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Appendix 1.**Volunteers for Cultural Heritage Project Partners****Slovenia (Project Leader)****Slovenian Museums Association, Lubiana, Slovenia**

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Ann Nicholls: mail@europeanmuseumforum.org

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Manchester Museum, Manchester, UK

Adele Finley: Adele.Finley@manchester.ac.uk

Appendix 2a – information sent with questionnaires



Volunteers in Cultural Heritage



Volunteers in Cultural Heritage is a new European project, funded by the European Commission in Brussels as part of the Grundtvig lifelong learning programme. The project starts out by acknowledging the increasing importance of the voluntary sector for preserving cultural heritage and running cultural institutions, such as museums. It will explore this phenomenon at European level, identifying different types of voluntary work and the areas of activity in which cultural volunteers are engaged, with the objective of designing training addressed both to volunteers themselves and to the people responsible for volunteer programmes within cultural organisations. The project takes place from November 2007 until October 2009.

Context

Cultural heritage is a strategic area for European Community policy-makers, supporting the integration of different European components through the recognition of the differences and similarities which characterise local and national cultures and traditions.

The conservation and valorisation of cultural assets require more resources – both financial and human – than the public sector can provide. In some European countries these roles are equally shared between the public and the private sector, often on a voluntary basis, to ensure that places, monuments, sites, and objects of cultural and historical value are passed on unharmed and, where possible, enhanced, to future generations, contributing to the understanding of a shared past and the strengthening of ties among European citizens.

This project takes the position that institutions involving volunteers must offer adequate training, not only to provide skills necessary to carry out what may be very specialised tasks, but also to contribute to the volunteers' growth as individuals, as members of a community, and as European citizens.

Project activities and outputs will include

- Europe-wide research on volunteers in the cultural heritage sector;
- Identification of good practice case studies;
- Design, development and delivery of short training modules both for volunteers and coordinators;
- Development and publishing of guidelines for good practice when working with volunteers;
- Dissemination of project outcomes through conferences and information days.

Project Partners:

Slovenian Museums Association, Lubiana, Slovenia (Project leader)

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Kirsten Gibbs: kirsten.gibbs@virgin.net

To find out more about VoCH please visit <http://www.amitie.it/voch/index.html>

If your museum or heritage site works with volunteers and you would like to **share a case study**, please email *Kirsten Gibbs* kirsten.gibbs@virgin.net or *Cristina Da Milano* : damilano@eccom.it.

If you would like us to **keep you informed about the project**, please email your details to *Margherita Sani*: masani@regione.emilia-romagna.it or *Sibylle Moebius*: smoebius@amitie.it.

Appendix 2b.**Volunteers for Cultural Heritage****Form A: mapping and introduction to further questions / contacts**

Place of interview

Date of interview

Interviewer

Name of person interviewed

Job title

Name of organisation

Type of organisation

Address

Country

Email

Website

The person would like to be kept informed about the project

YES

NO

Questions for museums associations, heritage associations, other cultural umbrella organisations:

1. There are several definitions of “Volunteers” and “Voluntary work”. Does the definition (see below) given by the European Manifesto of Volunteering (2006) reflect the practice of voluntary work in the cultural sector in your country?

Please tick only if it applies to the situation of cultural volunteering in your country

A voluntary activity is an activity undertaken:

- Out of a person’s free will, choice and motivation
- Without concern for financial gain, non remunerated
- In an organised setting (within NGO’s, volunteer centres, organized groups, etc.)
- With the aim to benefit to someone other than the volunteer and contributing to values of general interest

Other characteristics you would like to add:

.....

.....

2. Do you have information on volunteering within your sector? (What is available? What is the broad picture? Further references or contacts?)
3. Can you give me examples of (museums / heritage sites / etc. with) innovative or good practice in this area?
4. Does your organisation association offer / or do you know of training aimed at volunteers in the cultural heritage sector in your country?
5. Does your organisation/association offer / or do you know of accreditation focused on volunteers in the cultural heritage sector in your country?

Volunteers for Cultural Heritage**Form B: Further questions following from form A**

6. How do you think our project on “Volunteers in Museums and Cultural Heritage” focussed on research and design of training could contribute to improving the practice of volunteering for your sector?
7. What do you feel are the most important qualities for a volunteer when working with a museum/cultural heritage organisation?
8. What do you feel are the most important qualities for a museum/ cultural heritage organisation when working with a volunteer?

Appendix 2c.**Form C: Questions for individual museums / heritage organisations / volunteer coordinators**

1. How many paid staff do you have (full and part-time) and how many volunteers?

Total number of staff Of which _____ are full time And _____ are part time	Total number of volunteers Of which _____ are full time And _____ are part time
--	---

