memorial, which was opened in 1949, was marginalized by Austrian society and the Austrian state for a long time. It was as late as the 1960s before Austria first started to seek political consensus on the future of the site; this led to the installation of the first historical exhibition in 1970. After that, the state started to take more responsibility for the Memorial, though the persistence and engagement of the survivors' organizations would continue to be the main driver of development.

The former concentration camp at Mauthausen is now increasingly becoming the universal symbol of Nazi crimes on Austrian territory. Today it is the most important site commemorating the crimes of the Nazis in Austria. It is connected to the sites of the Gusen branch camp and to 40 subcamps. These have to be understood and treated as integral components of the site of memory at Mauthausen.

The Mauthausen Memorial is an international site of memory, a cemetery, a museum of contemporary history and a place of education visited by more than 200,000 people from all over the world every year. It serves to maintain public awareness of the history of Mauthausen and its subcamps as part of the broader history of Nazism and its mass crimes, the memory of its victims and the responsibility of the perpetrators, collaborators and all those who looked on and tolerated those crimes in silence, though it also turns that awareness into lessons that society can learn for the present

and future. The internationalism of those incarcerated at the Mauthausen concentration camp and all those who resisted the Nazi regime obliges us in the present to conceive of the Memorial as an international site that takes different national perspectives into account and unites them in a shared international perspective.

Sites

Historically speaking, the name 'Mauthausen concentration camp' ('KZ Mauthausen') refers both to a specific location (the main camp at Mauthausen) and to the SS institution that administered a network of camps consisting of the main camp and the subcamps. Hence it also refers to the sites of the subcamps.

The name 'Mauthausen Memorial' ('Gedenkstätte Mauthausen') also refers both to a specific location (the site of memory at the former Mauthausen concentration camp) and to the institution that now acts as the steward of that site (in the legal form of a Federal Institute). As such, the responsibilities of the institution of the Mauthausen Memorial are not limited to the site at Mauthausen but extend beyond that in a variety of ways. In the words of the Austrian law concerning the establishment of the 'Gedenkstätte Mauthausen/Mauthausen Memorial' as a federal institute (Austrian Memorial Act – GStG), it encompasses commemoration of the victims of Nazi crimes 'at the Mauthausen concentration camp, at Gusen concentration camp and at all subcamps and sites where crimes were committed on the territory of the Austrian state in connection with Mauthausen concentration camp and the former Dachau concentration camp' (hereinafter: 'sites within the remit of the Mauthausen Memorial').

At the same time, the Mauthausen Memorial has, in the last two decades, obtained for itself an increasingly prominent position over and above these specific sites. This is evident in the many events it organizes in Vienna and elsewhere (conferences, book presentations, travelling exhibitions etc.); in its heightened internet presence (website, web database of collections, the 'Virtual Room of Names', Facebook); in its publications (series, yearbooks); and in the services it provides to the academic community.

Commemoration and 'working through'

The sites in the stewardship of the Mauthausen Memorial Federal Institute are former sites of crimes and suffering. In the present they serve as cemeteries and symbolic replacements of the non-existing cemeteries for the mortal remains of the people murdered there. They are also sites that preserve the memory of Nazi crimes in general and, in particular, the crimes committed in the environs of the Mauthausen concentration camp and its subcamps. The consequences of this past extend right up to the present and have an impact on it. The focus here, then, is a combination of place, memory and Aufarbeitung, or working through the past.

The past evoked in the process of memory at these former sites of crimes and suffering is linked to questions of trauma and guilt on the individual and institutional levels. The individuals and the society of the present invent symbolic forms for this past; they seek to put it into words and to work through it discursively. The various aspects and forms of memory are also reflected in the constitution of the sites of memory:

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- as historic sites of crime and suffering
 - as designed sites
 - as discursive sites

The specific relics (and voids) of the former concentration camp complex at Mauthausen refer back to sites of historic mass crime and suffering. They represent a past that continues to affect the present, though for various reasons this past resists integration into consensual socio-historical narratives. Indeed, the relics and voids at Mauthausen constantly challenge such narratives and call them into question. Hence the task of the Mauthausen Memorial is to provide a space for this tension between relics and signs and to make them visible.

As symbolically freighted and designed sites, the sites of memory facilitate collective, international and individual commemoration while also serving as a basis for the continual intellectual working through of the past. Commemoration is here understood as a symbolic practice that pays tribute to those individuals and social groups, in their wholeness and as social subjects, who were degraded to the status of victims by Nazi crimes. At the level of the intellectual working through of the past, commemoration of the victims must correspond with identification of the perpetrators in their individual and collective responsibility for the crimes committed. At the symbolic and performative level, commemorative practices (commemorative events and ceremonies, the installation of commemorative symbols etc.) are also important, as are appropriate artistic interventions.

As a discursive site, lastly, the Memorial is a place of social discourse, education and learning with respect to this past, all of which takes place in the present and arises out of it. Here it is a case of negotiating the significance of the past for the present and future. For this it is necessary to create links between the history of contemporary sites of memory and the social and political themes of the day (e.g. racism, antisemitism, human and civil rights, state violence, migration etc.), and in doing so also to think about the dilemmas of actualization, i.e. to consider the specific contexts of historic crimes and current questions about them. The intention of the Memorial is to initiate new debates, to make space for them and to instigate new learning processes. In this the Memorial must always ensure that such debates are historically and scientifically grounded, which is why it maintains an academic collection and a Research Center, the aim being to generate historical, political and ethical awareness (see below).

In all its activities, the Memorial must ensure that it gives balanced consideration to the three different aspects of the site of memory: as an historic site of crime and suffering, as a designed site and as a discursive site.

The intentions of the Mauthausen Memorial

The former sites of crime and suffering are the anchors for memory and working through history. The institution of the Memorial draws its legitimacy from its legal remit to preserve memory and work through the past of these historical sites, as well as from the relevant expertise of its staff. But remembering and working through the past are always enacted from the perspective of the present. Hence another important concern of the

Memorial is to create a nexus between past and present by intervening in and taking up a position on the discourses and debates of the present on the basis of historical experience and historical knowledge. This has to happen in such a way that Nazi crimes are neither made banal nor instrumentalized for present political purposes.

Memory is a (diachronic) social relationship. As such, memory relies on active remembrance on the part of a general public that gives life to memory and its manifestations by making reference to it all the time. Encouraging a general public that actively remembers on the basis of historical knowledge and communicating with that general public are therefore also important concerns of the Mauthausen Memorial.

Establishing a public

The Mauthausen Memorial is a centre for social engagement with the history and the ramifications of Nazi crimes. This engagement is consolidated here and finds the space and opportunity for expression. The Mauthausen Memorial therefore occupies what is in essence a mediating role. Without the corresponding public(s) as a sounding board it would have no social significance. As far as this is possible, the Memorial sees its task in encouraging the population to commemorate and critically engage with the past, and in providing it with the space and a place to do so. The Mauthausen Memorial sets out to appeal to different social groups and to encourage interaction between them. This includes survivors, relatives and their organizations, sociopolitical interest groups, researchers and academics, school pupils, teachers etc. Important contacts in this respect are the national and international victims' associations. They are multipliers, partners in dialogue and they bring important expertise to the endeavour.

