

7. Volunteering for Cultural Heritage: Perspectives from other European countries

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This section is ordered according to the four models of volunteering identified by Archambault¹, which influence the conceptual and operational framework of volunteering in most European countries. We have added a fifth model, which we feel is relevant to former Soviet countries.

- Within the *Rhine model* (Austria, Belgium, France, Germany, Netherlands), the volunteering sector is characterised by the presence of institutional and professional organisations which operate in different fields (mainly leisure, culture and social care) according to religious, political or trade union affiliation;
- In the *liberal model* (Ireland and UK) the volunteering sector has a very strong symbolic importance, with roots in nineteenth century Christian socialist principles promoting a strong sense of social responsibility among the middle classes, allied with working class notions of cooperative culture and communal self-sufficiency. These philanthropic activities are often organised individually or locally as opposed to those promoted by the federal Government (as in the USA) or as part of common activities organised together with local communities (in Europe);
- The *social-democratic model* (Finland, Norway and Sweden) is based on a very strong associative tradition, which relies more upon the importance of the single intervention than on the ideological-religious belonging;
- The *Mediterranean model* (Greece, Italy, Portugal and Spain) reflects the rapid development of the volunteering sector in recent decades, mainly because of the shortage of public resources. Notwithstanding the recent changes, the sector is still strongly influenced by the predominant role of the Catholic Church.

The VoCH partners broadly agree with Archambault's models, and have also identified a fifth: that of an *emerging culture of volunteering*, which relates to former Soviet or communist countries. In this model, volunteering, particularly in cultural heritage, is in an early stage due to several factors. Difficult economic circumstances mean that many people have to work long hours, often at more than one job, leaving little time for volunteering. There is a lingering mistrust of state-promoted activities, with connotations of forced collective work, on the one hand, coupled with a sense that any services related to the common good, including heritage conservation, should be provided by the state. Where volunteering is developing, however, we found that there is a great desire for training and to learn from good practice in other countries.

7.1 The Rhine Model

7.1.1. Volunteering in Belgium²

Margherita Sani

Belgium is composed socially, culturally and linguistically of three distinct regions: the Flemish Region (Flanders), the Walloon Region (Wallonia), and the Region of Brussels Capital. There is also a small community of German speakers (approximately 100,000) in the east of the country. Data from CEV is often broken up among the different communities and administrative units and only in some instances is information on volunteering available for the whole country.

¹ E. Archambault, *Le bénévolat en France et en Europe*, Centre National de la Recherche Scientifique 2006, pp. 16-19

(<http://www.cev.be/data/File/Benevolat.FranceEtEurope.Archambault.pdf>).

² The main source for this paragraph is CEV (2007), *Voluntary action in Belgium – Facts and Figures*

Belgium has a long tradition of voluntary engagement by its citizens in their local communities and has one of the highest densities of volunteers in Europe (1.5 million active volunteers in 1999, 'Association pour le Volontariat'). In addition, the number of new, non-profit associations (associations sans but lucratif – a.s.b.l.) has increased 8 times over the last 30 years, suggesting that the number of volunteers has also significantly increased. Traditionally, however, political recognition of the value and importance of volunteerism has been extremely low, due in part to the good quality of state social security³. In this context, volunteerism has traditionally been given much less institutional support than in some other European Union countries such as the United Kingdom. Government attitudes are changing however, partly in response to the impact of the United Nations International Year of Volunteers in 2001.

Most importantly, the International Year contributed to creating the conditions for the establishment of the 'Conseil Supérieur des Volontaires' (High Council for Volunteers) by the Federal Government in October 2002. The Council is a consultative body composed of 22 representatives of volunteers who are chosen by relevant civil society organisations. It is charged with handling questions and proposals related to the development of volunteerism in Belgium. The first issue addressed by the Council was the creation of a legal status for volunteers in Belgium, which details the rights and responsibilities of individual volunteers as well as the organisations for whom they volunteer.

The volunteering infrastructure in Belgium comprises National Volunteer Centres both in the Flemish and in the French Community.

Vlaams Steunpunt Vrijwilligerswerk,⁴ in Antwerp, is Flanders' central, national volunteer centre, established in 1977 to obtain favourable legislation and regulations for volunteers from the Belgian Government, and to make voluntary work accessible to all. It is flanked by a number of regional volunteer centres, which are in charge of recruiting, placing and training volunteers.

The Association pour le Volontariat,⁵ established in 1974, serves French-speaking Belgium. The aim of the Association is to promote wider recognition of volunteers and their legal status, and to respond to requests of associations for volunteers, volunteer training and more general information. The Association pour le Volontariat's recruitment and placement service operates in the Brussels region and in six other Belgian cities. Training (for both volunteers and volunteer-involving organisations) is also a key part of the objectives of the Association. A variety of training courses are organised on issues such as listening, welcoming and managing / organising volunteers.

Volunteer training courses are often in response to a demand from volunteers themselves, who increasingly want their voluntary experience to be beneficial to their own personal and professional development. This is particularly the case among young people. One recent trend in Belgium is the increasing professionalisation of the voluntary sector and volunteerism: not only are volunteers increasingly skilled, but volunteerism itself is becoming increasingly professionalised in the form of more research into volunteerism, volunteer management, training and infrastructure.

Within Belgium, volunteers are involved in numerous activities in a range of sectors concerned with the economy, health, leisure, culture and the environment etc. There are, however, some activities that are more popular than others. These fall under the banner of

³ Léon Lemercier, « Le Volontariat et la Belgique »

⁴ <http://www.vrijwilligerswerk.be>

⁵ <http://www.volontariat.be>

‘social action’ (helping those in difficult situations, for example refugees or the socially excluded) and sports. Statistical data referring to 1999 show 17% of volunteers active in sports, 17% in social action and 9% in arts and literature.

As a proportion of the adult population (over 16 years) that volunteers in Belgium, adults aged between 34 and 54 years old are the dominant group. However, volunteering is also popular with older people, and is very much on the increase. As it is often the case, those with a higher level of educational attainment are more likely to volunteer.

Fifty-seven percent of volunteers contribute their time in order to meet people and to socialise, 33% to occupy free time, 17% to use their skills, and 10% to advance their career⁶.

Recent trends suggest that 15-30 year olds volunteer more than in the past, within specific, short-term projects that interest them, in order to have a good time, do something worthwhile, but not necessarily with a long-term commitment. More people change their voluntary activity, or the association they volunteer for, more often. While altruistic reasons still figure highly, more and more young people wish to get something useful out of their volunteer experience. Many organisations, therefore, are developing a more active policy towards their volunteers: using management skills and working with projects.

A tendency to ‘on-line volunteering’ is recognisable in Belgium, as well as in some other European countries. Another current theme in the sector is the *diversification* of the volunteer workforce, to include minority groups traditionally less active in the sector. *Employee volunteering* is only at an early stage in Belgium and has so far involved only larger multi-national companies. Some companies have a potential interest in piloting employee involvement schemes, however, with one or two exceptions, little progress has been made on this level. Activities tend to focus on publicity-grabbing one-day events as opposed to longer term structural partnerships with volunteer centres or the voluntary sector.

7.1.2 Volunteering in France⁷

Filippo Guarini, Chiara Lastrucci

In France different words, underpinning different concepts, are used to describe voluntary activity. The term *volontariat* implies a full time commitment for a set period of time: it also implies re-imburement of expenses and provision of insurance by the host organisation. This kind of volunteering is used by NGOs. In France there are at least four different kinds of this volunteering activity:

- *Service Volontaire Européen – SVE* (European Voluntary Service)
- *Volontariat de solidarité internationale* (International solidarity volunteering)
- *Volontariat civil* (civil service)
- *Volontariat dans les armées* (military service)
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⁶ Ferrand D., *Bénévolat et Solidarité*, Syros Alternatives, 1992 in « *Le bénévolat, ça vous tente ? Concilier un job temps plein et une activité bénévole, c'est possible !* », Loes Geuens in BIZZ, December 2002-January 2003.

⁷ The main source for this paragraph is Archambault, E. (2006), *Le bénévolat en France et en Europe*, Centre National de la Recherche Scientifique (www.cev.be/data/File/Benevolat.FranceEtEurope.Archambault.pdf). Further information can be found on the following websites: <http://www.associations.gouv.fr>; <http://www.volontariat.gouv.fr> (national civil service).

The term *bénévolat* means a specific action addressed to an individual or to an organisation, which is not paid for and implies no sort of duties. Until recently, there was no official recognition of *bénévolat*, however it now has official status

The following data is based on research carried out in 1997 on a sample of 2000 adults. in which voluntary activities were defined as services offered for free to diverse groups and organisations, not including friends and families.⁸

In 1996, one person out of four declared to have carried out volunteering activities, on an average basis of five hours per week and fewer than 24 hours per month.

Volunteering was described as a regular activity, lasting on average between eight months and one year; it was considered a faithful activity, because more than 70% of volunteers declared to have worked for the same organisation for more than three years (and half of them for five years); it appeared as an exclusive activity, because 62% of volunteers worked only for one organisation.

The most popular sectors in France for volunteering were sport, leisure, and cultural activities (46%), and educational activities (44%).

Slightly more men than women said that they participated in volunteering activities (25% of men compared with 22% of women); their average age was between 35 and 54 years, and they usually had a medium to high social position and background education. 37% of volunteers declared to be religious.

Volunteering was more common in the countryside rather than in urban contexts, and in western France rather than eastern. In Paris, volunteering seemed to be a much more frequent, regular activity compared to other cities and it was – generally speaking – not related to religious motivations or contexts.

The research also investigated the reasons for not volunteering and three possible answers emerged: lack of free time (58%); preferring to dedicate free time to friends and relatives (40%); and never having thought about volunteering (20%). A small group also said that volunteers carry out activities that should be undertaken by the State through regularly employed people, and not by volunteers.

Volunteering in the cultural field⁹

The *bénévolat* - a specific action addressed to somebody or to an organisation, which is not paid for and implies no sort of duties - is the form that can be more frequently found in the cultural field. The French website <http://www.espacebenevolat.org> offers the opportunity to contact, among other organisations, museums looking for volunteers for various activities.

Case Studies

La Piscine Musée d'Art et d'Industrie de Roubaix André Diligent¹⁰

In 2001, La Piscine Museum of Art and Industry André Diligent was established on the site of the former municipal swimming pool: an amazing art deco edifice, by Lille architect Albert Baert (1863-1951). Built between 1927 and 1932, this swimming pool is part of the 20th century's architectural heritage

⁸ *ibid.*

⁹ We wish to thank for the co-operation Olivier Iannone and Maurice Decroix.

¹⁰ Rue de l'Espérance 23, 59100 Roubaix, France.

The museum staff comprises 50 full time people, 20 part time and 10 part time volunteers, managed by a volunteer. The volunteers work as fundraisers and as organisers of studio workshops in design and painting, and of education activities for young people with disabilities and students living in suburban areas.