2. What are the main ways in which volunteers work within your museum / organisation?

<input type="checkbox"/> Trustees / board of the museum <input type="checkbox"/> Director / other leadership role <input type="checkbox"/> Administrative / clerical support <input type="checkbox"/> Front desk / reception <input type="checkbox"/> Room attendant / invigilator <input type="checkbox"/> Curatorial support <ul style="list-style-type: none"> <input type="checkbox"/> Conservation / restoration <input type="checkbox"/> Research <input type="checkbox"/> Writing of interpretative materials <input type="checkbox"/> Installing exhibitions <input type="checkbox"/> Other curatorial <input type="checkbox"/> Museum friends / fundraising / organising fundraising events	<input type="checkbox"/> Education <ul style="list-style-type: none"> <input type="checkbox"/> Giving tours to the public <input type="checkbox"/> Giving tours to schoolchildren <input type="checkbox"/> Leading practical workshops <input type="checkbox"/> Other education <input type="checkbox"/> Retail shop <input type="checkbox"/> Restaurant / coffee shop / food service <input type="checkbox"/> We do not work with volunteers <input type="checkbox"/> Our museum is entirely run by volunteers <input type="checkbox"/> Other (what?)
--	--

3. What is the profile of your volunteers? (Or, who are your volunteers?)

<input type="checkbox"/> Young people under 18 <input type="checkbox"/> Young people between 18 and 25 (not in formal education) <input type="checkbox"/> Undergraduate or postgraduate students <input type="checkbox"/> Recent graduates <input type="checkbox"/> Unemployed people (of working age) <input type="checkbox"/> People of working age who do not wish to / need to work ('leisure' volunteers) <input type="checkbox"/> Ethnic minority groups	<input type="checkbox"/> Retired people <input type="checkbox"/> Working people / professionals who also have a commitment to voluntary work <input type="checkbox"/> People with a specialist skill which the museum needs <input type="checkbox"/> People without a particular skill, but with time to give <input type="checkbox"/> People at risk of social, cultural or economic exclusion <input type="checkbox"/> People with disabilities <input type="checkbox"/> Other type of person (please describe)
--	---

What is their main motivation in volunteering?

<input type="checkbox"/> Part of their studies (school) <input type="checkbox"/> Part of their studies (degree or postgraduate degree) <input type="checkbox"/> Seeking to enter the museum profession <input type="checkbox"/> Seeking work experience <input type="checkbox"/> Wishing to learn new skills <input type="checkbox"/> Looking for social opportunities / social contacts	<input type="checkbox"/> Interest in / love of the museum <input type="checkbox"/> Wishing to share their skills / expertise <input type="checkbox"/> Wishing to 'give something back' to society <input type="checkbox"/> Wishing to keep active and engaged <input type="checkbox"/> Other motivation (please describe)
---	---

4. How are they managed/supervised?

- Paid volunteer coordinator
- One of the volunteers manages the others
- Managed by the relevant head of department
- They are not managed
- They are managed by curators
- Other way (please state how they are managed)

5. What training / induction do you offer your volunteers?

6. What accreditation / recognition / benefits do you offer your volunteers?

7. What, for the museum, is the main benefit of working with volunteers?

8. What, for the museum, is the main drawback / difficulty of working with volunteers?

9. What skills / competencies / knowledge would you like to see within a training course for volunteer coordinators?

10. What information would you like to see within a new European handbook for volunteer coordinators?

Name of museum / heritage organisation

Address

Country

Email

Website

Name of person completing this survey

Job title

Please keep me informed about this project by email

Thank you for your time in completing this survey!

Appendix 3.

International and European legislation related to volunteering

Source: *Catalogue of Official UN Legislation, and other international documents and publications relevant to volunteering* <http://www.cev.be/internationaldocuments.htm>

2006

[Follow-up to the Implementation of the International Year of Volunteers](#)

The UN General Assembly resolution ([A/RES/60/134](#)), adopted on 16 December 2005, invites all stakeholders, especially from the private sector community and from private foundations, to support volunteerism as a strategic tool to enhance economic and social development, including by expanding corporate volunteering.

The resolution encourages governments to establish partnerships with civil society in order to build up volunteer potential at the national level, “given the important contribution that volunteerism makes to the fulfilment of the internationally agreed development goals, including those contained in the Millennium Declaration”.

2002

[Follow-up to the International Year of Volunteers](#)

Resolution adopted by the United Nations General Assembly on Follow-up to the International Year of Volunteers, A/57/106 of 26 November 2002 (Source: UN)

2001

[The IAVE Global Agenda for Action to Strengthen Volunteering](#)

A checklist of possibilities to promote, strengthen and celebrate volunteering worldwide

[The IAVE Universal Declaration on Volunteering](#)

This Declaration supports the right of every woman, man and child to associate freely and to volunteer regardless of their cultural and ethnic origin, religion, age, gender, and physical, social or economic condition. All people in the world should have the right to give freely of their time, skills and efforts for the benefit of individuals outside the family, communities and society through individual and collective action, without expectation of financial reward (Source: IAVE)

[AVA and IAVE Universal Declaration on the Profession of Leading and Managing Volunteers](#)

This Declaration by the Association of Volunteer Administration (AVA) and the International Association for Volunteer Effort (IAVE) seeks to advance the profession of volunteer managers/directors to effectively mobilise and support volunteers (Source: AVA)

[United Nations Resolution adopted by the General Assembly: Recommendations on Support for Volunteering](#)

Res/A/56/38: Recommendations on Support for Volunteering. Recognises the valuable contribution of all forms of volunteering to economic and social development, benefiting society at large, communities and the individual volunteer and encourages all people to become more engaged in voluntary activities. The Annex to the Resolution deals at length with the many ways by which governments and the UN system could support volunteering (Source: UN).