The public are of relevance to the Mauthausen Memorial on several levels: at the Austrian level, the European level and at the global level. Although these three levels all correspond to a certain extent, they all make different demands of the Mauthausen Memorial. One important concern in this respect is the breaking down of language barriers. One fundamental objective of the Memorial is the attainment of linguistic plurality in its diverse offering, from on-site pedagogical guidance to the preparation of museum installations and a professionally run international bookshop.

Creating awareness

The Mauthausen Memorial is a sociopolitical actor. In this sense, one of its objectives for the present and future is to promote awareness of the significance of the history that took place and that finds representation at the specific sites of the Memorial. It focuses on three different levels of awareness:

- historical awareness
- ethical awareness
- political awareness

Historical awareness mediates between past and present. The Mauthausen Memorial is a place where history (or histories) are reconstructed in the literal sense. Formerly it was the survivors; now it increasingly tends to be second- and third-generation relatives who visit the Memorial to reconstruct parts of their history and to relate to it in remembrance and mourning. This

(re)appropriation of the past thus creates identity in the present. But the (re)appropriation of the past in the form of acknowledging Nazi crimes has certain consequences for the self-conception of society at large in the present (as does the denial or failure to adequately work through these crimes). This process of reappropriating history is far from complete. It is also of major importance to the second and third generation, who should therefore be accorded greater consideration in the scholarly work of the Memorial as the period of immediate eye witnesses draws to a close.

The particular tasks of the Mauthausen Memorial with regard to creating historical awareness lie in communicating historical knowledge and the ability to apply it to the critical judgment of the past and present.

Ethical awareness refers to action in the present. The promotion of ethical awareness aims to achieve an understanding of the fact that the crimes of the Nazis, including the ones committed at Mauthausen, were only possible because they were supported by certain parts of society and accepted by others. This endeavour therefore directs attention toward the various dimensions of action that made these crimes possible and goes well beyond the question of the immediate perpetrators. It poses the question about the various levels of responsibility within society and about the possibility and significance of ethical action in extreme historical situations. In this manner it will also make it possible to draw conclusions about ethical action in the present. The dimension of ethical action forms an important focal point for the pedagogical work of the Memorial. This work is to be continued and constantly optimised in the on-site educational activities of the Memorial. This work will be supported by scholarship in the form of increased levels of research on the 'transition zones' of the camp, dealing with various dimensions of the interaction between the camp and society.

Political awareness mediates between present and future. It starts with the idea that the basic elements of Nazi ideology and dictatorship – from its völkisch race ideology through the persecution of political opponents to an imperialist drive for territorial expansion – have a social and political prehistory without which Nazism and its crimes would not have been possible. Hence the promotion of political awareness is a sociopolitical preventative measure. Its critical attention is directed toward tendencies, currents, discourses, practices and institutional structures in present-day society that under certain circumstances have the potential to develop into crimes against humanity that might be similar, if not identical, to those perpetrated by the Nazis. In this sense, one objective of the Mauthausen Memorial has to be to engage with present social debates insofar as these present links to experiences from the history of the Mauthausen concentration camp. The experience of international resistance to the tyranny of Nazism is central to an international perspective on the present. In future, we intend that these debates will increasingly be initiated and conducted via new media and social networks, as well as through the organization of discussion-based events.

Conservation – preserving the traces of crime and suffering

The work of the Mauthausen Memorial is inseparably bound up with its historic sites and their history in the context of Nazism and its mass crimes. One leading task of the Memorial is therefore to conserve the sites themselves and all of the traces that recall their history. Conservation is not only a focal point of the work of the Memorial in the next few years; it constitutes the very foundation of that work.

Besides care and maintenance of the physical sites, the preservation, care and provision of access to the historical sources where history finds expression is another leading task of the Memorial. This is the particular remit of the collections department.

Conservation of sites

The grounds of the Mauthausen Memorial are owned by the Republic of Austria as represented by the Burghauptmannschaft Österreich (BHÖ, Austrian Historic Buildings Authority). This institution carries out ongoing preservation and renovation work on the historic building fabric of the former concentration camp in close collaboration with the Mauthausen Memorial and the Federal Monuments Office (BDA). Good cooperation between these three institutions ensures observance of the Memorial's fundamental guidelines on the treatment of the historic building fabric; this is to be preserved without exception and all building work is subject to prior scholarly appraisal in all cases. In line with the 'bequest of former prisoners', the visible silhouette of the camp is to be preserved in its present form and without alteration for the long term.

Collaboration with experts in contemporary archaeology has in recent years led to the discovery and documentation of knowledge about the historic site that is important to the conservation of the site. With regard to the Memorial at the former Mauthausen concentration camp, these long-term collaborations will be further intensified for the purpose of the long-term protection and conservation of the site.

One focus of the development work on conserving the site over the next few years will be the area of Gusen–St. Georgen. Historically, the whole geographical territory of Mauthausen–Gusen–/St. Georgen was in the sphere of interest of the SS and must now be conceived as a coherent area of memory. The former Gusen concentration camp and its area of influence have been neglected by the state authorities for many years. This calls for intensified preservation work on the Gusen–St. Georgen subarea. Within the Gusen–St. Georgen area of memory there are several local particularities where, due to the respective ownership structures (i.e. they are publicly owned, either by the Republic or municipalities), sites of memory in the narrower sense are to be established or consolidated. These are:

- the Gusen Memorial along with its visitor centre and the associated derelict plot
- the plots surrounding the former roll-call area, the stone breaker and the SS barracks
- the forecourt to the Bergkristall tunnel system at St. Georgen

The Republic is currently negotiating the purchase of plots containing archaeological remains of the roll-call area, the stone breaker, the two SS barracks and the residual foundations of further buildings from the former Gusen concentration camp. If the Republic does purchase these plots and secure and repair their remains above and below ground, the Mauthausen Memorial will take responsibility for using them. The intention is for groups and individual visitors without accompaniment to be able to access and explore them in future. To this end, the Memorial will have to develop coherent concepts for the design of the surface of the terrain and for an historical information system. These concepts would need to be implementable at other sites (such as those of the former subcamps) at a later date.

Over the next few years the Mauthausen Memorial also intends to dedicate more attention to the sites of the former subcamps, though the opportunities for intervention at some of these sites are limited by existing ownership circumstances. The only extensive development opportunities are at sites already owned by the Republic or – as with the Loiblpass site – leased by it. Here the Federal Institute is seeking the best possible synergies with existing initiatives, in particular with the respective local groups of the MKÖ. It does not intend to enter into competition with them.

An important foundation for work on the sites of the former subcamps is documentation of existing material which, within the institutional structures of the Memorial, will be the task of the newly created 'Memorial Office'. The aim here is a topographical, photographic and historical documentation of the sites concerned, which would be published in the medium term.