Most of the volunteers are either retired people or professionals with a commitment to voluntary work, as well as people with specialist skills which the museum needs. Their motivations include interest in or love of the museum, a wish to share their skills and expertise, a wish to 'give something back' to society, and a desire to keep active and engaged.

The benefits the volunteers receive from the museum include the *Amis du Musée* card, giving free entrance to all exhibitions organised by the museum, and information on the activities planned by the museum and by the association itself.

'Musées Sans Frontières': the association that brings together all the museums in Mulhouse Southern¹¹

The federative *Musées Sans Frontières* association was founded in 1993 at the instigation of The Ministry of Culture and Communication, the Alsace Regional Council, the Haut-Rhin Departmental Council, the Mulhouse Southern Alsace Conurbation Community and other organisations strongly involved in the regional and local economy, culture and tourism. There are nine museums in the association.¹²

The Association's main aim is to draw up a plan, covering several years, of investment required to implement cultural projects and to check that the investment plans submitted individually by the museums fit in with the overall plan. They also propose a schedule for these investments, particularly as part of the 5-year plan contracts signed between the Government and the regional and local authorities.

In addition, the Association may work towards:

- Create a relationship between society and technical progress;
- Developing the potential of the museums centre to increase its impact on tourism;
- Managing the services used by this Association in promotion and advertising, design of settings, educational activities and documentation;
- Encouraging the emergence in Mulhouse and Southern Alsace of a centre for industrial civilisation museums;
- Developing training and research in the field of society museums;
- Taking all steps to increase the national and international reputation of the Museum Centre;
- Coordinating the work of the joint Museum Centre educational and cultural department in Mulhouse and the region.

As for the association's staff, there are 3 full-time people and 65 volunteers on a part-time basis managed by one of themselves. Volunteers provide administrative/clerical support; curatorial support (conservation / restoration); tours to the public. They also work at the front desk/reception and at the retail shop, as well as at the organisation of events.

¹¹ Rue des Franciscains 11, 68100 Mulhouse, France.

¹² The History Museum, the Fine Arts Museum, the National Automobile Museum (Schlumpf Collection), the French Railway Museum (Cité du Train), the EDF Electropolis Museum, the Fabric Printing Museum, the Wallpaper Museum (Parc de Wesserling), the Fabrics Museum, and the Alsace Environmental Museum.

Essentially, they allow the association to develop activities which could not be done without more human resources, also changing the image of the museums permitting people to participate to our activities. The main difficulty for the association in dealing with volunteers is that it's never 100% sure that a volunteer will work in the museum to the completion of the task he or she was given.

Their profile is quite mixed: undergraduate or postgraduate students; unemployed people (of working age); retired people; working people/professionals who also have a commitment to voluntary work; people with specialist skills which the museum needs; people without a particular skill, but with free-time to give.

Their motivations are: seeking to enter the museum profession; seeking work experience; wish to learn new skills; search for social opportunities/social contacts; interest in/love for the museum; wish to keep active and engaged

They are trained for each activity by the relevant head of department and they benefit the same advantages as museum's personal. The benefits consist in one year free admission in all museums of the network, invitations to all exhibitions, and two study visits to other museums.

The association feels the need of a specific training addressed to relational aspects, such as how to constantly motivate people, etc.

Fédération des Ecomusées et des Musées de Société¹³

The *Fédération écomusées et des musées de société* was founded in 1989 by 28 eco-museums¹⁴ and by the *Fondation Crédit Coopératif* in order to promote the French concept of eco-museum. It organises meetings and promote exchanges between different subjects and institutions operating in the French territory. It is also extremely active in communicating and implementing new museological trends among its 140 associates.

They have 140 paid staff members and more than 3000 volunteers.

The *Fédération écomusées et des musées de société* is member of COFAC (Coordination des Fédérations at Associations de Culture at de Communication, www.cofac.asso.fr).

References

Archambault, E. (2006), *Le bénévolat en France et en Europe*, Centre National de la Recherche Scientifique (<http://www.cev.be/data/File/Benevolat.FranceEtEurope.Archambault.pdf>).

7.1.3 Volunteering in Germany¹⁵

Cristina da Milano

In Germany different words underpinning different concepts are used to describe voluntary activities. According to the CEV report¹⁶, the terms currently used are: **honorary work** (*Ehrenamt*), which describes voluntary work as an engagement in formal organisations such

¹³ 2 avenue Arthur Gaulard, 25000 Besancon, France, www.fems.asso.fr.

¹⁴ Eco-museums are cultural institutions which operate in a specific territory with the aim of safeguarding and promoting its cultural heritage through the active participation of citizens, foundations and other institutions of civil society.

¹⁵ The main source used in this paragraph is CEV (2004), *Voluntary action in Germany – Facts and Figures*, <http://www.cev.be/data/File/FactsFigures%20Germany%20final.pdf>

¹⁶ *Ibid.*, p. 3.

as associations, societies or clubs, either unpaid or against an expenses allowances; **voluntary involvement** (*freiwilliges Engagement*), **volunteer work** or **volunteering** (*Freiwilligenarbeit*), which refer to activities corresponding to the model of participatory society (i.e. those which may be performed within formal and informal organisations as well as those performed as self-help, civic action groups, etc.); and **voluntary civic activities** (*bürgerschaftliches Engagement*), which it reflects the importance of civic involvement, understood as ‘responsibilities for others’ and ‘becoming active member of the community’.

As for the general concept of welfare in Germany, it is primarily characterised by the ‘principle of subsidiarity’¹⁷: in which preference is given to no-for-profit organisations over public services in the provision of core welfare services.

Subsidiarity developed after World War II as part of the social legislation. Its main result was the creation of six ‘beacon’ associations of the welfare sector in the Federal Republic of Germany (FRG), which all together form the Federal Association of the Voluntary Welfare Organisations¹⁸.

Until 1990, volunteering mostly took place within the framework of these beacon organisations, becoming more marginal due to the professionalisation of social work during the 1970s; since 1990, many new organisations have been founded and at the same time the beacon organisations have become more volunteer-oriented.

Voluntary service programmes also have a long tradition in Germany: in 2002, the fields of activity of these services were expanded to include culture and sports. Although they have been traditionally addressed to young people from 18 to 26, there are currently pilot projects trying to explore the possibility of establishing a voluntary service for other groups of ages.

With regard to the legislation, there is no national legislation specific to volunteering: the act for the voluntary service programmes states that volunteers enjoy the same status as people who attend vocational training¹⁹.

As for the responsibilities for issues related to voluntary activities, these are split between the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth, and the relevant Ministries of the 16 States.

In order to strengthen and promote civic engagement, a platform at a national level was created in 2002, called the Federal Network on Civic Engagement: it brings together 154 actors of the civil society, but at the moment is not as strong as it could be²⁰.

Another important piece of this heterogeneous infrastructure is the regional volunteer agencies: currently, they are approximately 150 and operate mainly in three areas:

1. they act as a bridge between potential volunteers and volunteer institutions;
2. they offer training programmes and seminars for volunteers;
3. they promote volunteering to the general public.

¹⁷ *Ibid.*, p. 2.

¹⁸ The beacon organisations are: Worker’s Welfare Service; German Caritas Association; Association of non-affiliated Charities; German Red Cross; Welfare Service of Protestant Church Central Welfare Agency of the Jews in Germany.

¹⁹ They receive some pocket money, support for board and accommodation and are insured against illness and accidents.

²⁰ CEV (2004), p.7.

34% of these agencies are hosted by one of the beacon organisations, 30% belong to an independent association, which in most cases are connected to a beacon welfare organisations: this implies 'a dominating position of welfare organisations in hosting and running volunteer agencies'²¹.

The role of these agencies should not be overestimated, because only a minority of volunteers (4%) got their impetus from them. Most of the incentives come from other volunteers (44%) from friends (39%) and from family members (14%).

As for the dimension of the phenomenon in Germany, in 2004 36% (+2% compared to 1999) of German citizens devote time to some form of volunteering. most of which occurs in the area of leisure time activities ('Sports and recreation' 11%; 'Leisure and social activities' 5%; 'Culture and music' 5,5%). Fewer women than men volunteer (30% of the female and 38% of the male population): as for the age groups, data shows that 35% of young people between 12 and 25 are steadily performing voluntary work within society. The number of older people up to 55 years is also increasing (+6% in 2004 compared to 1999).

Regarding the training of volunteers, it differs widely and depends on the kind of activities they perform: for example, 70% of volunteers stated in 1999 that they participated in some forms of training, but most participants attended course related to health and rescue services. Training is mostly organised by the beacon welfare organisations, although it also takes place within the framework of the voluntary service programmes.

Another important provider of training in the voluntary sector is the Academy for Volunteering in Germany (*Akademie für Ehrenamtlichkeit in Deutschland*), which provides training for those working with volunteers but not for volunteers themselves. They offer seminar programmes and workshops on themes such as volunteer management, organisational development, association management and volunteer coaching.

Notwithstanding Germany's long and diverse history related to voluntary work, key areas for development have been identified as:

1. Fostering and supporting – especially from a financial point of view – the newly born volunteering infrastructure;
2. Reducing bureaucracy in order to simplify procedures, for example those governing grants practice;
3. Making an effort to increase the number of volunteers and citizens who participate in civil life, given that the number of volunteers has remained substantially stable in recent years.

Volunteering in the cultural field²²

Alexandra Hentschel

The German cultural sector is divided into a public sector characterised by professionalism, and a private sector characterised by voluntarism. Whereas small, private museums have always depended on volunteers, volunteering in larger museums is a recent phenomenon.

Since the early 1990s, museums have faced budget cuts; at the same time, politics and sciences rediscovered the role and the importance of active citizenship. Both issues have contributed to a rise in interest in volunteering even among larger museums, which had, until then, relied exclusively on museum professionals and public funding.

²¹ *Ibid.*

²² We wish to thank for the co-operation Thomas Brandlmeier, Sonja Fessel, Alexandra Hentschel, Susanne Kudorfer, Hannelore Kunz-Ott, York Langestein, Udo Liebelt, Annette Noschka.

Today, every second German museum is supported by volunteers. While larger museums are still less likely to have volunteers, those who do can often count on a higher number of supporters than small institutions. In very small museums, volunteers perform all necessary tasks, while in larger ones the main areas of volunteer activity are visitor services, shops and education, although the latter area is much debated.

Arguments given against having volunteers in museums are lack of need, fear of losing paid jobs, perceived threats to professionalism and difficulties in communication between paid and unpaid personnel. Arguments in favour include the chance of offering visitors more services, supporting overworked staff and of strengthening ties between museums and community.

An ongoing issue within volunteering in German museums is that professional volunteer management is rare: although many museums now involve volunteers, little thought is given to the adequate coordination of this new group of staff.