[Inter-Parliamentary Resolution \(IPU\) on Support to the United Nations International Year of Volunteers \(2001\) 7 April 2001. Resolution adopted without a vote by the IPU Council at its 168th session](#)

Welcomes the proclamation by the United Nations General Assembly of 2001 as

International Year of Volunteers, and urges Parliaments and their members around the world to hold consultations with major organisations concerned with volunteerism in their countries, including through parliamentary hearings, with a view to identifying policies which might be adopted to encourage volunteerism and to establish a legislative framework supportive of voluntary action (Source: IPU)

[The Role of Volunteerism in the Promotion of Social Development](#)

13 - 23 February 2001. Follow-up to the World-Summit for Social Development: Note by the Secretary-General to the 39th session on the role of volunteerism in the promotion of social development (Source: UN)

[United Nations Economic and Social Council Commission for Social Development, Volunteering and Social Development](#)

13 - 23 February 2001. Follow-up to the World-Summit for Social Development: the role of volunteerism in the promotion of social development (Source: UN).

2000

[Resolution adopted by the General Assembly \(on the Report of the Third Committee A/55/591\) A/RES/55/57 on the International Year of Volunteers\)](#)

endorsed/co-sponsored by 60 countries. Calls upon states to promote an environment conducive to the discussion of the characteristics and trends of volunteer action in their own societies (Source: UN)

[The Outcome Document of the Special Session on Social Development: Further Initiatives for Social Development, June 2000](#)

Reversed the decision taken at the 1996 Social Summit in Copenhagen not to consider volunteering as an area of concern in the field of social development and encourages governments to promote the involvement of volunteers in social development (Source:UN)

[Below the Waterline of Public Visibility](#)

Roundtable on Volunteerism and Social Development (Source: UN)

[A Turning Point for Volunteers](#)

The UN General Assembly Debate on Government and United Nations System Support for Volunteering (Source: UN)

1999

[Expert Working Group Meeting on Volunteering and Social Development](#)

November 29-30. Looks at Definitions and Forms, the Benefits of Volunteering, Issues and Challenges for Volunteering and Government Support for Volunteering

1997

[Resolution adopted by the United Nations General Assembly \(without reference to a Main Committee \(A/52/L.22 and Add 1\) on the International Year of Volunteers 2001](#)

Proclaims the International Year of the Volunteers 2001

1995

[International Volunteer Day for Economic and Social Development](#)

On 17 December 1985, on the recommendation of the Second Committee, the United Nations General Assembly adopted Resolution 40/212 - International Volunteer Day for Economic and Social Development (IVD) (Source: UN)

[Catalogue of EU Legislation and Documentation relevant to volunteering in Europe](http://www.cev.be/eudocuments.htm)
(<http://www.cev.be/eudocuments.htm>)

2006**[Draft resolution on the recognition of the value of non-formal and informal learning within the European Youth Field \(7651/06\)](#)**

This draft resolution of the Council and of the Representatives of the Governments of the Member States recognises the value of non-formal and informal learning within the European Youth Field.

[Recommendation Rec\(2002\)6 of the Committee of Ministers to member states on higher education policies in lifelong learning](#)

In accordance with the principle of subsidiarity, Governments are asked to implement in their policy, law and practice a few principles set out in this document with the aim to promote lifelong learning. LLL is here recognized as an important process to meet the changing needs of European citizens and the new labour market requirements, as well as to enable all individuals to participate actively in civil society, which is based on common democratic values.

2005**[Resolution on the European Youth Pact \(2005/C 292/03\)](#)**

This resolution of the Council and of the Representatives of the Governments of the Member States of 24 December 2005 implements the European pact for Youth and promotes active citizenship.

[The Commission's Social Agenda 2005-2010](#)

Communication for modernising Europe's social model under the revamped Lisbon Strategy for growth and jobs. The new agenda focuses on providing jobs and equal opportunities for all and ensuring that the benefits of the EU's growth and jobs drive reach everyone in society. By modernising labour markets and social protection systems, it will help people seize the opportunities created by international competition, technological advances and changing population patterns while protecting the most vulnerable in society. Social NGOs are disappointed with the new Agenda feeling that the new Commission has demonstrated its lack of vision. According to the Social Platform, the Commission's Social Agenda reflects the new stark reality for social policy: it has been marginalized and weakened in the face of the growth-first approach.

2004**[Council Directive on the Conditions of Admission of Third-Country Nationals \(2004/114/EC\)](#)**

This directive of 13 December 2004 sets up the conditions of admission of third-country nationals for the purposes of studies, pupil exchange, unremunerated training or voluntary service.

[Resolution of the Council and the Representatives of the Governments of the Member States on common objectives for voluntary activities of young people \(13996/04\)](#)

The overall objective of this resolution of the Council and of the Representatives of the Governments of the Member States of 15 November 2004 is to set up common objectives for voluntary activities at all levels, with a view to enhancing active citizenship among young people.

[White Paper on Services of General Interest](#)

On 12 May 2004, the Commission adopted a White Paper on Services of General Interest. The White Paper draws conclusions from the debate on the Green Paper of 21 May 2003 (a Report has also been written about the results of the public consultation) - see below. It highlights the fact that in the area of services of general interest, the responsibilities are shared between the Union and the Member States. It stresses the role of national, regional and local authorities in defining, organising, financing and monitoring services of general

interest. The Commission concludes that, at this stage, there is insufficient evidence of the added value of horizontal framework legislation compared to the existing sector-specific framework.