An associated objective is to designate all of these sites as consistently as possible as former sites of crime and suffering, and, especially in the case of the subcamps, as sites of economic exploitation under forced-labour conditions. These designations would supplement abbreviated historical data on the sites. All sites of memory should present visitors and passers-by with initial information on the history of the sites and their relation to the Mauthausen concentration-camp system as well as the necessary conditions for appropriate commemoration.

We will secure any currently at-risk historical relics at the former subcamps in collaboration with the BDA and local initiatives of the MKÖ, CIM and ÖLM networks. In Melk, we will accelerate the process for placing the remains of the 'Quarz' tunnel system and extant camp buildings, such as the crematorium, the kitchens and a wooden barrack in the barracks area, under protection. At the site of the former subcamp in Wiener Neustadt, efforts to place the so-called 'Serbian Hall' under protection are to be continued. Action is needed at Gunskirchen, where there is an acute risk of the loss of physical remains. Cooperation with the BDA and the working group on the former Hochholz concentration camp is still being actively sought here.

In the area of the former Aflenz subcamp, the Federal Monuments Office (BDA) is being supported in its efforts to place the 'Roman Quarry' and its former camp area under protection.

Lastly, in the context of the existing project group at the Loibl-North Memorial, work continues on making the former dimensions of the prisoner camp visible and on the restoration of the foundations of the washhouse barracks. There are also plans to work with the Slovenian authorities and

existing commemorative initiatives to design a commemorative path from the former road over the Loibl Pass to the Loibl-South Memorial in Slovenia.

Conservation of sources

The aim of the Collections department – in collaboration with international partners, from archives to survivors' organizations – is to bring together in one place as many sources as possible on the history of all the sites within the remit of the Mauthausen Memorial and on the memorials erected on those sites; to organize them, to make them accessible, to preserve them, to ensure their longevity for posterity and to make them available to the public. Hence the collections are to be made accessible and useful not only for the scholarly, pedagogical and publishing purposes of the Memorial but also for a broader public, for research and for teaching. Another key task of the Collections department is to provide information on former prisoners to relatives of deportees, to commemorative initiatives, to researchers etc.

The main priority for the next few years is the development of a written collections concept. This will lay down a specific action plan and thereby contribute to a means of quality assurance. It will offer an analysis of the current status of the collections while also defining the direction for future work on the collections.

The concept will provide an inventory of the collection and a description of the individual areas in it – which is to be rigorously structured according to the various groups of objects (Written Materials, Miscellaneous Objects, Enquiries, Photographs, Oral History, Arts & Artifacts, Library & Multimedia Library) – while also supplying documentation guidelines for standardized, replicable procedures for dealing with objects from the collections, preventative conservation, appropriate storage and security and collection management rules, i.e. it will offer recommendations for working with various aspects of the collection. The collections concept will contain guidelines on ethical questions and advice on dealing with human remains. It will also contain a discussion on long-term digital archiving.

With respect to the material infrastructure, there is a need for action on the artefact collection and the photography collection. Rooms in the basement of the infirmary building were adapted in 2016 to facilitate the installation of a storage space for the artefact collection under appropriate climatic conditions. This storage space was furnished in autumn 2017 so that the provisional artefact store could be transferred there from the visitor centre.

As of now, the primarily Vienna-based collections department also has a footing at the Mauthausen Memorial. Firstly, the Mauthausen Memorial has for years been assembling a specialist library that partly mirrors the existing library in Vienna. Secondly, the whole artefact collection is located at the Memorial, where an on-site department has been created to maintain it. A long-term objective is to mirror other sections of the collections department in Mauthausen – in order to provide relatives with information on former prisoners, for instance – and to employ the necessary on-site staff to maintain and provide access to the collections.

Commemoration – honouring the victims

At the centre of commemoration is honouring victims. This will always implicitly include engagement with the multifarious forms of perpetration. An example of this is in the handover document from the Soviet Allies to the Republic of Austria, which states that the former concentration camp is to be preserved as a 'memorial to the victims of the murderous Nazi hangmen'.

Besides preserving historic sites as former sites of crime and suffering, one of the leading tasks of the Memorial is to ensure on-site provision of space for dignified commemoration. The Memorial and Liberation Ceremonies at the Mauthausen Memorial and its former subcamps have been organized and conducted by survivors and their organizations since they were first marked in 1946. As successor organization to the ÖLM, the MKÖ has taken over this task; within its national and international network the MKÖ now ensures that the interests of the survivors and their relatives are observed in the context of the Memorial and Liberation Ceremonies. The Federal Institute supports these ceremonies with finances and staff.

For many decades the Mauthausen Memorial has also been shaped by collective, individual, material and ceremonial commemorative interventions from society at large. These include the creation of the 'Memorial Park', other commemorative areas of a more individual and personal nature and the function of the cemeteries on the grounds of the Memorial, where the mortal remains of well over 10,000 prisoners are buried. As an institution, the Mauthausen Memorial itself has rarely been the instigator of these forms of commemoration; it has merely provided space that has then been filled by society. Still, mention should be made here of two projects promoting commemoration where the Mauthausen Memorial itself was the main instigator: firstly, the publication in 2016 of the 'Memorial Book for the Dead of the Mauthausen Concentration Camp and its Subcamps' along with its continuation and expansion in virtual form; secondly, the opening of the 'Room of Names' at the Mauthausen Memorial in 2013. The names of 81,000 people who died at the camp are represented in this room. In the room itself the names are inscribed on large panels of glass in random order, so specific names cannot easily be searched for. Specific names can be searched on a website created for this purpose in 2016 (the 'Virtual Room of Names'). We will provide on-site access to the website by installing a touchscreen in the room itself.

One objective for the next few years is to preserve and in some cases expand existing commemorative spaces at Mauthausen and other sites. In future there needs to be more space for individual commemoration; currently this tends to take the form of personal memorial plaques. Here, ways and means need to be identified to facilitate individual commemoration without causing detriment to the historic building fabric of former sites of crime and suffering. Beyond that, there is also a need at Mauthausen to find a way of treating the graffiti left behind by visitors in various parts of the historic buildings. The Memorial does not want to view all these instances as mere scrawlings or as a form of vandalism; some of them are valid expressions of the need to leave some form of message or communication behind at

this cognitively and emotionally challenging site; their appropriateness or inappropriateness says something about our current understanding of history. Specific solutions need to be identified for giving space to this need without further detriment to or depreciation of the historic built fabric.

But the former Mauthausen concentration camp is not the only place that has the symbolic and performative quality of a commemorative site; the same goes for long forgotten sites such as the area of the former Gusen concentration camp and the other former subcamps. There is still a need to create and actively promote space for social commemoration at some of these sites.

One central place of remembrance in the Gusen–St. Georgen area of memory is the Memorial de Gusen around the extant crematorium furnace at the camp. In recent years, however, the area at the entrance to the ‘Bergkristall’ tunnel system – which has been acquired and partly refurbished by the Bundesimmobiliengesellschaft (Federal Real Estate Company) – has become an increasingly important focal point for commemorative activities at the national and international levels. In St. Georgen these activities are supported and promoted by the municipality and by various commemorative initiatives in the context of the ‘Awareness Region Mauthausen–Gusen–St. Georgen’. On the basis of a broad consensus and with the aim of turning the forecourt of the tunnel system into a place of remembrance, the Mauthausen Memorial initiated a ‘Gusen/St. Georgen Perspectives Workshop’ two years ago. This working group is made up of various social actors and its work is to be continued under the aegis of the Mauthausen Memorial. This is intended not just to turn the forecourt to the ‘Bergkristall’ tunnel system into a site of commemoration but also to define fundamental parameters for the development of the whole region of the St. Georgen–Gusen–Mauthausen area of memory.