In general, however, after many years of warning against volunteering in museums, cultural politics today are in favour of involving volunteers: the German Museum Association has commissioned a working paper on volunteering, giving guidance to both small and large museums, which will be published in 2008. Furthermore, a new network was founded in 2007, 'Civic Engagement in Museums,' which brings together museum professionals, volunteers, and scientists from all German speaking countries. It publishes a newsletter on all aspects of museum volunteering which is distributed free of charge to all partners in the network²³.

CaseStudies

The Deutsches Museum in Munich²⁴

Thomas Brandlmeier

The *Deutsches Museum* is a scientific museum opened in 1903; its mission is to contribute to and to explain scientific and technical development in a cultural-historic perspective. Its legal status is a public institute with administrative autonomy²⁵. With a surface of 55.000 square meters, it is the biggest scientific museum in the world and one of the most visited in Germany, with more than 1 million visitors each year.

Because of its size and the shortage of human and financial resources the museum makes extensive use of volunteers: at the end of 2006, they were 141 (110 men and 31 women with an average age of 64). Most (99) were employed in the exhibition service: the others work in the amateur radio service (12), the astronomical department (5), the children's service (4), the communication department (3), the library (2) and other services.

²³ Netzwerk Bürgerschaftliches Engagement im Museum, netbem-Newsletter, Dr. Udo Liebelt, Stettiner Str. 25 D, D-76139 Karlsruhe, eMail: newsletter@netbem.eu, www.netbem.eu.

²⁴ <http://www.deutsches-museum.de/>

²⁵ It is funded by the Bavaria State, by the Federal Republic of Germany and by the City of Munich: traditionally, also German industry makes offers to the museum, not only in terms of money but also of objects to be displayed.

Their background is mainly scientific and technologic (58), technical (24) and managerial (18). Every year the museum loses 5% of its volunteers for various reasons: therefore, it often needs to acquire new volunteers.

Volunteers must assure their presence at least four days a month: their average presence in the museum is 44 days per year. Volunteers are given the same insurance cover as museum professionals. Although it does not receive specific funds from national and regional governments for this task The *Deutsches Museum* allows a sum of 16.00 Euros per day to volunteers as an expenses refund. Rights and duties, as well as working times and conditions, are clearly stated in the agreement volunteers sign with the museum.

Their activities are coordinated by the volunteer coordinator; there is also an extra workload for the human resource manager and the administrator. Generally speaking, considering that five volunteers usually can do the job of one professional, it appears quite clear that their involvement in the museum demands a great commitment from the museum professionals. It is also true that both the principle of quantity and that of routine are quite important: the greater the number of volunteers and the longer they remain in the museum, the more cost-effective their presence is.

Another important thing that the museum makes clear from the beginning is the kind of tasks volunteers can or cannot perform: some duties can be done exclusively by museum professionals and for this reason it is more correct to say that volunteers integrate – rather than substitute – professional work.

If a museum wants to make use of volunteers, it must be prepared to pay a cost in terms of training them. Most reach the museum through a general call and not through an individual request: therefore it is also very important that the museum clearly states its needs, in order to attract the right people. After the general call, the first contact is usually made by telephone or e-mail. After this first contact, an interview takes place with the volunteer coordinator, a volunteer, and of a representative of the museum management. During this interview, it is highly desirable that volunteers are made aware of possible conflict with museum professionals about their specific competences, which might generate fear or rivalry among them.

A very important aspect is the rapidity of making the selection and getting ready to welcome them in: at the *Deutsches Museum* it happened that volunteers had to wait five weeks after the call before they could start their activities in the museum: this meant that 30 out of 60 selected volunteers were no longer available.

Normally, volunteers enjoy the same fringe-benefits as museum professionals: they join parties organised by the museum; receive some small gifts of thanks from the museum; they can visit the museum with their family totally free of charge.

Volontariat – A Training Program for Young Museum Professionals

Sonja Fessel

Volontariat is a training program for young museum professionals quite unique in its kind. Although the term *Volontariat* seems to be closely related to the English term voluntary or to the noun volunteer, this would utterly miss its meaning: the German *Volontariat* is a training program for young museum professionals, who are being paid for the work they do – even though with a very reduced salary. It is therefore explicitly an educational program for young people, who are just about to start their museum career.

Today in Germany there are about 600 people following the program in all different kinds of museums: art museums, history museums, museums for natural history and science; but also in city or state departments for the preservation of memorials, monuments or historic architecture.

The minimum qualification needed for a *Volontariat* is the university degree; although some institutions may ask for a completed PhD. Depending on which museum you work at, you may have studied art history, archaeology, biology, ethnology, geography – or anything else related to the needs of the institution. Of course foreign languages, as well as work experience in form of internships or similar projects is always also asked for. While the university education focuses on the teaching of scientific contents and academic methods of the profession, the *Volontariat* should explicitly introduce the trainee into the working fields of the museum.

Learning on the job is one part of the programme. The *Volontariat* should cover all fields of work in a museum and focus on all duties and responsibilities a museum embodies: collecting, preserving, presenting the objects and contents, in form of exhibitions, archiving and documentation, establishing and furthering knowledge. It should also cover all the fields of press and communication as well as all organisational structures as museum management or administration. Participants also need to be directly involved in museum projects: enabling the young trainees to attend further advanced trainings abroad, as well as business trips is another aspect of the programme.

Generally a *Volontariat* takes two years of time. The employment is one by contract, ideally including a training schedule, which makes sure that all different work areas are covered. The goal of a successfully completed *Volontariat* would be to be ready to take up a position as a curator, or another leading position in a museum. Ideally the programme should finish with his or her own exhibition, where the *Volontär* is in charge of the entire production of both catalogue and exhibition.

Volontariat covers the following areas:

Collection / Collecting:

- The *Volontär* should learn about different collection concepts & strategies of collecting;
- Questions of originality, authenticity, fakes, forgery and so on should be covered;
- The observation of the art market is part of the contents of a *Volontariat*. This includes the study of auction catalogues, visits of auctions and galleries, observation of formation of prices and acquisition possibilities, customs of the art market;
- Participation at collectors advisory meetings;
- The *Volontär* should be involved in contact with sponsors, collectors, art dealers, and should learn about the handling of estate and donations.

Conservation

- Basics of inventory, inventory of new acquisitions or larger collection groups;
- Questions of documentation, indexes, digital data collecting and management;
- Questions of correct storage: general conditions of conservation: light, temperature, humidity;
- Questions of restoration and conservation: basic knowledge of artistic and technical skills, examination methods of natural science, dissection of objects of natural history;
- Visits to restoration workshops and dissection workshops;
- Security standards in the museum: museum attendance during opening hours, security regulations in the storage places, escape and rescue plans, behaviour in case of theft or fire.

Research

- Documentation of the collection, making the collection accessible for research purposes
- Methods and techniques of field research for museum purposes
- Research on a museum object, methods
- Scientific publication

Exhibition and Knowledge Transfer

- Permanent collection / temporary exhibition: concepts, exhibition architecture, hanging and installing, display design, lighting, staging, the guidance of the visitor;
- Organisation of exhibitions: loan contracts, custom papers, insurance, couriers accompanying the transport, transport organisation, condition reports, proper packing of the objects, organising the opening of a show;
- Exhibition design/information material: labelling in the exhibition, descriptive texts, audio visual material;
- Accompanying program: target group orientated, visitor support;
- Publication department: museums guides, catalogues, scientific publications; text design, typography, reproduction methods, printing methods, negotiations with publishers and printers;
- Transformation of scientific results for general-educational purposes.

Management and Administration

- Organisation: different sources of funding (public funding, private funding);
- Management: personnel leadership, planning, coordination, management styles;
- Insight into the law regulations ;
- Budget and financing: accounting, cost schedules, financing plan, cost calculation;
- Marketing: knowledge of the market, definition of aims, product- and price politics, definition of target groups, acquisition of resources, sponsoring, business contacts;
- Public relations: contact to the press and media, supervision of supporting initiatives and museum associations, information material;
- Advertising campaign: exhibitions, accompanying program, public image.

There are large differences in what a *Volontariat* actually looks like in everyday practice: depending on the size of the institution, of the orientation by content, and on the will of the management, it can vary in form and content.

Many museum associations of federal states offer advanced training for participants in the program. Usually it's a cycle of four two-day sessions, each intensively covering one main topic – such as collecting, exhibiting and knowledge transfer, management or public relations. These sessions take place every six months in different cities and different museums, giving participants insightful views of other institutions.

In addition to the advanced training opportunities by the museum associations, there is also a yearly conference organised by participants themselves. This annual conference takes place in different cities in Germany, always focusing on one topic. Contributions can be in the form of lectures, workshops, discussions, excursions to other museums, or guided tours through institutions and their departments. The open and friendly atmosphere of these conferences makes it easy to network with colleagues, to exchange ideas, and also to talk about problems or difficulties. Building up a network for the future is in fact an important part of the *Volontariat*.

Germany - references

- CEV (2004), *Voluntary action in Germany–Facts and Figures*, <http://www.cev.be/data/File/FactsFigures%20Germany%20final.pdf>
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- Wagner B., Witt K. (Hrsg.) (2003), *Engagiert für Kultur. Beispiele ehrenamtlicher Arbeit im Kulturbereich*, Klartext Verlag.
- Deutscher Museumsbund (2008), *Bürgerschaftliches Engagement in Museum*, to be published

7.1.4 Volunteering in The Netherlands²⁶

Margherita Sani

The Dutch Welfare Policy defines volunteering as ‘*work done in any organised context that is carried out without obligation and without pay for other people or the community whereby the person doing the work is not dependent on it for his or her livelihood*’²⁷. In the Netherlands volunteering has always been considered a very important component of society. As in many other European countries, the foundations of today’s voluntary work can be found in the 19th century, where a small group of wealthy people tried to combat poverty, devoting themselves to the general cause of the community, either in association with the Church or in private institutions.

The involvement of the government started in the 20th century, developing into a welfare state between 1945 and 1966. The government embedded the initiative that originated in the private sector in legislation and regulations, and subsidised or regulated it through national insurance schemes. The welfare state in the Netherlands started as a supplementary assistance for the weakest in society and developed into a package of provisions for the vast majority of the population. Many of the tasks originally carried out by volunteers, were therefore later taken over by paid workers.

Since 1965, volunteering has evolved in a way which has seen people wanting to have a greater say in matters that concern them personally, therefore creating parents’ associations in schools, environmental groups, etc. At present, volunteering plays an important role in many areas of the Dutch society: health care, nature conservation and the environment, culture, education and recreation.

The Social Support Act of January 2007 (*Wet Maatschappelijke Ondersteuning-Wmo*) gave volunteering more recognition and support, having as one of its aims to enable people to live independently in society for as long as possible, in the first instance through mutual help. The Ministry of Health, Welfare and Sport is one of the main actors in the volunteering infrastructure, involved with development, research and support to the sector, through the facilitation of national organisations, which are concerned with information, advice, methodology development, etc. on behalf of voluntary sector organisations, provinces and local authorities. Current policy initiatives aim to remove barriers to volunteering in the legal framework and improve the quality of local policies and volunteer support structure. Volunteers have a legal status, and enjoy tax exemptions and social welfare benefits.