[New European Programmes in education, training and youth 2007-2013](#)

In March 2004, the Commission presented its proposals on new programmes in education, training and youth for the period 2007-2013 following a public consultation launched in 2003 to which CEV responded. To reach the ambitious targets the Commission has set itself, a substantial increase in the amount of the budget devoted to education and training will be needed. These set out guidelines for future programmes which will replace the current Socrates, Leonardo da Vinci, Tempus, Youth, Culture 2000 and Media Plus Community programmes, from 2007.

[European Commission publishes report on the public consultation on the Green Paper on Services of General Interest](#)

The European Commission has published a report on the public consultation on the Green Paper on Services of General Interest. The purpose of this document is to report on the public consultation. It does not aim to draw political conclusions from the consultation process as such. Such conclusions are drawn in the follow-up to the Green Paper process, that the Commission will present in line with the request made by the European Parliament, and for which this report provides background material.

[Council decision establishing an Action Programme to promote active European citizenship \(civic participation\) \(2004/100/EC\)](#)

This Decision establishes a Community action programme to support bodies working in the field of active European citizenship and to promote actions in this field (such as Town-twinning, NGOs and Think Tanks). The programme aims at promoting and disseminating the values and objectives of the European Union; bringing the citizens closer to the European Union and its institutions and at encouraging to engage more frequently with its institutions; intensifying links and exchanges between citizens from the countries participating in the programme, notably by way of town-twinning arrangements; stimulating initiatives by the bodies engaged in the promotion of active and participatory citizenship.

[Report from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions COM\(2004\)21 final](#)

This is a report of 21 January 2004 on the follow-up of the [Recommendation of the European Parliament and of the Council of Ministers on Mobility within the Community for Students, Persons Undergoing Training, Volunteers, Teachers and Trainers \(2001/613/EC\)](#).

2003

[European Commission Green Paper on Services of General Interest COM \(2003 270\)](#)

Opens a debate on the overall role of the Union for defining the objectives of general interest that are pursued by those services, and on the way they are organised, financed and evaluated.

[Opinion of the European Economic and Social Committee on the Proposal for a Council Directive on the Entry and residence conditions of third-country nationals for study, vocational training or voluntary service](#)

Calls for the European Commission to remove the reference in the proposal to a maximum age limit of 25 years for volunteers.

[Proposal for a Council Directive on the Entry and residence conditions of third-country nationals for study, vocational training or voluntary service](#)

Aims to harmonise national legislation on conditions of entry and residence of third-country nationals with a view to establishing a full legal framework governing admission on the basis

of purpose of stay.

2002

[European Parliament Report on the Commission Communication on Making a European Area of Lifelong Learning a Reality. Rapporteur Kathleen Van Brempt \(PSE\)](#)

Recognises the wider social value of lifelong learning and that non-governmental organisations (including youth organisations and voluntary associations) have a wealth of experience in non-formal education on which governments could draw in implementing lifelong learning measures and strategies (Source: European Parliament)

[Communication from the Commission. Consultation Document: Towards a Reinforced Culture of Consultation and Dialogue, Proposal for General Principles and Minimum Standards for Consultation of Interested Parties by the Commission COM \(2002\) 277 final](#)

Follows up on commitments made in the White Paper on European Governance (2001) to contribute to a reinforced culture of consultation and dialogue in the EU with civil society organizations (Source: Eur-lex)

[Communication from the Commission concerning Corporate Social Responsibility: A Business Contribution to Sustainable Development COM \(2002\) 347 final](#)

Follows up on the Commission Green Paper on Promoting a European Framework for Corporate Social Responsibility COM (2001) 366 final.

[Communication from the Commission, The European Social Dialogue, a Force for Innovation and Change COM \(2002\) 341 final](#)

In this Communication, the Commission presents its views on the future of social dialogue as a key to better governance of an enlarged Union and as a key driving force for economic and social reform (Source: Eur-lex)

[The Social Situation in the European Union 2002](#)

In 2002, special attention has been given to the issue of geographical mobility in the EU (Source: DG Employment and Social Affairs)

[European Parliament Report on the Commission Green Paper on Promoting a European Framework for Corporate Social Responsibility COM \(2001\) 366 final. Rapporteur: Richard Howitt](#)

Calls for a proposal to be brought forward for the creation of an EU Multi-stakeholder CSR Forum, comprising representatives from business, trade-unions, NGOs and public authorities (Source: European Parliament)

[Opinion of the Economic and Social Committee on Hospice Work, an Example of Voluntary Activities in Europe \(own-initiative opinion\)](#)

Recognises that voluntary action and commitment by citizens are an essential part of political and social life and the basis of Member States' systems of organisation and values (Source: Eur-lex)

[Opinion of the Economic and Social Committee on, European Governance: A White Paper COM \(2001\) 428](#)

Response of the European Economic and Social Committee to the White Paper on European Governance (Source: Eur-lex)

[Resolution of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the Added Value of Voluntary Activity for Young People in the Context of the Development of Community Action on Youth \(2002/C 50/02\)](#)

Points to the added social value of youth voluntary activity as providing the opportunity for young people to develop a number of personal and professional skills, and as such

contributes to their greater employability and their participation in society in general (Source: Eur-lex)