As for the subcamps and the many ‘forgotten sites’, the consistent designations mentioned under the previous heading are a precondition for their development as sites of commemoration. Ensuring dignified remembrance first of all implies demonstrating an on-site presence – through attending commemorative events and accompanying survivors and their relatives, for instance – and taking up a public position on current events of relevance to the politics of commemoration at these sites. In future the newly established ‘Memorial Office’ in particular will follow up on these tasks within the Mauthausen Memorial. For initiatives that assume ceremonial or creative commemorative forms on site, this office will serve as a point of contact, an advisor and a mediator with other relevant actors in the field (scholarship, building conservation etc.).

In the field of remembrance the Austrian Mauthausen Committee (MKÖ) is an outstanding actor, especially at the sites of the former subcamps. The MKÖ has a wealth of experience and international contacts in this area. We will evaluate the potential positive synergies to be achieved by pooling the resources of the MKÖ, the ÖLM, the CIM and the Mauthausen Memorial in the service of pioneering commemorative activities. For many years the site of the former Ebensee subcamp has benefitted from close and trusting collaboration with the ‘Ebensee Museum of Contemporary History and Concentration Camp Memorial’. Future collaboration with this association will be carried forward on the present basis.

Working through history – research, interpretation and representation

In addition to their purely physical presence as a site of past crimes and suffering and their characteristic as a designed site of commemoration, the various sites of memory also bear witness to specific histories within the context of Nazism and its crimes against humanity. The sites do not, however, speak on their own accord about this history; they have to be 'brought to speak' by being included in discourses that approach them on a cognitive level. In this, an examination of the perpetrators and the structures of the perpetrator society becomes especially important.

The sites of memory are therefore always at the same time sites of discursive negotiation of history. This negotiation is not a linear process and is never complete. The sites of memory are incorporated into a dynamic, discursive zone between academic research, interpretation and the various forms of representation of this history. Within the structures of the Mauthausen Memorial, these fields are mostly combined, firstly, in the Research Center and, secondly, in the department responsible for exhibitions.

Research and publications

In terms of the research activities, there needs to be a distinction between basic research and applied research. An important basic-research project, which has been expedited for several years, is the recording of the names of the people deported from the Mauthausen concentration-camp system. This is based on storing the surviving sources digitally in databases. One challenge is to ensure a balanced ratio of basic research to applied research over the coming years.

The content of the research activity will, firstly, tackle existing research gaps on the history of the Nazi complex around Mauthausen and, secondly, open up new research areas. Even now, more than 70 years after the liberation of the last remaining camps of the Mauthausen concentration-camp system, many chapters of this complex remain unknown. Examples of this include the Soviet prisoners of war, whose story only became possible to research at all after the opening of the Soviet archives, or the 'transition zones' of the camp, spaces of interaction between the various camp sites and the surrounding society. Both subjects will be given more attention in the coming years. In the field of perpetrator research, important results have been achieved in recent years with the development of a database and with publications such as the 'Mauthausen-Studien' series and the Yearbook. The basic research will be continued in future, as will the subject-specific research on perpetrators. The research on the history of the subcamps of the Dachau concentration camp in Austrian territory will become especially important for the Memorial because of its new legal responsibility. On a larger scale, we plan to forge stronger links with research fields such as memorial pedagogy, Holocaust studies, memory studies (for example with regard to the families of the deportees of Mauthausen concentration camp) or comparative genocide studies. To this end, more conferences on relevant themes will be hosted and cooperative research projects will be encouraged.

Within the given financial scope, we will increasingly encourage, coordinate and fund contract research projects from third parties.

The Memorial intends to be a point of contact for contemporary-history event organisers, universities – in particular for emerging scholars – and media. To do so it is necessary to support the existing networks with partners, for example by means of joint publications or joint presentation of research findings in events of various kinds. In addition, we intend to work with these partners to develop joint third party-financed research projects (for example Austrian Science Fund [FWF] projects). On the question of supporting emerging scholars, it is necessary to be more active as a funding institution than hitherto, for example by organising and awarding an annual ‘Research Prize’.

Research activity will in future be more closely aligned with publication activity. We will also make use of synergy effects between events and publications. The existing publication series ‘Mauthausen-Studien’ and ‘Mauthausen-Erinnerungen’ form the backbone of the Mauthausen Memorial’s publication work. In the ‘Mauthausen-Studien’ (‘Mauthausen Studies’), the Mauthausen Memorial publishes research on the Nazi-era and post-war history of the Mauthausen concentration camp, the Gusen branch camp and on the more than 40 subcamps. With this publication series, the Mauthausen Memorial has set itself the goal of making its own research activities visible, promoting the scholarly ‘working through’ of the history of the Mauthausen concentration-camp system and acting as a forum for all those who take a scholarly approach to this history. In the series ‘Mauthausen-Erinnerungen’ (‘Mauthausen Memories’), the Mauthausen Memorial publishes texts, with scholarly commentary, about the experience of deportation to the Mauthausen concentration camp. At the heart of this project are the former prisoners and their written expression of their memories as a means of processing their experiences in the camps. The published texts are intended to reflect the diverse national, cultural and social origins and the different deportation histories and incarceration conditions of the prisoners in the Mauthausen concentration camp. Both series will publish at least one volume per year. In addition, the ‘Jahrbuch’ (‘Yearbook’) is published periodically. In this, the Mauthausen Memorial publishes research findings on the Mauthausen concentration camp, provides commentary on historical documents and information on activities and events carried out over the previous year. The Yearbook has been published since 2007 under the academic supervision of the Institute for Contemporary History and is intended to be a forum for organisations and individuals that engage with the Mauthausen Memorial as a site of memory, a cemetery and a museum. One year after the release of the print edition, an open-access pdf is provided for free download on the Memorial’s website. A similar open-access strategy will also be developed for the Memorial’s other publications over the coming years.

In addition to the existing publication series, we aim to publish an international journal, potentially in collaboration with other partners. While the Yearbook is addressed to a broad, German-speaking readership, the planned journal would be aimed at the international academic community. Subject to a peer-review procedure, the journal would serve as an internationally visible publication platform for research in connection with the history of the Mauthausen concentration camp, thus strengthening its own institutional status and initiating a new confrontation with the history of Nazism in Austria.

Exhibitions

It is the duty of the Mauthausen Memorial to make the sites of memory 'speak', in the above sense, by making specific – in the broadest sense of the word – museum-like interventions there. The memorials at the former concentration camp Mauthausen and the Gusen–St. Georgen area of memory will be the focus of this work over the next five years.