The government policy is carried out by MOVISIE²⁸, established in 2007 from the merging of other organisations, among which CIVIQ. MOVISIE is the knowledge centre and

²⁶ The main source for this section is CEV (2007), *Volunteering in the Netherlands – Facts and Figures* report.

²⁷ Social Quality, *Work in Progress. Welfare Policy Document 1999-2002*

²⁸ www.movisie.nl

consultancy agency for volunteer work in the country, which disseminates good practice, develops new methodologies and provides advices, training and support. The 12 Dutch provinces and especially the 500 local authorities also have their own voluntary sector policies and offer support at local level.

According to research conducted between 1990-2003, between 22% and 51% of the Dutch population aged 15-74 volunteers, mainly in culture, sports and leisure (15%-26%), followed by child and youth care (13%-20%). The older generation seems to be more active than the younger one. People with a higher level of education are also more inclined to volunteer. Although Dutch society is very multicultural, ethnic minorities are largely underrepresented in volunteering. More immigrants are expected to enter the volunteering sector in the upcoming years, as a result of the increased multiculturalism in society, with the hope that this will facilitate intercultural dialogue and diminish ethnic barriers.

Along with the diversification of the volunteer work force, another recognisable current trend is 'on-line volunteering', the term referring to 'tasks that are performed without (financial) compensation, without coercion, in some organisational context and in large part for the benefit of others or for society as a whole, and which are performed in whole or in part using the Internet'.

At present, little is known in the Netherlands with regard to how many organisations work with (or would like to work with) on-line volunteering and need support in that direction. In 2007 MOVISIE started a project 'on-line volunteering' which is the first venture into this domain.

Volunteering in the museum sector

According to the Guide to European Museum Statistics published by the Instituut fuer Museumkunde in 2004, the Netherlands is one of the countries with the highest ratio of volunteers to paid staff, with the former more than doubling the latter: there are 7,694 paid staff, compared with 16,205 volunteers. Volunteers are active in almost every Dutch museum, with a high number of totally volunteer-run institutions.

However, regardless the fact that the phenomenon is so widespread, institutions such as the Netherlands Museum Association have neither dealt with the subject of museum volunteering in a systematic way, nor supported museums or museum volunteers through the issuing of guidelines, publications or training courses.

More efforts seem to be undertaken at provincial level. The Province of Gelderland, and specifically Gelders Erfgoed, a museum support organisation, is currently undertaking research in cooperation with MOVISE, which encompasses all Dutch museums with fewer than 50,000 visitors and fewer than three persons on the pay roll. The project is called *Pronkstuk uit de collectie* and involves a study of current volunteer management and volunteer motivation in (small) museums. In 2008 museum managers and volunteers in about 20 museums were interviewed. This was accompanied by a digital survey sent to all the museums in the Netherlands, to get more information on the current situation of volunteers within their sector. A questionnaire, along with a small handbook with tips and advice, was sent to museums. The questionnaire tried to build a picture of how small organisations deal with their volunteers, based on the principle of the Dutch 5 B's: *Binnenhalen, Begeleiden, Behouden, Belonen, Bëeindigen* (to get, to hold, to coach, to reward and to end the relationship with the volunteers).

In 2009 training courses with a guidebook will be designed and delivered, based on the research findings. This training is meant for volunteer coordinators and management.

The project is executed by MOVISIE, in cooperation with museum consultants from four different provincial support organisations: *Huis voor de Kunsten Limburg*, *Kunst & Cultuur Overijssel*, *Stichting Cultureel Erfgoed* and *Landschap Erfgoed Utrecht*.

The Netherlands: useful websites

<http://juridisch-platform.nl>

<http://vrijwilligerswerk.startpagina.nl>

www.belastingdienst.nl/particulier/vrijwilligers

www.betrokken.nu

www.maatwvschappelijkstagebureau.nl

www.movisie.nl

www.museumconsulenten.nl

www.museumvereniging.nl

www.samenlevenkunjeleren.nl

www.vrijwilligers.nl

www.vrijwilligerswerk.nl

www.zilverenkracht.nl

7.2 The Liberal Model

7.2.1 Ireland

Kirsten Gibbs

Ireland has a long tradition of volunteering, often within a religious, health or social context. The national volunteer development agency, Volunteering Ireland, was founded in 1997, in response to a drop in the numbers of people volunteering and an increased need for volunteers. It has a strong vision for volunteering in Ireland, seeing it as a unique expression of active citizenship, 'empowering people to fulfil their potential, while contributing to positive social and environmental change.' Furthermore:

Undertaking some form of voluntary work throughout an individual's lifecycle will become a normal and accepted part of everyday life in Ireland. Every citizen will have the right to volunteer, but there will never be a compulsion to do so. Volunteering will be balanced within an individual's other life commitments, including family, education/training, paid work and recreation.²⁹

Extensive information about volunteering in Ireland is available from their website, <http://www.volunteeringireland.ie/>, including comprehensive facts and figures about the sector on <http://www.volunteeringireland.ie/page.php?id=11>. The site also lists data for Northern Ireland. The growing multicultural society in Ireland is reflected in the number of languages available on the website – fourteen.

Information on volunteering in museums and cultural heritage was harder to find, although the Irish Museums Association held a training day on the subject in 2007 the relevant papers were not readily available. An exemplar volunteer programme in a museum, however, comes from the Chester Beatty Library, a partner in a sister European project, Museums as Places for Intercultural Dialogue, MAP for ID.

Case Study: Chester Beatty Library Volunteering Programme

Justyna Chmielewska, Volunteer Coordinator

²⁹ From the Volunteering Ireland website <http://www.volunteeringireland.ie/>

The Chester Beatty Library in Dublin (CBL) houses a collection of manuscripts, prints, icons, miniature paintings, early printed books and *objets d'art* from countries across Asia, the Middle East, North Africa and Europe. Part of the collection is divided into secular and sacred traditions addressing the religious and artistic material found in the collection including important examples of the Qur'an and the Bible, jade books, Mughal miniatures and Japanese woodblock prints.

CBL defines a volunteer as an individual who, beyond the confines of paid employment and normal responsibilities, contributes time and service to assist the museum in the accomplishment of its mission. Volunteers are a major resource and make a vital contribution to CBL. There are virtually equal numbers of paid and volunteer staff: 34 paid staff, of which 28 (including 12 security) are full time and 6 are part time, and 35 part time volunteers.

The volunteers include students, recent graduates, working professionals, retired people, and individuals without particular skills but with time to give; they are of diverse religious, ethnic and cultural backgrounds. Motivation to enter the volunteering programme includes:

- Seeking to enter the museum profession;
- Wishing to learn new skills;
- Looking for social opportunities / social contacts;
- Interest in / love of the museum;
- Wishing to share their skills / expertise;
- Wishing to keep active and engaged.

CBL's volunteering programme is based on the American museum model, or docent programme. Volunteers are involved in numerous activities: assisting the education officer and curators; offering services to the general public as visitor service representatives, shop assistants and tour guides; working as conservation assistants and membership assistants.

The Library provides continuous specialised training sessions targeted towards the volunteers working with the general public – tour guides, visitor service representatives – but all volunteers are encouraged to attend, as this provides the opportunity to broaden their knowledge of different cultures and religions, and to develop new skills.

Training sessions include:

- Talks about the collection, by curatorial staff and by visiting specialists;
- How to conduct general and specialised tours (e.g. tours for primary & secondary school students, for language schools students, for people with a disability);
- How to deal with difficult questions and queries presented by members of public.

Volunteers are also invited to openings of the exhibitions, talks organised for staff of the Library and receptions.

The Library offers no accreditation but all volunteers can receive a letter of reference that will specify the training they have received and describe their involvement with the organisation.

7.2.2 Malta

Margherita Sani

Heritage Malta

Heritage Malta is the national agency of the Government of Malta, set up in 2002 under the provisions of the Cultural Heritage Act and entrusted with the management of national museums and heritage sites and their collections in Malta and Gozo, including seven UNESCO world heritage sites. Following the recognition of four key aspects of the national cultural heritage, namely management, conservation, interpretation and marketing, Heritage Malta bases all its activities bearing in mind that all national museums and sites have an important role to play in education, learning, access and the generation of revenue to be reinvested in the heritage sector.

Heritage Malta provides various disciplines in the management of cultural heritage, such as guiding, library and archive work, custodianship, education and interactivity work, documentation, cataloguing, events management, curatorial assistance, etc, in more than 35 museums and sites over the two islands. Volunteers are employed in these activities and are given free access to the training courses meant for Heritage Malta employees on an equal level: in-house specialised courses in preventive conservation, security issues and several other important aspects in museum management, direct hands-on exposure to special events, exhibitions, seminars.³⁰

7.3 The Social-democratic Model

7.3.1 Volunteering in Sweden³¹

Margherita Sani

Sweden is well known for its comprehensive and generous welfare system, covering free access to services such as schools, child, health and elder care, etc., all of which are financed through public taxation. Given this context, voluntary work could well be overlooked or underestimated. On the contrary, the Swedish welfare model rests on two pillars: a strong tradition of active citizenship and associational life, and a strong state, which is the primal deliverer of welfare: the two aspects being complementary.

Volunteer work has a long tradition in Sweden, dating back to the industrialisation of the 19th century, when the British voluntary concepts of private philanthropic initiatives as a solution to social problems were copied, later evolving into the popular mass movements which stressed the education of the people as a weapon against injustice in society and laid down the foundation for a tradition of active citizenship.

After World War II, the welfare state took control over various areas of social life, but the non-profit organisations didn't disappear. It is however, only in the last fifteen years that a targeted volunteering infrastructure with regional volunteer centres and a national volunteer agency (*Volontarbyran*³²) created in 2002 and acting as a matching service for individuals and organisations, has emerged.

In Sweden there is no legal framework or specific governmental policy for volunteering, nor an official definition of non-profit organisation or of voluntary work. However, there seems to be a general acceptance that volunteering is, 'The time and effort that is freely given;

³⁰ See www.heritagemalta.org

³¹ The main source for this section is CEV (2007), Voluntary action in Sweden – Facts and Figures

³² www.volontarbyran.org

unforced and unremunerated by individuals to non-governmental and public organisations.³³ Volunteers are seen as giving ‘something else than paid professionals offer’ and are not perceived as a threat to paid workers³⁴.