2001

[European Commission White Paper, A New Impetus for European Youth COM \(2001\) 681 final](#)

Provides recommendations for the greater involvement of young people in the European project, looks at how best to harness the potential of youth, and identifies voluntary service as one of the proposed priorities for the Open Method of Coordination (Source: Eur-lex)

[Communication from the Commission, Making a European Area of Life long Learning a Reality COM \(2001\) 678 final](#)

Recognises the added value of informal and non-formal learning resulting from voluntary activity (Source: Eur-lex)

[Improving the Status and Role of Volunteers in Society: a Contribution by the Parliamentary Assembly to the International Year of Volunteers 2001. Reply from the Committee of Ministers.](#)

Looks at the role of voluntary action in the development of a socially cohesive society and states that it can also, in certain circumstances, play a positive role in our modern economies (Source: Council of Europe)

[Opinion of the Economic and Social Committee on the European Commission's Memorandum on Lifelong Learning SEC \(2000\) 1832](#)

Response of the European Economic and Social Committee to the Commission's Memorandum on Lifelong Learning (own-initiative opinion) (Source Eur-lex)

[The Social Situation in the European Union 2001](#)

Indicates that volunteering and voluntary organisations are an important contributor to social cohesion by fostering participation. They also respond to emerging needs and demands and can play a specific role in local development and personal fulfilment (the key findings) (Source: DG Employment and Social Affairs)

[European Governance: A White Paper COM \(2001\) 428](#)

The White paper calls for a restructuring the EU's relationship with civil society, and looks at developing a code of conduct for consultation with civil society organisations (Source: Eur-lex)

[Green Paper: Promoting a European Framework for Corporate Social Responsibility COM \(2001\) 366 final](#)

Asks how to make the most of existing experiences of corporate social responsibility and how to encourage the development of innovative practices. Paragraph 2.2.1 on local communities looks at the issue of the integration of companies into their local setting, their involvement in community and charitable causes. Part 3.3 looks at issues of quality in work (Source: Eur-lex)

[Recommendation of the European Parliament and of the Council of Ministers on Mobility within the Community for Students, Persons Undergoing Training, Volunteers, Teachers and Trainers \(2001/613/EC\)](#)

Recommends Member States take measures to remove the legal and administrative obstacles to the mobility of persons undertaking a course of studies, a period of training or a voluntary activity, or providing teaching or training in another Member State (Source: Eur-lex)

[Resolution of the Council and of the Representatives of the Governments of the Member](#)

[States, meeting within the Council, on Promoting Young People's Initiative, Enterprise and Creativity: from Exclusion to Empowerment \(2001/C 196/02\)](#)

Points to the importance of the creative environment as a valuable source of support (Source: Eur-lex)

[Opinion of the Committee of the Regions on the European Commission's Memorandum on Lifelong Learning SEC \(2000\) 1832](#)

Response of the Committee of the Regions to the Commission's Memorandum on Lifelong Learning (Source: Committee of the Regions)

[Council of Europe Recommendation 1496 \(2001\): Improving the Status and Role of Volunteers in Society: a Contribution by the Parliamentary Assembly to the International Year of Volunteers 2001](#)

Recognises the role and value of volunteers and asks the Committee of Ministers to become involved in information and awareness raising campaigns on voluntary action, declare a European day of Volunteers, seek to identify and eliminate any obstacles which may prevent people from engaging in voluntary activity, and adopt and promote policies favouring voluntary action (Source: Council of Europe)

2000

[Improving the Status and Role of Volunteers in Society: a Contribution by the Parliamentary Assembly to the International Year of Volunteers 2001. Report of the Social, Health and Family affairs Committee. Rapporteur: Ms Tayyibe Gülek, Turkey, Socialist Group](#)

States that voluntary action involves learning, sharing and helping others and enables all citizens to play a part in the democratic process. Calls on the Member States of the Council of Europe to adopt various incentive measures during the year in order to promote volunteerism at national and European levels (Source: Council of Europe)

[The Charter of Fundamental Rights of the European Union](#)

Sets out the rights, freedoms and principles recognised by the European Union (Source: Eur-lex)

[European Convention on the Promotion of a Transnational Long-term Voluntary Service for Young People](#)

Treaty on transnational long-term voluntary service for young people open for signature by the Member States and the other States party to the European Cultural Convention, and for accession by the other non-member States (Source: Council of Europe)

[Decision No. 1031/2000/EC of the European Parliament and of the Council establishing the YOUTH Community Action Programme](#)

Highlights the need to promote active citizenship. States that the participation of young people in voluntary activity is a type of informal education, which broadens horizons, develops social skills and assists with the young persons' balanced integration into society from an economic, social and cultural point of view (Source: Eur-lex)

[Commission Discussion Paper: The Commission and Non-governmental Organisations: Building a Stronger Partnership COM \(2000\) 11 final](#)

The paper gives an overview of the existing relationship between the European Commission and NGOs and suggests possible ways to improve and strengthen these relationships (Source: Eur-lex)

[Opinion of the Economic and Social Committee on the Commission Discussion Paper, The Commission and Non-governmental Organisations: Building a Stronger Partnership COM \(2000\) 11 final](#)