In accordance with the 'Framework Concept for the Redesign of the Mauthausen Memorial', published in 2009, a decentralised exhibition concept will be implemented in the former Mauthausen concentration camp. In addition to an overview exhibition (opened in 2013) on the history of the camp, this also includes plans for several subject-specific exhibitions. At the same time, the Framework Concept states that the external areas should be designed in such a way that visitors can learn essential information about the history of the camp while walking around it. To this end, a newly conceived audioguide was rolled out in 2016. To complement this, there are plans to design and implement an analogue information system (consisting of physical media elements) to make the historic content and topography of the exterior areas and the accessible interior areas of the former concentration camp more understandable. This will replace the existing information boards, which date back to various decades.

Since only a fraction of the installations and buildings of the Mauthausen concentration camp are still standing, the spatial dimensions of the camp are no longer comprehensible to visitors without supporting design measures. For this reason, we plan to visualise the extent and structure of the concentration camp as of the date of its liberation on 5 May 1945 by implementing appropriate design measures in the memorial site. These measures must be developed from a basic design concept that is suitable for use at other sites, for example the former subcamps or the Gusen–St. Georgen area of memory. They will be decided on by means of a competition process.

Another goal for the next five years is to take the first steps in developing a subject-specific exhibition on the prisoner groups of the Mauthausen concentration camp and its subcamps in line with the specifications in the Framework Concept. The first planned site for this exhibition is the memorial in the former Mauthausen concentration camp (former kitchen barrack), provided the renovation and maintenance works in the potential exhibition buildings have first been financed and carried out by the Bundesimmobiliengesellschaft or Burghauptmannschaft Österreich (BHÖ). The exhibition will cover the individuals and groups of people deported to the camp. The main goal is to represent the deported people in their individual and collective subjectivities and identities. The exhibition will show who the deported people were and what reasons were given for their persecution. The exhibition will be conceived in close collaboration with relatives and with the Memorial's cooperation partners who are dedicated to the memory of the affected groups of deportees or who represent them. A project structure will have to be developed that ensures that the relevant actors are involved in a structured way. The coming five years should be used to get an appropriate cooperation network up and running and to develop a concept for the content and design.

In Gusen, the visitors' centre is already providing historical information in its permanent exhibition. The 'Audiowalk Gusen' is a tool for helping individual visitors understand the former camp area and its surroundings. It is innovative in many respects including its content and conceptual approach. The Audiowalk takes visitors on a pre-set route through the site, providing a linked narration on multiple levels (historical events – individual memory – social memory).

If the national government buys, restores and maintains the properties that were formerly part of the camp grounds (see above), museum-like interventions – in the broadest sense – will be needed here too. The Audiowalk as an information medium is designed to be adapted to new circumstances and expanded in partnership with all decision-makers and institutions. There are also plans for the development of additional versions in other foreign languages (Polish, French). Interventions will then be placed in the newly created sites of memory by means of measures for interface design and by installing an analogue historical and topographical information system (with physical information media). A basic design concept for this will be established on the basis of a competition and then implemented gradually not only in Gusen but also in Mauthausen (see above).

In addition to the plans for the memorials in the former Mauthausen concentration camp and in the area of the former Gusen concentration camp, the first steps will be taken on the site of the former Melk subcamp to bring the existing exhibition in the former crematorium up to current scholarly and design standards in partnership with the local initiatives 'MERKwüdig' and 'Quarz–Roggendorf'.

Special and temporary exhibitions with themes related to the history of the sites will continue to be shown over the coming years. Temporary exhibitions can be developed by the Memorial itself or be obtained in the form of externally curated travelling exhibitions. They form an essential complement to the existing offer and can serve to persuade people who have already visited the Memorial in the past to return and engage with the history of the concentration camp from another point of view. As the chronological, and thus also the emotional, distance to the events grows, questions of how to convey historical knowledge and historical consciousness take on an important role in the discourse about memory. Artistic approaches to subjects with relevance and connections to the history of the sites will also play a role.

Interacting – engaging with the past in the light of the present

The Mauthausen Memorial's public dialogue with civil society has two central goals: first, to shed light on the history of the Mauthausen concentration-camp system and to counter any relativization or even denial of this history and the crimes committed on the site; second, to prompt and hold debates, based on this specific history, about the present and future of society (on a national, European and global level).

The Mauthausen Memorial's social and political task is being developed on the basis of the question: What role should the Memorial play within society? At the heart of this is raising awareness, as mentioned above, on the three different levels: historical, ethical and political. Essentially this is about the impact of the Memorial in the present, but conveyed nonetheless via an engagement with the past. The challenge is to take recipients of the Memorial's offer – the visitors – into consideration with all their different subjectivities, and based on this to demonstrate the specific relevance of the past for the present.

The various target groups associated with the Mauthausen Memorial are extremely diverse in terms of their make-up, for example in age, origin, previous knowledge, interests or needs. Survivors and their relatives are particularly significant, since their personal and collective memories are a fundamental element of the examination of history. Communication with survivors and their relatives must be sensitive to any traumas and strive to make the historical knowledge under the institution's stewardship useful to those affected when working through their personal life stories. At the same time, the memories and stories of the survivors and their relatives flow back in the other direction, into the work of the Memorial. One special target group are young people who visit the Memorial either as school pupils, students or members of group excursions or who approach the history of the site in other ways. Migration brings people from many different regions to the Memorial. This offers the opportunity – despite the real risks of false equivalences, which must be guarded against – to put the history of Nazism and its crimes in context with experiences of crimes against humanity in other regions of the world. The population in the region of the sites of memory under the stewardship of the Mauthausen Memorial is also given special attention. In addition, every effort must be made to ensure that all activities of the Memorial are free of barriers to participation.

The educational work of the Memorial

The educational department at the Mauthausen Memorial was established in 2007; an educational concept was then developed. While the initial focus was on creating the foundations in terms of content, methodology, personnel and organisation, future work will be on further developing these aspects.

Based on the basic idea of the educational concept – i.e. examining the history of the former concentration camp from the perspectives of (1) the victims, (2) the perpetrators and (3) the surrounding society – the concept's

further development will focus in particular on the question of the conditions under which people were involved in these 'roles' and of what responsibility and freedom to act they had. Narrative as a communication method takes on a particular importance: How can it succeed, on the one hand, in creating a clear historical orientation framework and, on the other, in doing justice to the complexity of history with its grey areas, employing critical analysis to counter a situation in which all narratives are equally valid?

Working groups have been set up to deepen the collaboration between the pedagogic team and the education workers. These teams develop specific questions relevant to the further development of the pedagogic concept and about educational activities suitable for groups. Such themes include: 'Participation opportunities for visitors or target groups', 'discussion of current socially relevant themes in educational work' or 'Removing barriers in educational work'. If needed, these projects and processes will be supported by external experts and partners.