The Population survey from 2005 shows that a very large number of Swedes engage in voluntary work, namely around 50% of the population. The majority performs in the sports field (20%), 5% in cultural activities. The typical Swedish volunteer is a professionally active man or woman (gender doesn’t make a difference) in the middle of the career, well educated and coming from a rather affluent social background. Pensioners are also quite keen to volunteer, followed by people with illness or activity compensation and the unemployed. Voluntary activities don’t seem to be very common among students. In general, it can be said that voluntary engagement is not seen as a route to employment, but it can be used as a first step back to social inclusion for those individuals that for some reason (for example long-term illness or unemployment), find themselves on the margins of society.

Some research on motivation has also been carried out, showing that the classical altruistic motive of volunteering is changing, and people tend to look to what they can achieve themselves through volunteering. The outcome of a sociological study conducted by Chartrand in 2004³⁵, show that volunteers and paid employees in organisations tend to be equally motivated regarding commitment to their work.

Volunteering in the cultural and museum field

Cultural volunteering is not very developed in Sweden for many reasons. One is the still very strong role of Swedish trade unions and their general reluctance to let anybody into a working place without proper contracts and assignments. Another is the lack of suitable people with free time to volunteer. Sweden has a strong policy on gender equality and this means most women of working age are actually employed. People who are unemployed are subsidised by the welfare system and thus restricted from ‘work-like activities’ and anything else that could keep them from seeking paid work. This leaves only the youngest (teenagers and students) and the oldest people as potential volunteers for the cultural sector.

However, there are successful initiatives taken in some museums, for example:

- Arbetets Museum Norrköping (Museum of Work), where they employ volunteers work to build bridges with new audiences (refugees and immigrant workers);
- Skansen in Stockholm and Jamtli Museum in Östersund, both open air museums, where volunteers are employed to work outdoors, especially in the summer or close to Christmas festivities every year;
- The WW2 submarine at Malmö city museums, which is manned by retired seamen, or the Military Museums, which employ former pilots or crew members for demonstrations and guided tours to visitors (<http://www.klm-mra.be/icomam/icomam/sweden.html>).

³³ Van Hal, Tirza et al., *Volunteering and Participation on the agenda: Survey on volunteering policies and partnerships in the European Union*, CIVIQ, Utrecht, 2004.

³⁴ Befolkningsstudien 2005.

³⁵ Chartrand, Sébastien, *Work in voluntary welfare organisations: A sociological study of voluntary welfare organisations in Sweden*, Stockholm University, Faculty of Social Sciences, Department of Sociology, 2004.

7.3.2 Finland

Margherita Sani

Volunteering in the museum sector

As in other Nordic countries, cultural volunteering is not very developed in Finland.

Volunteers are employed especially as guides or educators, or they can provide specialist advice and support as experts in a specific area, especially in technological museums. Sometimes, for example in open air museums, they bring in their knowledge of crafts or skills that would otherwise be lost and forgotten.

Some examples of museums employing volunteers are:

- The Finnish Science Center, Heureka
http://www.heureka.fi/portal/englanti/contact_us/voluntary_work;
- Sagalund - Local history Museum http://www.sagalund.fi/en_sagalund.htm;
- Jyväskylä Art Museum, which trains and employs volunteers (Pilots of Culture) to act as guides in the museum and in the city, informing and advising on cultural events;
- Nelimarkka Art Museum;
- Kurala Village of Living History, Turku Provincial Museum, an old village community in a cultural landscape where volunteers are employed in education and re-enactment of lost traditions and skills (weaving, gardening, farming, haymaking, etc.);
- Finnish Railway Museum, where volunteers are employed in the maintenance of museum objects and provide professional expertise.

7.4 The Mediterranean model

7.4.1 Volunteering in Greece

Filippo Guarini, Chiara Lastrucci

There are two very interesting initiatives in Greece dealing with volunteering:

The first is the website www.volunteers.neagenia.gr, created by the General Secretary for Youth in co-operation with the Federation of NGOs, with the aim of creating a bridge between young people (between 18 and 30) and NGOs. Through this website, young people's interests and creativity can meet NGOs' real needs, in order effectively to tackle important social problems: volunteers can get in touch with the NGOs which, on their side, can clearly express on the website the sort of skills they need. NGOs wishing to use the website must register themselves; at the moment there are also two cultural institutions / museums. This website can be considered a good practice example in terms of meeting point for demand and offer.

The second initiative is the Greek Centre for Promoting Volunteering (www.anthropos.gr), founded in 2000 with the aim of promoting relationships among the NGOs operating in Greece and at the same time providing citizens, industries, media and public institutions with information about their activities, in order to foster co-operation between these sectors. The website seems to be strongly addressed to international co-operation initiatives. To date, there are more than 1,560 volunteering opportunities advertised on the website related to more than 1,800 NGOs. Among the registered organisations, there is also one museum.

Volunteering in the cultural field³⁶

Due to legal and social insurance reasons, public museums in Greece cannot accept volunteer work from individuals, therefore nearly all public museums rely on organisations such as Friends of Museum, to assist their work in various ways.

Case studies

The Benaki Museum³⁷

The Benaki Museum is one of the major institutions to have enriched the material assets of the Greek state. It is also the oldest museum in Greece operating as a Foundation under Private Law. Through its extensive collections which cover several different cultural fields,³⁸ and its more general range of activities serving more than one social need, the Benaki Museum is perhaps the sole example of a complex structure within the broader network of museum foundations in Greece.

The museum has 272 full time staff members and eight volunteers (one full-time and seven part-time). Volunteers provide administrative and clerical support; curatorial support (research, writing of interpretative materials); and educational support (giving tours to schoolchildren and carrying out educational programs for example seminars and workshops on specific collections or artworks for children ages 3-10 and 15-18, and adults). Volunteers work in every department, except conservation. They are managed, coordinated and trained by the museum's staff (curators or heads of departments) depending on their experience and educational level.

The volunteers tend to be undergraduate or postgraduate students, recent graduates, unemployed people, retired people, working people/professionals who also have a commitment to voluntary work. They are usually driven by the following motivations: the activity is part of their studies (degree or postgraduate degree); they seek to enter the museum profession; they seek to gain work experience.

At the end of the volunteering activity, they receive a letter of recommendation; their name in the museum's annual magazine; discount on the museum's shop; and invitations to exhibitions, parties, and receptions. There is an 'unofficial' preference to choose former volunteers as permanent personnel depending upon their excellence at work for the specific needs of the Museum.

Volunteers are considered very important for the museum because they allow it to complete projects on-time without increasing costs, and they provide curators with more time to deal with scientific and research matters rather than daily routine, even bureaucratic jobs. Working with volunteers can be very time-consuming: furthermore, the museum feels the need for training in certain areas such as organisational skills, knowledge of the task-project, the ability to transfer knowledge, the ability to support volunteers in order to motivate them.

³⁶ We wish to thank for the co-operation Christianna Saoulis, Anna Kremezi Margaritouli, Lily Iacovidou Alevra, Maria Dimaki, Esther Solomon, Nickolas Kouros, Anastasia Torta, Efi Katsanika, Lila de Chaves.

³⁷ 1 Koumbari St. & Vas. Sofias Ave., Athens, Greece.

³⁸ Including prehistoric, ancient Greek and Roman art, post-Byzantine and Neo-Hellenic art, historic heirlooms, paintings, drawings, prints, Coptic art, Chinese art, Pre-Columbian art, Islamic art, and more.

The Goulandris Museum of Natural History³⁹

Goulandris Museum of Natural History is a public welfare institution, devoted to study, conservation and protection of natural environment. Ever since its foundation it has mapped a pioneer route, a new rapprochement between man and natural environment. It has developed efficient scientific activities for the confrontation and inhibition of environmental threats against the planet and for the rehabilitation of natural resources for the preservation of life. In the meantime, it has formulated a new education of general interest for the re-integration of people into the functions and economy of Nature.

The museum has two full-time staff members and 17 part-time volunteers, managed by the relevant head of department, who operate mainly in the education field (guided tours). Volunteers include young people under 18, young people between 18 and 25 (not in formal education), undergraduate or postgraduate students, unemployed people, people of working age who do not wish to / need to work ('leisure' volunteers), retired people, people with a specialist skill which the museum needs, and people without a particular skill, but with free time to offer.

They are usually driven by the following motivations: the activity is part of their studies (degree or postgraduate degree); they seek to enter the museum profession; they seek to gain work experience; they wish to 'give something back' to society; they wish to keep active and engaged.

Volunteers' training is formed by a five day seminar that includes an analytical presentation of all educational programs addressed to school groups, analytical guided tours of the whole museum by the scientists of each department, and open discussions regarding the scientific and educational aspects of the job undertaken by the volunteers. Furthermore, the museum provides volunteers with a year-round program with educational field excursions and daily visits to other museums and foundations in order to enrich volunteers' knowledge about nature and environmental matters, as well as with meetings during the year with feedback and suggestions.

Volunteers' benefits include a small prize for the most active volunteers of the year, free coffee and a reduction at the museum shop and restaurant, free attendance to events or exhibitions, a Christmas gift, and a party in June marking the end of the school year.

The museum feels the need of training certain areas such as education, organisational skills, communication skills, versatility skills, team spirit, and handling any crisis.

The Friends of the Goulandris Natural History Museum must also be mentioned. This is a non-profit association founded in 1978, which aims to contribute to a closer relationship between the Museum and its public, and to promote an inquisitive spirit as well as love and respect towards nature and the environment.

In 1985, the Friends initiated ecotourism in Greece with visits and excursions to important biotopes. Membership today is approximately 2,000 including adults, children and families. The Friends are active in the field of education with the *Parea* which enrolls children between 10 and 15 years old. Since 1985 they have organised special events around a specific subject that sometimes last for several months.

The Friends have created educational kits entitled 'The volcanoes of Greece', 'Greek forests' and 'Soil supports life'. These educational kits on environmental subjects are given

³⁹ 13 Levidou St., 145 62 Kifissia, Athens, Greece.

on loan to schools. Thus 'when the School cannot go to the Museum, then the Museum goes to the school'. The kits are designed so that they can travel easily and do not require special skills by the educators who use them. The Friends also publish an eight page full colour bulletin entitled 'The Friends-The Parea.'

Archaeological Museum of Thessaloniki⁴⁰

The aim of the museum is to illuminate various aspects of the culture which developed in Macedonia, primarily in the Thessaloniki area and in the surrounding areas, over a long period: from prehistory until late antiquity (the first Christian centuries).

The museum decided to have entirely human-centred presentations, re-creating the life and times of the people who once made their home in this part of Greece to the greatest extent possible on the basis of finds and research.

The museum has 60 full-time staff members and between five and eight volunteers, managed by curators, who provide curatorial support, research, fundraising activities, education activities and support for events. They usually are undergraduate or postgraduate students from archaeology and museology departments or recent graduates. They are usually driven by the following motivations: the activity is part of their studies (degree or postgraduate degree); they seek to enter the museum profession; they seek to gain work experience; they wish to 'give something back' to society; they wish to keep active and engaged. As training, they receive only a brief informal introduction; at the end of their volunteering period they are awarded a certificate.