The Opinion welcomes the Discussion Paper by the European Commission as an initial

contribution to the task of improving cooperation with NGOs and asks that words are translated into deeds (Source: Eur-lex)

[The Social Situation in the European Union 2000](#)

Recognises that work in the community and third sector enterprises is an area where older people remain active and could become even more so (Source: DG Employment and Social Affairs)

1999

[Opinion of the Economic and Social Committee on the Role and Contribution of Civil Society Organisations in Building Europe](#)

Looks at the important role civil society has to play in the European project (Source: Eur-lex)

1998

[European Parliament Report on the Communication from the Commission on Promoting the Role of Voluntary Organisations and Foundations in Europe COM \(97\) 241 final Rapporteur: Mrs. Fiorella Ghilardotti](#)

Proposes an analysis of the non-profit making sector and looks at the role of voluntary organisations and foundations at local level, stressing the sector's importance in job creation and welcomes civil dialogue and mutual awareness (Source: Eur-lex)

[DGXXII Publication on Learning for Active Citizenship: a Significant Challenge in Building a Europe of Knowledge](#)

Looks at learning for citizenship with a European dimension as well as changing concepts and practices of active citizenship. Part 2.3 looks at developing specialist training materials for volunteer work (Source: DG Education and Culture)

[Opinion of the European Economic and Social Committee on the Communication from the Commission on Promoting the Role of Voluntary Organisations and Foundations in Europe COM \(97\) 241 final](#)

Response of the EESC to the Commission's Communication on support for voluntary organisations and foundations in Europe (Source: Eur-lex)

1997

[Communication from the Commission on Promoting the Role of Voluntary Organisations and Foundations in Europe COM \(97\) 241 final](#)

Highlights the importance of volunteerism in generating an active citizenry as well as increasing levels of employability. Contains also a comprehensive survey in Annex One of voluntary organisations and foundations' activities, resources and needs, as well as an overview in Annex Two of the legal and fiscal framework for voluntary organisations and foundations in Europe (Source: Eur-lex)

[Opinion of the Economic and Social Committee on Cooperation with Charitable Associations as Economic and Social Partners in the Field of Social Welfare](#)

Looks at the issue of increased cooperation with charitable associations in the provision of social welfare (Source: Eur-lex)

1996

[The European Commission's Green Paper on Education, Training and Research: Obstacles to Mobility](#)

Outlines the obstacles in the way of students, researchers, trainees and young volunteers wanting to take up opportunities abroad. In the case of volunteers, the Commission states that their unclear status means that they often encounter problems linked to taxation, rights of residence and social security cover, both in their home and host countries (Source: DG

Education and Culture) (in French)

[Conclusions of the Council and the Ministers of Youth meeting within the Council on the Promotion of Voluntary Service Periods for Young People \(94/C 348/02\)](#)

States that existing laws and regulations in the fifteen Member States can constitute restrictions on voluntary service in another Member State, in particular for periods of medium to long-term duration. Member States are therefore asked to facilitate trans-national voluntary service for young volunteers living in one or several Member States taking part in the Youth for Europe III programme (Source: Eur-lex)

1991

[Recommendation No. R 91\(2\) of the Council of Europe on Social Cohesion and Quality of Life](#)

Recommends Council of Europe Member States take the necessary measures to ensure the protection of workers without professional status (helpers, persons at home with family responsibilities and voluntary workers) (Source: Council of Europe)

1985

[85/308/EEC: Council Recommendation on Social Protection of Volunteer Development Workers](#)

Recognises that a disincentive to this form of employment is the absence of adequate social protection for volunteer development workers and their families and encourages Member States to take the necessary steps to remove these obstacles (Source: Eur-lex)

1983

[Resolution on Volunteering adopted by the European Parliament](#)

Recognises that the development of infrastructure should be central to effective policies on volunteering, invites the Commission to pay systematic attention to volunteering, and asks for a statute for voluntary work covering the reimbursement of expenses, and insurance for volunteers (Source: Eur-lex but documentation not available on the Web)

Council of Europe

2001

[Recommendation on the International Year of Volunteers 2001 \(IYV 2001\)](#)

Parliamentarians from the Council of Europe's 41 member states adopted a recommendation on the International Year of Volunteers 2001 (IYV 2001) which urges governments to promote pro-volunteer policies and remove legal obstacles hindering people from engaging in voluntary action.

The recommendation report by the Council of Europe's Social, Health and Family Affairs Committee entitled "Improving the status and role of volunteers as a contribution by the Parliamentary Assembly to the International Year of Volunteers", highlights steps to promote "dynamic" policies favouring voluntary action. It also calls on European countries to declare a European Day of Volunteerism and raise awareness of volunteers throughout IYV 2001.

Appendix 4.

VoCH and EMYA:

Analysis of Volunteering in EMYA Candidate Museums

Chiara Centazzo, EMF Director Assistant

The background of this survey is the European Museum Forum's thirty years of activity in a changing museums panorama.

EMF has been operating in museums' field for 30 years. Before describing the Forum it could be very useful to outline the European museums panorama of today, in order to understand the situation the Forum has to confront itself. At this aim we will report some meaningful data¹ to draw a sort of picture of the European museums diversity, diversity with which EMF has to face every day.

The first interesting series of data, reported below, is related to the total number of museums of a country and the typology of these museums. We selected some countries to illustrate different European situations.