The further development of the pedagogic concept is aimed at

- keeping the innovative educational approaches and multi-layered educational methods of the Mauthausen Memorial at a high level,
- continuously reviewing the narrative in the educational work and bringing in new insights from academic/historical research,
- promoting examination and discussion of socially relevant subjects in the educational work at the Mauthausen Memorial,
- holding a dialogue with actors from the field of memorial pedagogy and with important institutions relevant to the subject (universities, teacher-training institutions, pedagogical departments of memorials in Austria and abroad, erinnern.at, MKÖ, CIM, DÖW etc.),
- taking a nuanced view of the different groups of visitors and individuals,
- continuing to deepen the dialogue with visitors and expanding their options for participation,
- discussing controversial opinions with a clear attitude and adopting or initiating ideas that disrupt conventional views in order to promote reflection on the past, the present and the future in a constantly changing society.

The educational activities of the Mauthausen Memorial will in future be increasingly based on the different visitor categories. Depending on the needs of each category, these activities vary in terms of content, methodology and timetabling as well as levels of depth.

We see concentration-camp survivors, their relatives and descendants as a particularly important visitor category. The way we accompany them, in terms of the content and timeframe of their visit, is designed individually in close cooperation with the research department of the Mauthausen Memorial. Additional specific educational formats and methods will be developed for other visitor categories, for example students of the Security Academy (SIAK), recruits of the Austrian Armed Forces or students from the Heeresakademie (Military Academy), tourist groups, groups of older people, apprentices of various professions, for example medicine and care, childcare careers, police etc.. These will take both the backgrounds of the different professions and different timeframes into account. In response to the

increased number of notices issued for breaches of the Austrian Prohibition Act (which bans Nazi activities), cooperation has been intensified with the organisation 'Neustart', which works to rehabilitate criminals, with prosecutors and judges as well as experts in right-wing extremism. The intention is to establish a broad-based discourse to investigate the opportunities and limits of pedagogical memorial work. In particular, regular subject-specific tours will be conceived and offered for the regional population, including in the extended surroundings of the Memorial.

The goal is to create barrier-free access, in the broadest sense, to the educational activities of the Mauthausen Memorial. In addition, special programmes for people with disabilities are being conceived and delivered; for example there is work being done on educational work in simple language.

The educational work of the Mauthausen Memorial will in future take greater account of the 'Memorial Landscape Mauthausen–Gusen–St. Georgen' as well as sites of former subcamps. The MKÖ is an important partner in this area. Beginning with the history of the Mauthausen concentration camp, the educational work will also deal with the town of Mauthausen, the former concentration camps Gusen I, II and III, the 'Bergkristall' tunnel system and the sites of former subcamps. In addition, the cooperation with the 'Awareness Region Mauthausen–Gusen–St. Georgen' and (local) memorial initiatives will be continued.

Another focus in the coming years will be on further developing educational materials. The existing pool of materials will be restructured, expanded and supplemented with background information and recommendations for methodical use. The aim is to establish a cooperation with the organisation '_erinnern.at_' and the Federal Ministry of Science, Education and Research (BMBWF) for developing new materials for the use of school pupils and teachers in advance of and after their visits. We will also examine ways of using new technologies (whiteboards, tablets etc.) to support and enrich educational work delivered by staff.

High-quality, innovative educational work requires well-educated and trained education workers. Over the next five years we will therefore design and organise further qualification courses and regular ongoing training. The tasks of the visitor services department will also be subject to quality-assurance measures, so that work processes are visitor-friendly, customer-focused and efficient.

Communications, events and the Vienna site as an 'open house'

To fulfil its social and political remit, it is especially important that the Memorial offers space and activities not only to those visitors who choose to try to engage with the history of the site. The task here is to actively address those who have only a little or no connection to this history. It is therefore essential to develop group-specific activities and formats that have the potential to generate interest in the history and in engagement with it. The aim is thus to contribute to form a public that acts to uphold vibrant debates on socially relevant questions of the past in the light of the present.

A new site of the Mauthausen Memorial in Vienna will play a central role in future in this respect. Acting as an 'open house' in the Austrian capital, its function is intended to be a sort of interface between a wider public and the various sites of historical memory. At present, the majority of the publicly accessible collections, the Research Center, the 'Memorial Office', the 'Exhibitions' department and part of the commercial department are in Vienna. However, the nature of the offices within the Federal Ministry of the Interior (BM.I) is currently preventing a low-threshold offer for visiting these facilities. The first measure must therefore be to create the necessary physical infrastructure. In addition to offices for the staff, it must be made possible to establish a climate-controlled and secure storage room for the collections with well-equipped workstations for visitors. However, there should also be seminar rooms and multi-purpose areas available for diverse event formats and exhibitions. Easy and low-threshold access is a basic requirement for an 'open house'. With various academic and educational institutions of universities and non-university research organisations based in the immediate vicinity, the location also offers outstanding opportunities for linking up with potential partners of the Mauthausen Memorial.

As a follow-on measure, presentation and interaction formats must be designed for the academic departments based in Vienna. For example, there will in future be an option to present selected parts of the collection in a historically commented and curated form on-site, either temporarily or permanently. Presentation formats – for example in the form of regular discussion events or workshops – are intended to bring subjects relevant to the past and the present to the attention of a broader public. The Memorial is thus intended to increasingly become a source of ideas and a dialogue forum both within broader scholarly networks and in terms of socially relevant debates in connection with the past. One long-term goal is to periodically take some presentation and interaction formats beyond Mauthausen and Vienna and into other federal-state capitals such as Linz and Salzburg, embedding them loosely there.

Regular events in connection with the Memorial's work on the politics of memory, on scholarship and pedagogical work form the backbone of the Memorial's interaction with the public. One focus over the coming years will therefore be the further development of the range of events at different locations. The purpose of the events is to bring the themes of the Memorial to public attention and to seek public debate. Over recent years, two regular event formats have been successfully and lastingly established at the Mauthausen Memorial: the 'Mauthausen Dialogue Forum' (mentioned above) and the annual 'Film Retrospective'. The intention is to continue, evaluate and further develop both event series. In addition, new event formats will be sought as means of enabling the Memorial to bring its themes and causes into debate within society in the form of 'interventions'.

In conclusion, the Memorial will further develop the following event formats over the coming years:

- book presentations: at regular intervals, both the volumes of the series 'Mauthausen-Erinnerungen' ('Mauthausen Memories') and 'Mauthausen-Studien' ('Mauthausen Studies') as well as the Memorial Yearbook; there are also readings and launches of books that were co-financed by the Memorial or that have thematic links to the history of Mauthausen concentration camp.

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- Mauthausen Dialogue Forum: the annual 'Mauthausen Dialogue Forum' is already firmly established as a scholarly event. Originally conceived as a specialist conference, in recent years it has been realigned in terms of both content and target groups as a more broad-based event. The Dialogue Forum will be continued as an event series addressed at a wider public.
 - Film Retrospective: Each summer, the Memorial organises a Film Retrospective that screens selected films on specific themes in connection with the history of Nazism and which therefore is likely to be relevant to many different sections of the public.
 - 'Interventions': after the move of the Vienna office into its own building, there are plans for regular discussion events ('Interventions') on topical political themes that are connected to the Mauthausen Memorial.
 - Lectures and workshops: a series called 'Lectures' is designed to offer a low-threshold opportunity for hearing reports on workshops, i.e. including details on research and cooperation projects that are still ongoing; in internal workshops, there are already discussions with experts about the themes and content (for example the workshop 'Gegenwartsbezug' ['Contemporary Relevance'])
 - Commemorative events: the Memorial hosts public commemorative events at irregular intervals.
 - Special tours of the memorial: Roughly once per month, there are public tours focusing on particular aspects of the history of the concentration camp and its subsequent history; these tours are particularly aimed at a local public and at visitors who wish to deepen their understanding.