The museum would like to receive more information and training in the following areas: managerial skills and competencies; ethical problems concerning the volunteers' role and status; volunteers' schemes in other museums; relevant coordinators' experience.

Museum of Byzantine Culture⁴¹

The Museum of Byzantine Culture presents various aspects of life during the Byzantine and Post-Byzantine periods: art, ideology, social structure and religion, as well as how historical changes and the political situation affect people's everyday life.

The foundation of the Museum of Byzantine Culture and its official opening in 1994 in Thessaloniki, the most 'Byzantine' city of the modern Greek state, marks the end of a story that had begun long before, just after the city's liberation in 1912. Since 1997, the Museum of Byzantine Culture has had the status of an independent regional unit of the Ministry of Culture with its own director. The Museum of Byzantine Culture was awarded the Council of Europe Museum Prize for 2005, following the concurrent recommendation of the Council's Committee for Culture, Science and Education.

Since, due to legal and social insurance reasons, public museums in Greece cannot accept volunteer work from individuals, the Museum of Byzantine Culture relies on members of the Friends of the Museum Association to assist their work in various ways.

The Friends of Museum of Byzantine Culture Association was founded in 1988, immediately after construction work on the museum began. It is a non-profit organisation recognised by the state and a member of the Hellenic Federation of Friends of Museums (EOSFIM) and,

⁴⁰ 6 M. Andronikou street, 54621 Thessaloniki, Greece.

⁴¹ 2 Stratou Avenue, Thessaloniki 54640, Greece.

through EOSFIM, also belongs to the World Federation of Friends of Museums (WFFM). Its membership currently stands at over 800 and rises every year.

The Friends of the Museum run all sorts of cultural activities, including lectures, guided tours, educational trips, publishing, celebrations, and music performances, to support the museum in various ways: providing financial support, purchasing materials and machinery, purchasing art objects for the museum, and finding sponsors and donors. The Friends finance the publication of the museum's annual bulletin and an annual desk-diary, each time on a theme taken from the museum's collections

The Natural History Museum of the Lesvos Petrified Forest⁴²

The Petrified Forest of Lesvos is one of the most fascinating and rare monuments of geological heritage in the world. Its creation, 20 million years ago, is connected with the intense volcanic activity in the Aegean during the Miocene period. In 1985, the forest was declared a Protected Natural Monument. The Museum of the Lesvos Petrified Forest was established in 1994 in order to study, research, promote, preserve and protect this invaluable 'testimonial' of life in the distant past. 2000 marked the establishment of the European Geopark Network, its objective being the cooperation of geologic parks and monuments at European level for the development of geo-tourism. The Natural History Museum of the Lesvos Petrified Forest is a founding member of this network. In 2001, the museum was awarded the Eurosite Management Award for its effective management of the Lesvos Petrified Forest. In February of 2004, the Petrified Forest of Lesvos was admitted into the Global Geopark Network of UNESCO.

Volunteers provide the museum with a new and enthusiastic contribution to its work. In fact, volunteering has been an effective tool for the Petrified Forest since 2002 when the 'Friends of the Petrified Forest' was established. It had long been a dream for residents of Lesvos who had been involved in the protection and promotion of the Petrified Forest.

The museum has 30 full-time staff members and five part-time volunteers, managed by the relevant head of department. The volunteers provide curatorial and educational support and also undertake fundraising activities. They are usually young (between 18 and 25 not in formal education or undergraduate / postgraduate students) and undertake this activity mainly because it is part of their studies or because they seek to enter the museum profession and / or gain work experience.

The museum offers a short training course as well as an accommodation at the museum's guest house, transportation to the museum and information material. After the completion of their service, volunteers also receive the Sequoia magazine by mail, free entrance to the museum and its exhibitions for one year, information on museum events, and access to the museum library.

Greek Children's Museum⁴³

The Greek Children's Museum is a non for profit association founded in 1987 and legally recognised by the Ministry of Culture. Its mission is to encourage each child to discover, understand and enjoy the world he or she lives in, with special attention to the development of the child as an individual and as a member of society.

⁴² 17, 8th November str., Sigri, Mytilene, Lesvos Island, Greece.

⁴³ Kydathinaion 14, 10558 Plaka, Athens, Greece.

A group of volunteers works in the museum, including students, unemployed people, teachers, retired people, and professionals. They all wish to offer the children their experience and knowledge, in order to acquaint them with the museum and the issues which are dealt with inside it.

After 250 hours of volunteering activity, volunteers receive a participation certificate and after 500 hours a presentation letter, which they can use to get in touch with enterprises and companies which co-operate with the museum.

The museum publishes a monthly review, called *Arachne*, which advertises volunteering opportunities and presents volunteers' opinions on activities and programmes which they have carried out within the museum.

7.4.2 Volunteering in Portugal⁴⁴

Margherita Sani

In Portugal, traditionally, voluntary work was associated to organisations with a religious basis, mainly focused on charity work. The first Mutualism Associations appeared around 1297, with values based on solidarity, freedom, independence and democracy. During the Middle Ages volunteering tried to solve social problems through the creation of institutions, named Mercy Institutions (*Misericórdias*), which developed a social protection system and were deeply rooted in religion (Catholic Church) and related to charity activities. During the 19th century a strong social and political movement arose, which resulted in the formation of trade unions, cooperatives, and associations which survived and grew thanks to voluntary work.

In the 20th century new kinds of volunteering organisations promoting human rights, environmental issues, cooperation for development, local development, culture and sport appeared. Another important fact was the emergence of Non Governmental Organisations for Development (NGOD), which arose after the establishment of democracy and the fall of the *Estado Novo* dictatorship on the 25th of April 1974. Their aim was to counter the effects of the colonial war on the Portuguese African possessions during the dictatorship period through emergency and humanitarian aid and cooperation for development. They were officially recognised by the Portuguese State only in 1994 and still represent an important area in the volunteering sector.

Nowadays volunteering is connected with social support, solidarity, defence of equal rights and environmental issues. Although the attitude towards volunteering in the Portuguese society has been changing in positive terms, the country has one of the lowest rates of voluntary work in Europe.

From the legal point of view, volunteer work was defined in 1998 as '*The actions of social and civic interest carried through non-paid persons who offer their time to non-profit organisations.*'

In the 1990's Portugal was the European country with the lowest level of social engagement, with only 12.7% of Portuguese population engaged in volunteering activities (2001). This lowest expression of volunteering in Portugal can be explained by the late acquisition of the right for free association and by the fragilities of the political system.

⁴⁴ The main source for this paragraph is CEV (2005), Voluntary action in Portugal – Facts and Figures

However most of the studies have shown that volunteering is starting to consolidate in Portugal due to a greater consciousness of people to social problems and of active citizenship, backed by the quite recent development of a volunteering infrastructure.

The National Council for Volunteering Promotion (CNPV) promotes and supports development of volunteering as well as engaging in several actions related to the enforcement of volunteer rights⁴⁵. Several local volunteer centres have also been set up by CNPV all over the country since 2003. The idea of these volunteer centres is to have a local, flexible and decentralised structure capable of promoting volunteerism. Even though the State is the main actor engaged in promoting and supporting voluntary work across Portugal, local, as well as non-governmental organisations, play an important role in the sector.

According to a study conducted by the National Commission for the Volunteer International Year in 2001 over 2,366 non-profit organisations and 50,000 individuals, the majority of volunteers (68%) are between 20 and 65 years old, 53% are men, 54% have a profession and 16% have a university degree.

Volunteers complain about the scarce benefits and financial help given to them in their work. They also ask for a more favourable volunteering legislation, including fiscal exemptions, medical insurance, and time counting for retirement.

Volunteering is still an evolving phenomenon in Portugal and a lot of work needs to be done in this field. The example of Portugal illustrates how the lack of a volunteering infrastructure leads to a relatively weak interest and participation of citizens in volunteering. The potential of volunteering is still not tapped sufficiently, but the recently created volunteer centres will most certainly play a crucial role in promoting volunteerism, giving it better visibility and ensuring higher effectiveness.

7.4.3 Volunteering in Spain⁴⁶

Cristina da Milano

In comparison with other European countries, volunteering is quite a late phenomenon in Spain, due to the country's political history.

Volunteering started developing after the fall of Franco's regime, particularly during the 1980s and 1990s: since then the number of volunteers and voluntary organisations has increased steadily and all the different levels of government have become more involved in this field. Legislation has been developed, infrastructures have been created and many actions to support and promote volunteering have been carried out.

In January 1996, the national government launched the Law 6/1996 on Volunteerism, with the aim of bringing together all regional laws: nowadays, every autonomous Community has its own legislation regarding volunteering, and both regional and national levels have competence on this field.

Apart from national and local levels of government, the main subjects involved in this field are:

⁴⁵ www.voluntariado.pt

⁴⁶ The main source for this paragraph is CEV (2005), Voluntary action in Spain – Facts and Figures, <http://www.cev.be/data/File/Facts%20and%20Figures%20Spain%20Final.pdf>

- Private entities, such as PPVE (*Plataforma para la promoción del voluntariado*) and AEVOL (*Asociación española de voluntariado*);
- Universities, which are promoting social and cultural volunteering among their students through courses or research projects. Furthermore, almost 89% of Spanish universities carry out activities regarding solidarity values

At a national level, the Ministry for Work and Social Affairs is the main actor in promoting volunteering and developing awareness campaigns; at a regional level, there are directorates general and public institutes dedicated to the promotion and support of volunteer organisations which depend on the regional governments.

Most volunteer organisations focus their activities on local or autonomous communities: only 9% of them carry out programmes with a national scope. The main sector of activity of voluntary organisations is the social one (53%), followed by education (9%); culture is at the third place with 5%.

Despite the increased number of volunteers, which has been calculated as 125,000 persons per year, only the 20% of Spanish population has been involved in volunteering: there are in particular two groups whose participation in volunteer activities is very low: older / retired people and the unemployed. Young people volunteer more than any other age group: 57% of volunteers are between 18 and 29 years old.

People coming from the middle and upper classes tend to volunteer in cultural and leisure organisations, while people belonging to lower-middle and lower classes tend to volunteer in social, civic and religious associations.

Another interesting feature of Spanish volunteer sector is the high level of professionalism of volunteers: most of them provide services or carry out tasks strictly related to their professional field.

Training of volunteers in Spain has been traditionally performed by the organisations themselves. However, public authorities have recently started to provide structured training courses for both volunteers and organisations (how to improve skills; how to manage; how to recruit) through 'Schools of Volunteering'; Universities have also started to offer courses on volunteering issues as part of social-related university degrees.

In general the volunteering sector in Spain is characterised by:

- High fragmentation of infrastructure / organisations;
- High financial dependency on the State;
- Competition among organisations to get public funding, due to the financial hardship that most organisations are facing.