COUNTRY	TOT N° OF MUSEUMS	ART MUSEUMS	TECHNOLOGY MUSEUMS	OTHERS
ITALY	3.554	1.829	735	722
FRANCE	1.300	350	300	650
NORWAY	274	200	14	60
GERMANY	6.059	987	N.A. ²	5.072

Graphically, the different countries situations are the following:

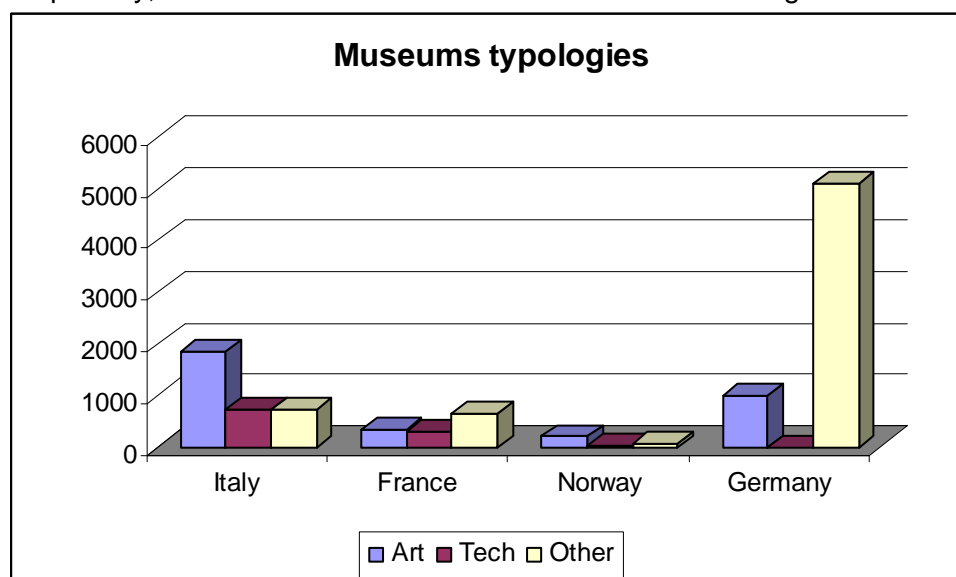


Figure 1: Museums typologies in Italy, France, Norway and Germany

¹ Data taken from EGMUS, European Group for MUseum Statistics, *A guide to European Museum Statistics*, Berlin, 2003

² This category is not applicable because in Germany Science and technology museums are split from ethnology museums.

As easily understandable from the image reported above there, the general situation is the following: the number of Art, Archaeology and History museums is generally more elevated than the other categories. The France situation is interesting because the number of art museums is quite the same of technologically ones. More interesting is Germany situation, which shows that art museums are not so widespread: other typologies are the most present in the German country.

Another important series of data is that regarding the staff composition. This information is very important to understand the management typology of the European museums. Also in this case we selected some countries to show different situations. In the following table we will show the total number of paid employees, how many of them are specialised and the number of volunteers.

COUNTRY	PAID STAFF	P.S. SPECIALISED	VOLUNTEERS
GERMANY	19.490	16.144	N.A.
SPAIN	10.951	2.417	1.438
UK	16.777	N.A.	28.085

Graphically, the different countries situations are the following:

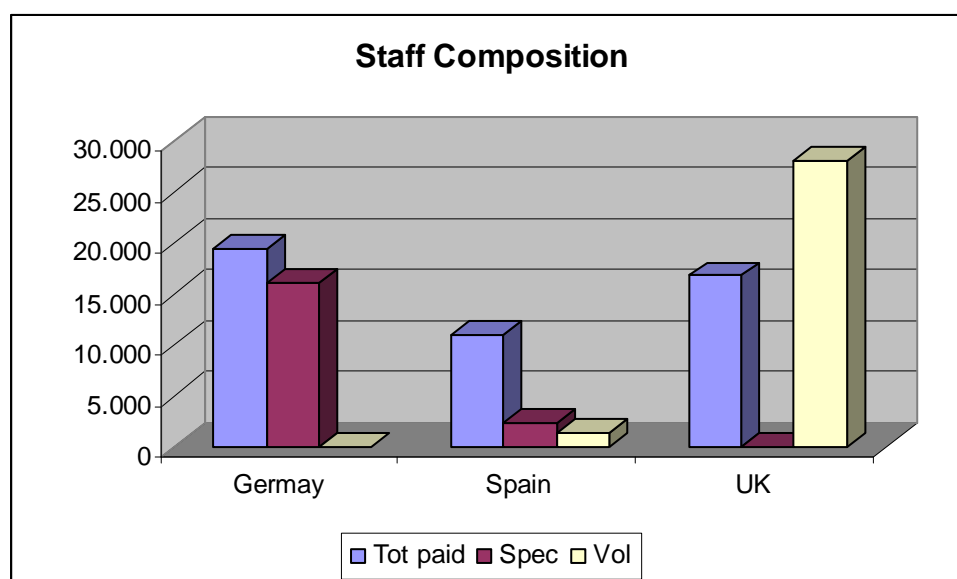


Figure 2: Staff composition

As shown by the graphic, in Germany the great part of the paid staff is specialised. These data indicates that in Germany the staff preparation is elevated and that German museums prefer to pay specialised employees. In Spain the situation is exactly the opposite: on the total number of paid staff only a little number are specialised, number which is quite similar to the total number of volunteers. At the end, the UK situation is still different. To an elevated number of paid employees corresponds a more elevated number of volunteers, but no data about specialised staff are available. Only describing three different situations of the Europe scene, we can easily show that the European museums panorama is very different, and the Forum has to understand every day the peculiarities and the difficulties of opposite situations.