Networking – linking regional, global and digital spaces

The virtual memorial

The work of the Mauthausen Memorial is essentially based on an engagement with specific historical sites. These sites lend the institution a physical presence. In addition, the Memorial has further extended its activities over recent years beyond these historical sites. Virtual space is a particular focus as a means of reaching the widest possible public and entering into dialogue with it.

The Mauthausen Memorial will therefore systematically expand its existing digital activities over the coming years. The aim is for the Memorial to be present in digital, as well as physical, space in all of its described functions.

In 2016, the 'Digital Memorial Book for the Dead of the Mauthausen Concentration Camp and its Subcamps 1938–1945' (<http://www.gedenkstaetten.at/raum-der-namen>) was set up as the Memorial's first virtual site of memory. In a fittingly designed visual environment, visitors can use the web database to research individual victims of the Mauthausen concentration camp and its subcamps. In addition to the basic biographical information and details of the place and date of death, users of the website can also find information about the exact location of a particular name in the 'Room of Names' in the Mauthausen Memorial. In addition to searching for the dates and reconstructing the victims' original names and places of birth, more detailed biographies of victims of the Mauthausen concentration camp are being collected as part of this project. These can be uploaded to the website along with supplementary material such as photographs or documents about individuals or institutions in various languages. Afterwards the Memorial edits, translates and finally publishes the data. This enables a vibrant virtual commemorative site to be created, one that can continue to grow over the coming years and will be visited by large numbers of visitors.

The collections have also been present in digital space for some time. The Memorial's web database (<http://www.gedenkstaetten.at/raum-der-namen>) can be used to research the holdings of the individual collections. There has recently been a huge increase in search queries in the web database. Between April and December 2017, 35,000 page hits were made by more than 1,900 users.

The strategy for managing the collections also needs to take this changed user behaviour into account. Firstly, improvements on both a small and large scale are needed in the existing online offer; for example, the module 'Prisoner Profiles', which offers basic information on the people who died in the Mauthausen concentration-camp system, needs to be added to the meta-database of the Mauthausen Memorial – which can only be accessed by employees of the collections department – which will have the additional benefit of reducing the workload when providing information from the collections. At the same time, the existing online offer will be expanded: The modules 'Arts & Artifacts', 'Commemorations' (documentation of commem-

orative plaques and memorials), the Multimedia Library and, finally, the newspaper database will be added to the web database. The digitisation of the collected documents and photographs will be systematically continued and evaluated or updated for the existing collection holdings.

The Memorial has also recently been showing more digital presence in the area of museum work. Visitors to the new website (<https://www.mauthausen-memorial.org>), which was launched in 2016, can complete a virtual tour of the Mauthausen Memorial. This offers, on one level, a linear and narrative approach to the history of the camp based on the audioguide used in the Memorial. On another level it enables visitors to access specific information on 'points of interest' in terms of the camp history before and after 1945. This 'virtual tour' can also be downloaded as an app on portable end-devices. Visitors to the Memorial can use the app directly on-site, creating an 'augmented memory space'. What makes the app unique as a medium is that it makes no direct intervention into the physical space, but instead makes it possible to experience the site's historical dimensions 'through' the space. The intention now is therefore to expand it systematically across other sites, especially in public spaces where the existing physical situation or ownership rights make it impossible to create conventional spaces of memory. The first step is to further develop the app as a virtual information system for the area of the former Gusen concentration camp and its surroundings, including the 'Bergkristall' tunnel system, in cooperation with the 'Awareness Region Mauthausen–Gusen–St. Georgen' and in conjunction with the existing 'Gusen Audiowalk'. In addition, the app will be used to help create connecting routes in the region, making the spaces between the commemorative sites at Mauthausen, Gusen and St. Georgen accessible. A particular focus in this is the issue of the coexistence of the camp and the civilian population. Later on it will be possible to apply the app step-by-step to the sites of the subcamps.

The website of the Mauthausen Memorial also functions as a digital platform to provide pedagogical materials both as preparation and follow-up for visits to the Memorial (<https://www.mauthausen-memorial.org/de/Teilnehmen/Vor-und-Nachbereitung>). The existing offer will be systematically expanded over the coming years in parallel to the development of the pedagogical concept.

Ultimately, the Memorial's communication measures need to be more strongly focused on interaction with young people. To operate a target group-oriented communications strategy, it is essential to react to the digital transformation, implementing continuous change to communication processes. The Memorial is already present on the social media platform Facebook. It plans to strengthen and develop this presence in digital social media over the coming year. Exchanging experience with other memorials in developing suitable strategies will be particularly important in this. The measures required include not only increased use of social media but also the development of digital tools as instruments that reinforce social interaction with the target group.

National and international networking

The Mauthausen Memorial fulfils its remit while embedded in national and international contexts. In the new organisational form of the Federal Institute, this is taken into account by the establishment of two advisory boards that provide specialist support to the executive management and the Board of Trustees: The membership of the Scientific Advisory Board is international and interdisciplinary; the International Advisory Board invites members from all the nationalities represented among victims of the Mauthausen concentration-camp system as well as important international and national organisations and interest groups. The advisory boards on the one hand demonstrate the high value of dialogue and scholarly expertise and, on the other, underline the international and national significance of the Mauthausen Memorial, ensuring that the most important actors are involved in its further development.

The history of the Mauthausen Memorial has always been one of close cooperation between international and national survivors' organisations and the base institution. In the light of this, the cooperation with the Comité International de Mauthausen, the Austrian Concentration Camp Community Mauthausen and the Austrian Mauthausen Committee, as well as with regional and pan-regional memorial initiatives will continue to be accorded great value.

The Mauthausen Memorial has for several years been a member of the International Holocaust Remembrance Alliance (IHRA). We will continue to value this cooperation highly.

In addition, we have entered into other lasting or project-related collaborations with institutions or interest groups in recent years. Networking usually takes place in line with the Memorial's various subject areas and activities. For example, there are many collaborations with archives and collections that have relevant holdings on the history of Mauthausen concentration camp, including the International Tracing Service and the archive of the Auschwitz-Birkenau State Museum. Our collaboration with research institutions both in and outside of universities has also been intensified over recent years. Notable examples include the Department of Contemporary History and the Department of Pre- and Early History of the University of Vienna. Important non-university partners include the Documentation Centre of Austrian Resistance and the Lern- und Gedenkort Schloss Hartheim.

Within the pedagogical work of the Memorial there is an in-depth dialogue with German and Polish memorials. This is making a major contribution to the continuous further development of the pedagogical concept. The cooperation and support provided by *_erinnern.at_* (a Holocaust-education initiative of the Federal Ministry of Education, Science and Research) makes a significant contribution to the establishment and further development of the pedagogical work at the Memorial and enables teachers to take part in the training.