Notwithstanding these negative features, the sector seems extremely vital, as the increasing volunteer numbers clearly demonstrates. Furthermore, in Spain a new form of volunteering is emerging: 'on-line volunteering', which offers the possibility of volunteering from the home or workplace, assisting with research, translations or consultancy.

Volunteering in the cultural field⁴⁷

Volunteering in the cultural field in Spain is characterised by the following features:

- It is an activity based on free individual choices;
- It requires a strong motivation;

⁴⁷ We wish to thank for the co-operation Elena Delgado (Museo de America) and José Luis Jordana Laguna (Confederación Española de Aulas de Tercera Edad - CEATE).

- It does not imply any form of payment or reimbursement
- It is usually carried out within an organisation (NGOs, centres for volunteering, organised groups);
- It has the main goal of providing benefits for other people and, generally speaking, for society.

Case studies

***Voluntarios Culturales Mayores para enseñar los Museos y Catedrales de España a niños, jóvenes y jubilados* (Elderly volunteers in charge of teaching children, teenagers and retired people Spanish museums and cathedrals)**

José Luis Jordana Laguna

Of particular interest is the programme '*Voluntarios Culturales Mayores para enseñar los Museos y Catedrales de España a niños, jóvenes y jubilados*' ('Elderly volunteers in charge of teaching children, teen-agers and retired people Spanish museums and cathedrals')⁴⁸.

The programme, managed by CEATE with the co-operation of other public and private institutions⁴⁹, an organisation specialised in management and training of elderly volunteers⁵⁰, was launched in 1993 within the framework of the EU 'European Year of Elderly and Solidarity between the Generations,' and can be considered highly innovative and also quite ambitious, considering the following issues:

- It has involved over the years more than 120 museums, cathedrals, churches, historical buildings, palaces, botanic gardens, monuments;
- It has involved more than 1.200 volunteers between 55 and 90 years;
- The programme has been run continuously for 15 years and it is planned to go on 'for ever';
- Its beneficiaries during the years have been more than three million students and adults;
- It has been disseminated through more than 500 TV and radio programmes and more than 100 reportages and newspapers articles;
- It has been awarded many national, regional and local prizes;
- It has been celebrated by the most prestigious Spanish institutions and authorities.

The main concept underpinning the programme is the need to develop the human potential of people over 55, retired, with high cultural level and a lot of free time, in good mental and physical conditions, who wish to remain active, to participate to social and cultural life, to transmit younger generations their experiences and knowledge.

This programme has the following goals:

- To promote museums and to increase the number of visitors (individuals and groups);
- To communicate history and culture to young people and to all those who are normally excluded from participation in cultural life (elderly, marginalised people, etc.);
- To offer museums further human resources;
- To improve the well-being and the quality of life of elderly people, in order to prevent the damages of ageing and help them to remain active and participative.

⁴⁸ http://www.ceate.org.es/voluntarios_museos.htm.

⁴⁹ European Union, Ministry of Culture and Sport, Imsero, Obra Social Caja Madrid, Federación Española de Amigos de los Museos (FEAM) and other organisations and institutions involved with elderly and museums.

⁵⁰ <http://www.ceate.org.es/>.

The programme is divided into different phases:

1. Information and dissemination of the project (managed by CEATE and by the museums involved);
2. Selection of volunteers (according to attitudes and interests);
3. Training of volunteers (first as *Voluntarios de Museos*, then as volunteers in a specific museum);
4. Development;
5. Evaluation (carried out by museums, volunteers, beneficiaries of the programme and institutions involved).

Training is one of the programme's most important aspects.

Volunteers first attend a training course about *Voluntariado, Personas Mayores y Museos*, managed by CEATE, during which they learn the main features of cultural volunteering, of its key aspects and goals, as well as its legal framework. They then receive information about Spanish museums, in terms of mission, institutional and organisational features, activities relationship with the public, etc. After this first training, each volunteer – according to his or her personal wishes and attitudes – is sent to a specific museum. From that moment onwards, the individual museum organises training activities addressed to volunteers. These activities can be structured as conferences, guided visits, or the use of printed materials, and have the objective of providing volunteers with a solid knowledge about the mission, the collection, and all the activities of the museum.

At the end of the process, the museum decides if the volunteer is ready to start his or her service within the museum: at this moment, the volunteer is entitled to receive the accreditation as *Voluntario cultural* which is the same for all Spanish museums. The volunteer signs a contract (*Acta del voluntario*), declaring that he or she will accomplish the programme's objectives and all the duties related to his or her function within the museum, without receiving any form of economic subsidies (but having an insurance covering them in case of accidents).

Federación Española de Amigos de los Museos (FEAM)⁵¹

Another important subject is the *Federación Española de Amigos de los Museos* (FEAM), a non-profit organisation founded in 1983 to gather together associations of museum Friends. The FEAM gathers 102 Friends associations in 34 provinces in Spain and more than 35,000 Friends of Museums. Its main activities are:

- To promote greater support and participation of the community in the cultural life through local Friends' Associations;
- To link Associations and to encourage their collaboration and exchange of experiences ;
- To advise Associations on financial and management issues ;
- To promote the knowledge of museums and cultural and artistic heritage .

In order to achieve these goals, the FEAM organises:

- Annual Congress;
- Courses and Seminars, both for the diffusion of museums as for the management of cultural entities. The fifth congress was about *Cómo fidelisar al voluntariado cultural*;
- Fairs, such as the R&R (*Rehabilitación y Restauración*) Fair, DeArte (fair of many Spanish galleries), and the Volunteer Fair (for the dissemination of information on the work of the Friends).

⁵¹ <http://www.feam.es/>.

FEAM also publishes a Bulletin containing interviews, essays, training, association reports, and more, which is distributed free to associations and entities of the cultural world. So far 23 editions have been published.

Spain: References

- CEV (2005), *Voluntary action in Spain – Facts and Figures*, <http://www.cev.be/data/File/Facts%20and%20Figures%20Spain%20Final.pdf>

7.5 Former Soviet or communist countries

7.5.1 Volunteering in Poland⁵²

Margherita Sani

The origins of the voluntary sector in Poland date back to the medieval age. Two main traditions had an impact on the development of voluntary activity until the 18th century: traditions rooted in religion and related to philanthropic activities of the Roman Catholic Church, and the secular welfare traditions taking form of voluntary interventions of the aristocracy and municipalities to help poor people.

During the communist era, however, independent voluntary work ceased to exist, due to various reasons:

- Associations of a civil nature, including trade unions, had no right to exist; they either became part of the government and had to serve the public good or were simply dissolved;
- Private ownership was banned;
- The Catholic Church was subject to repression, and in 1950 was disposed of its charitable function.

Lack of the ability to autonomously define goals for organisations and needs of the society seriously weakened the development of voluntary movements. The number of voluntary associations diminished considerably and, above all, citizens were not interested in participating in any organised collective activity – perceived to be compulsory rather than based on free will.⁵³

Even before 1989, the year of the political transformation, however, the situation had started to change with foundations and associations becoming active again in the 1980's thanks to a new legal and institutional setting, which also legalised the position of the Church. Since 1989, a non profit sector has emerged in Poland, contributing to the economy by providing social services, arts, cultural and educational programmes and, more generally speaking, to building and maintaining democracy.

In Poland volunteerism has to be considered as one of the main components of the Polish Third Sector and was given legal notice in the Act on Benefit Activity and Volunteerism of 23 April 2003. According to the Act, volunteer is 'a person who voluntarily, and with no remuneration provides services based on regulations specified in the law (Art. 2.3)⁵⁴. However, this is not the only definition of volunteering existing in Poland. The most common

⁵² The main source for this paragraph is CEV (2005), *Voluntary action in Poland – Facts and Figures*

⁵³ Les E. Nałęcz S. Wygnański J. 2000. *Defining the Nonprofit sector in Poland*, The Johns Hopkins University Center For Civil Society Studies, USA.

⁵⁴ Law on Public Benefit Activity and Volunteerism, 24 April 2003:
<http://www.legislationline.org/view.php?document=58031>
<http://www.circle-network.org/activity/newcastle2001/poland.htm>

term used in Poland defines volunteering, as 'unpaid activity done of one's free-will for the benefit of others, exceeding the family and friendly relationships'⁵⁵.

Volunteering has flourished in recent years in Poland. In 2004 around 5.4 million Poles, 18.3% of the population, engaged in a voluntary activity compared with 10% in 2001, an increase of 8.3%. The main reason of the increase in voluntary engagement of Poles seems to be the positive change that has been taking place over the last years in how people perceive voluntary activities, which are no longer seen as compulsory work of a collective nature.

The adoption of the new law of 2003 regulating voluntary work had a positive impact on volunteer practice. In 2004, more than half of the organisations invested in training of volunteers, both internally and externally organised, to equip them with skills and knowledge necessary to perform their work. The Department of Benefit Activity functioning within the Ministry of Social Policy has taken up the task to promote volunteering within the framework of the Polish Third Sector development. Its main focus is to provide all interested actors with relevant, up-to date and reliable information linked to the new law regulating the NGO sector. Research activities, awareness-raising actions, and the organisation of training are all within the scope of activities of that Department. At regional level, there are 16 volunteer centres, which came into existence in the mid 1990's and all belong to the national network of volunteer centres. Their main focus is to train both volunteers and volunteer coordinators. The National Volunteer Centre, located in Warsaw⁵⁶, has been operating since 1993 and functions as 'a contact point' where volunteers and those interested in their work can meet.

Young people aged 18-25 constitute the main age group of volunteers, whereas people aged 55 and older are less well represented. Since 2001 the percentage of young people volunteering almost tripled, which leads to the assumption that volunteering is perceived as pre-professional experience gained while studying and undertaken because it enhances employability of young graduates.

An examination of socio-professional status of volunteers supports the trend noticed while analysing the age of volunteers. Students and pupils represent the group within the study population that volunteer the most. On the other hand, there is a group of highly educated Poles who volunteer while being employed somewhere else. The voluntary engagement of unemployed people has also significantly increased in recent years. It can be also generalised that persons with higher education are more inclined to volunteer. No significant difference is noticed in geographical or gender terms.

As mentioned earlier, volunteerism constitutes the main component of the non profit sector in Poland. In 2004, volunteers supported the work of 44.4% of NGOs out of the study group. The largest number of non-profit associations and foundations are active in the field of sport and leisure (38.6%), education (10.3%), health protection (8.2%) and regional and local development (6.5%). The NGOs that work with volunteers are mostly active in the field of health protection, social services and social assistance.

Volunteering in the cultural field

There is a broad and open offer of voluntary work in the cultural sector. The National Cultural Centre, for example, recruits students for internships or secondments to institutions

⁵⁵ <http://www.circle-network.org/activity/newcastle2001/poland.htm>

⁵⁶ www.wolontariat.org.pl

and cultural organisations in Poland. The Programme 'Internships in the cultural institutions 2008' is available on: www.kursnakulture.pl.

There is a possibility of volunteering within the framework of the big cultural events, which have special offers for volunteers, for example the 'Voluntary Work for Culture', which is a cultural and educational project co-financed by the Fund of Citizens' Initiative (governmental grants system)

Associations of volunteers are established in local cultural centres; communities of young and older people, which are connected with those clubs, can support artistic and educational activities in their neighbourhood. In return they receive easier or even free access to the resources of the institution (spaces to organise artistic activities, free tickets to events, etc.). Examples are the Culture Centre in Brzeszcze and the Culture Centres in Krakow.

Case Study: The Małopolski Instytut Kultury (MIK)

The *Małopolski Instytut Kultury* (Culture Institute of Malopolska, www.mik.krakow.pl) is a regional cultural centre based in Krakow, whose mission is to create new opportunities for people to participate in culture. Activities organised by MIK include the organisation of events involving local communities, with the emphasis on strengthening relations between schools and local cultural/heritage centres, such as the 'Days of Open Heritage', development of social and artistic programmes involving the community, and research projects focussed on minorities and aimed at supporting social inclusion.

The Małopolski Instytut Kultury considers volunteers as a very important resource, who can bring new ideas and insights into cultural institutions. They support cultural organisations with their enthusiasm and creativity, contribute to better promoting the organisation to the outside world, and establish closer links to the local community.

MIK employs around 30 volunteers a year, mostly in the following areas:

- working as guides to cultural heritage and local monuments
- collaborate to cultural animation and project management

As most of the volunteers at MIK are young people, possibly looking for opportunities to develop their skills in the cultural field and seeing their voluntary engagement as a route to employment, they are offered opportunities of training and self-development, as well as the possibility to participate in each stage of a project life-cycle, therefore acquiring a better understanding of the planning and management of cultural events. They are therefore involved in the development of projects, in consultation with the local community, in study visits and meetings, in the evaluation of results, and are often offered training opportunities designed especially for them.

7.5.2 Russia

Margherita Sani

As previously highlighted, in former Soviet countries volunteering in general is picking up slowly, due to difficult economic circumstances and to the lingering mistrust of organised collective activities, which are perceived to be compulsory rather than based on free will. It hasn't been possible to find a centralised source of information on cultural volunteering in Russian museums; however information has been gathered from individual museums, some of which mostly work with children. The State Hermitage St Petersburg has provided an extensive case study.

Yasnaya Polyana

At *Yasnaya Polyana*, the Leo Tolstoy estate, children who are members of the movement called 'Ant Brotherhood' can be called volunteers. This children's movement, established in 1999, is inspired by Tolstoy's ideas and based at *Yasnaya Polyana*. It unites school students and teachers from different parts of the country, all in all about 1,000 of them. Every summer some of them gather at *Yasnaya* for an ecological camp, during which they work on the estate: cleaning ponds and working in the forest and orchards.

The *dobrokhots* movement at *Mikhailovskoye*

Work with volunteers is also very well developed at the Pushkin estate *Mikhailovskoye* in the Pskov region, where there is a long tradition, over 500 years, of the so-called *dobrokhots* (an archaic term for volunteer) movement.

The first *dobrokhots* appeared at *Mikhailovskoye* as early as in 1930. Officially, the movement started in the early 1950s. Since then school and university students have come to work at the Pushkin estate every year. They work for free, and many of them try to earn some money before coming there, as they need to reach the place sometimes from far away and buy camping equipment. Many of them are children of those who were also *dobrokhots* years ago. Even the present director of the museum was a *dobrokhots*.

The movement is growing; there can be up to 1,500 young people working at the museum each year (summer season). They come from different parts of Russia, and also from Denmark, Holland, Germany, France, Ukraine, Estonia and the USA. Since the museum owns a large estate (hundreds of hectares divided up by forests), there is a lot of space and much work to do. There are also *dobrokhots* conferences at the museum. *Dobrokhots* also carry out some research, in fields such as ethnography, toponomastics, and literature.

Ryazan Kremlin

Another example is from the Kremlin in the city of Ryazan. They have a Volunteers Club, which only two years old, but already developing in interesting ways. It's rather a small group of volunteers: mostly school students, but also some teachers and university students, all local. They gather at the museum once in a fortnight on Saturdays, where museum staff have prepared tasks for them. Besides working on the museum premises, they also work with museum objects, for example helping to clean them guided by professionals, they give a hand at the publications department, folding booklets and brochures, and help during holidays and festivals organised by the museum.

When this initiative was started, the group was bigger, but soon a small group remained – about fifteen people. The museum has all their contact details and they contact them whenever there is work for them, in addition to the usual meetings on Saturdays. For example, if an event is organised at the museum, volunteers can stand with advertising posters or give leaflets. In return, they all get a card for free visits to the museums' exhibitions.

Currently there is no one permanent person who could supervise all this work of the Club, but the idea for the future is to create groups of volunteers, each group being supervised by one museum professional and having its own interests in different fields of the museum profession, so that young people can learn more about the area of museum work they are most interested in.

The State Hermitage, St Petersburg, Russia⁵⁷

Filippo Guarini, Chiara Lastrucci

The Volunteer Service at the State Hermitage was established in May 2003 to help the museum during the celebrations connected with the three hundredth anniversary of the founding of St Petersburg. During its five year existence, the Volunteer Service has built up a rich experience of work in various departments, participated in museum programmes, and has developed and managed its own projects with the purpose of attracting attention to the problems of preserving cultural heritage. There are over 2,000 paid staff working at the State Hermitage, of which three work directly with the Volunteer Service.

At present 194 volunteers from Russia, Switzerland, the USA, Germany, France, Spain, Italy and other countries are working in the State Hermitage Museum. Among them are linguists, art historians, journalists, lecturers and managers. The Service is constantly being expanded thanks to new volunteers enlisting. While the collaboration with professionals enables the Volunteer Service to carry out very interesting projects, at the same time, the majority of its members are school pupils (age 15+) and university students, in whose life the State Hermitage Museum plays an important role.

Areas of activity include:

- Greet, receive visitors and help the administrators in the relaxation areas of the museum. Check on the right of access to halls and see that the visiting routes are being followed. Monitoring and supervision (Hospitality Service, Tourism Sector, Sector of Sociological Research, Department of Development and Marketing Research, Security Service);
- Assist in carrying out scientific research work: systematisation and cataloguing of items in storage, restoration, archaeological excavations (Department of Archaeology of Europe and Western Siberia, Workshop of Furniture Restoration, Department of the Chief Architect);
- Translation of informational materials, help in handling documentation and preparing publications. Secretarial and courier work (Sector of Computer Technologies, Hospitality Service, Department of Archaeology of Europe and Western Siberia, Press Service, Department of Development and Marketing Research);
- Development and implementation of design projects. Presentation of projects in the area of multimedia. Help in handling correspondence and using modern means of communication and IT (Club of Hermitage Friends, State Hermitage Storage Facility in Staraya Derevnya, Department of Archaeology of Europe and Western Siberia, Research Library);
- Participation in international educational programs, seminars and conferences and help in organising them. Teaching foreign languages and arranging language practice (Hospitality Service, the School Centre pedagogic and methodology department, Research Library);
- Help with moving art objects and carrying out exhibitions, theatrical and concert events (Sector of Tourism, Hermitage Academy of Music, Hermitage Theatre, Department for Moving Exhibitions, Department of Western European Art, Research Library, Department of Materials and Technical Supply);

⁵⁷ With thanks to Mikhail Kozhukhovskiy, Volunteer Programme Coordinator. State Hermitage St Petersburg www.hermitage.ru , www.ropsha.ru.

Persons of fifteen years of age and older can become volunteers. An interview and a trial period are necessary conditions before being accepted into the Volunteer Service. The process of preparing volunteers to work in the State Hermitage assumes that they pass through a period of practical work in one of the following areas:

- *Language practice* – volunteers from France, Switzerland, England, Italy, and other countries give language classes for other volunteers. A regular day and time are set and a Russian volunteer coordinates other volunteers who want to take language classes;
- *Pedagogical practice in the Ropsha General Educational School* – the volunteer has a fixed timetable when he / she goes to the school to give language classes;
- *Foundations of museum and library work* – includes studying the museum, how it is organized, and so on. Coordinators give briefing meetings for new volunteers, organise excursions, and give them time to discover the museum on their own;
- *Social work* – includes cooperating with different departments who run projects for disabled people. They contact volunteer coordinators, who work together on the programme, then inform other volunteers about it;
- *Development of organisational capabilities* – meetings are held aimed at developing capabilities for responding appropriately in stressful situations.

Ongoing training includes museum excursions, working with skilful museum curators, workshops, discussion clubs and regular language classes.

Benefits to volunteers include a discount in the museum shop, visiting the museum for free, excursions as part of ongoing training, use of staff cafeteria, and the possibility of visiting State hermitage Theatre plays and concerts.

For the State Hermitage, the main benefits of working with volunteers are to get help in a variety of different museum areas, and to hear volunteers' ideas about the development of the museum and its ongoing work. The main challenge is a lack of museum workers to explain volunteers how they should work in a certain department.

Within a training course for volunteer coordinators, the museum would be interested to see: Development of skills working with individuals and groups of people, and knowing how to behave when there are stressful situations.

7.5.3 Hungary

Margherita Sani

In Hungarian museums, volunteers differ and are employed differently depending on the size and type of the institution. There are two general situations:

1. Large museums (usually state-run, such as the Museum of Fine Arts or the Ludwig Museum) where there is a volunteer coordinator and a relatively large group of volunteers. These volunteers are mainly ex-pats (wives of diplomats) or young people at university or college. They are employed as docent guides, hostesses at events or to help with the museum design and translation of different materials (such as family trails and brochures).
2. Small local museums (such as in Túrkeve, Orosháza, Tápiószele) where volunteers are managed by the director who is usually the only paid professional in the organisation. Volunteers are mainly elderly retired ladies who help at events as background workers, or ex-teachers who collect local history information.

The Foundation for Museums and Visitors, based in Budapest, occasionally offers workshops on volunteer management, but the Volunteer Centre Foundation, which is a more general volunteer organisation,⁵⁸ offers them regularly and works in cooperation with museums or museum support organisation. Legislation regulating the volunteering field at large dates 2005.

7.5.4 Baltic countries

Margherita Sani

In the Baltic countries (Estonia, Lithuania, Latvia) cultural volunteering is still at an early stage. The Estonian Museum Association is not aware of significant examples in the country, whereas the Latvian State Authority on Museums doesn't include questions on volunteering in its annual statistical survey.

There are of course exceptions and special occasions when volunteers are employed, such as the annual Museum Night, where the Latvian National Museum of Art uses students from art history courses to run special events, but there are no internship or volunteering schemes operating on regular basis even in national museums in Latvia.

⁵⁸ See www.oka.hu