The Mauthausen Memorial wishes to continue the existing collaborations. There will need to be a review to determine what cases of purely informal existing collaboration might need to be formalised. In addition, the Memorial's endeavours to promote networking and cooperation must in future be more clearly structured. A strategy paper is being drafted on this

issue. It will serve as guidance for future cooperation and networking initiatives. It is essential that the cooperation and networking strategy corresponds to the statutory duties and the aims and intentions formulated in the Long-Term Memorial Concept. In future there should be greater efforts to enter into dialogue with sites of memory, research institutions and archives that deal with crimes against humanity in historical and political contexts other than the Nazi mass murder. This could lead to new ideas and stop the discourse from becoming too self-referential.

Care should be taken to ensure that collaborations are more than purely symbolic in character; they should deliver appropriate added value for all partners. This care, which could consist of jointly organised conferences, jointly implemented projects or mutual staff training, requires corresponding human and financial resources. In this context, a strategy should be designed for the conception and implementation of third party-funded cooperation projects.

The following areas of the Memorial's work have a particularly high need for, and interest in, cooperation and networking:

Scholarship and collections:

There is interest here in initiating collaborations with other institutions that have holdings relevant to the history of Mauthausen concentration camp. In the area of research, the focus will be on continuing project-related collaborations. In addition to synergy effects, the collaboration with institutions active in the same or similar research areas is also intended to foster an interdisciplinary approach to scholarship. In order to ensure long-term participation in new research areas it will also be necessary to set priorities and on that basis to enter into longer-term collaborations with partners active in these areas.

Pedagogical memorial work:

One of the Mauthausen Memorial's main purposes is to conduct, and where possible to improve, a successful collaboration with [_erinnern.at_](http://www.erinnern.at). Furthermore, dialogue with pedagogical departments at other memorials in Austria and abroad will be intensified with the aim of developing and implementing joint projects on the theory and practice of pedagogical memorial work. We will also strive to establish cooperative arrangements with various educational institutions with a view in particular to supporting the development of target group-appropriate educational methods and programmes.

In addition, the cooperation with the various regional political actors, especially in this instance with the town councils, will be strengthened. The aim for the Mauthausen and Gusen Memorials is to work with the local councils (Mauthausen, Langenstein, St. Georgen) to make the local infrastructure more suitable for visiting the Memorials. Priorities here are, firstly, to link the Mauthausen Memorial more effectively into the public transport network and, secondly, to arrange accommodation for groups that want to use the Memorial's education programme for several days at a time.

Financial overview

Financing

According to the purpose set down in section 2 of the GStG, the Mauthausen Memorial's tasks are to carry out research, educational work and aspects of commemorative and cultural policy in public and for the public benefit. The Republic of Austria has undertaken to guarantee these duties permanently through long-term funding. To cover the necessary personnel and material costs and all expenses necessary for the achievement of the aims and duties, the Federal Ministry of the Interior makes an annual grant. During the drafting of the GStG, an 'outcome-based impact assessment' was carried out. One of its purposes was to estimate the financial requirements for meeting the statutory obligations over the next few years.

It was calculated that the total costs needed to be increased by 2.65% on average each year from 2017 to 2021 – subject to a project proposal report to be drafted each year including a financial, staffing and cost plan. The actual annual budget is determined on the basis of the project proposal report and in accordance with the Federal Finance Act.

Another source of finance is the usage agreement made in 2017 between the Federal Institute and the Austrian historic buildings agency BHÖ, in which the BHÖ undertook to pay €200,000 annually over the next five years for conservation works on the properties transferred under the terms of the GStG.

The total finance from the annual basic payment made by the BM.I and the BHÖ transfer agreement for the period 2017-2021, according to the WFA, is as follows:

Financing of the Mauthausen Memorial in the first five years					
	2017	2018	2019	2020	2021
Basic payment from BM.I	€3,831,000	€3,933,000	€4,037,000	€4,144,000	€4,254,000
BHÖ transfer agreement	€200,000	€200,000	€200,000	€200,000	€200,000
Total expenditure by federal government	€4,031,000	€4,133,000	€4,237,000	€4,344,000	€4,454,000

There are also predicted annual earnings from internal revenue generation of around €290,000, mostly consisting of cost contributions for educational formats and from sales of publications and other products in the bookshop. It is important to note that, because of its social and political duties, the Mauthausen Memorial has none of the opportunities available to state museums that can significantly increase their revenues.

In addition to the basic payment (plus earnings from the BHÖ transfer agreement) and the internal revenue generation, the Mauthausen Memorial can obtain extra funding in the form of grants from local authorities, third-party funds and grants, license or lending fees, lease or rental income, legacies, endowments and donations. It should be noted that, according to current plans, third-party funding and grants will be relevant to the completion of specific projects.

In addition to the basic payment, the provision in section 4, line 3 of the GStG allows the Mauthausen Memorial to apply for extraordinary funding

from the federal government. This means that the federal government may make additional payments if this is provided for under federal financial law and if every effort has been made to optimise operations on the principles of economy, cost-efficiency and fitness for purpose. The Mauthausen Memorial Federal Institute is currently only in its second year of existence. For this reason, the cost situation is being monitored with particular attention and new investments are only authorised with appropriate prudence.

Plans for the next five years

The ongoing operations of the Mauthausen Memorial are on a secure basis thanks to the basic payment provided by the federal government for the next five years. The total expected income is enough to adequately fulfil the statutory duties. Most of the planned smaller projects and further developments can also be funded from the current budget. We are also attempting to implement research, education and commemorative projects via third-party funds and other grants.

However, for the projects planned or announced in the Memorial Concept, especially those aimed at expansion and further development, additional funds are expected to be needed. This particularly applies to large-scale projects such as the planned exhibition on the categories of persecuted people, the implementation of the exterior design of the Mauthausen Memorial and the development of the Vienna site.

It will only be possible to realise these projects by means of an unplanned financing arrangement as per section 3, line 4 of the GStG or by third-party funds.

Another project that can only be achieved with a special budget for one-off costs and an extension of the current budget (including for staffing and additional ongoing costs) is that of applying a new design to the areas of the former Gusen concentration camp that were bought by the Mauthausen Memorial with the support of the federal government and incorporating these areas into the educational work.

The plans listed in this project will be realised on the basis of the funding actually available and in line with a prioritisation process which will be continuously updated. For more on this, please see the annual project proposal report.

Funding by the Mauthausen Memorial

In line with its statutory duty, the Mauthausen Memorial also provides funding, within a set budget, to projects and initiatives carried out by third parties where these fit with the Memorial's statutory aims and obligations. To this end, appropriate funding guidelines will be worked out and an objective procedure for assessing submitted project applications will be developed. The extent of the funding to be awarded will be re-determined each year depending on the budgetary resources available to the Memorial.

Publishing information

Publisher:

Bundesanstalt KZ-Gedenkstätte Mauthausen/Mauthausen Memorial

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