The last data series is about the admission fees of European museums. Three categories of price were indicated in the Guide of museums statistics: less than 2.5 €, from 2.5 € to 5 €, more than 5 €.

COUNTRY	< 2.5 €	2.5 € – 5 €	> 5 €
GERMANY	1877	773	98
ITALY	690	117	3
SPAIN	353	68	11
SWEDEN	51	81	46
NETHERLANDS	157	442	274
UK	156	191	326

Graphically, the fees prospectus is the following:

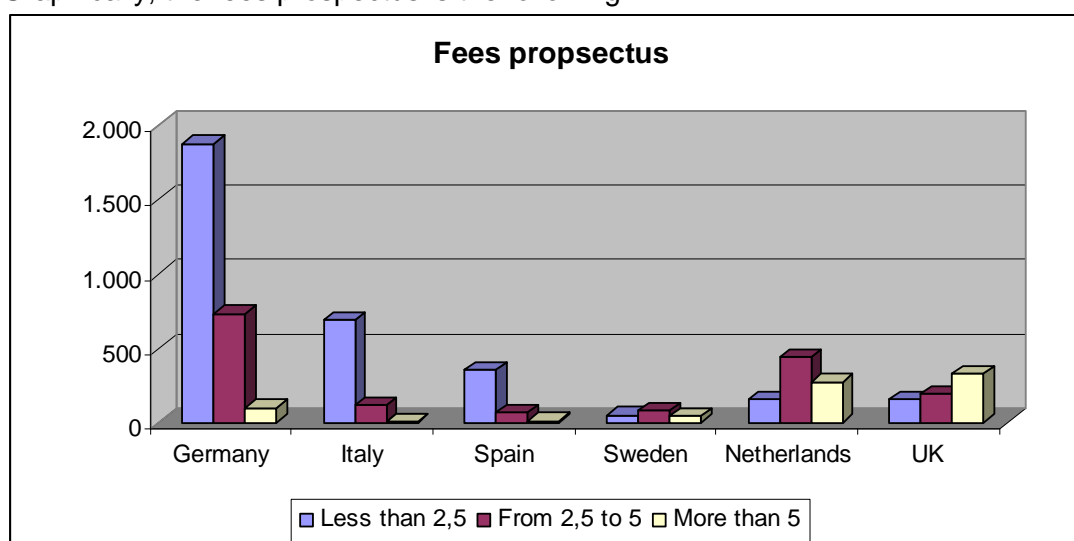


Figure 3: Fees prospectus

The graphic shows the general tendency of the fees progress. Germany, Italy and Spain have the more elevated number of fees admission prices in the category “less than 2,5€”. The progressive number of museums with admission prices higher than 2,5€ reduces itself drastically: Italy and Spain count only 3 and 11 museum with an admission price higher than 5€. Different is the situation of Sweden and Netherlands, in which the central fees category, from 2,5€ to 5€, is the more elevated. And in UK the situation is still different, because there are more museums in the third category (fees more than 5€).

It is evident that the European museums panorama is very different and variegated. Of the approximately 38.000 museums in Europe, more than two-thirds were established after 1950 and their number is increasing by about 3% a year. The museums’ traditional role of collecting, preserving and interpreting is necessary, but is not longer sufficient in today’s world. Museums have been exploring different roles for themselves, including taking more active roles in helping publics and communities and providing forums for critical thinking. Major changes in the museum scene are taking place in this way regarding the character, aims and management of museums. This massive growth has been accompanied by an equally impressive increase in the range of types of museum available and by the creation of a new public. According to Kenneth Hudson³: “... *This means inevitably that phrases like*

³ The most prominent personality on the European museum scene died on December 28th 1999, at the age of 83. He was not a museum professional, but he approached the museum world as a public educator and devoted a long life as a spokesman for the museum visitor, the visitor as the real *raison d'être* of the museum.

‘serving the community’ and ‘satisfying’ brings problems of their own. (...) The use of the word ‘customer’ in connection with museums would have been unthinkable 50 years ago, but it causes little or no surprise today. Museums are competing in a leisure market and every market has its customers (...) The true skill of any form of market or customer research –and that practised by museums is no exception- lies, first, in asking the right questions and, second, in using the results to produce something which is closer to what the customer really wants...’⁴. It’s important to listen to the customer and to try to satisfy him. Museums which try to implement this “customer orientation” have to be considered “innovative”, because they have the courage to change, to be different and to propose something that nobody had proposed before. European Museum Forum awards these museums. But what is EMF?

The European Museum Forum is an independent organisation founded in 1977 by Kenneth Hudson and registered as a charity trust in the UK in 1978. The Forum is guided by an international Committee composed of 15 experts from 12 countries and 34 National Correspondents. The members of the Committee are men and women who occupy either museum posts or who are experienced and influential in cultural fields⁵. Maintaining a satisfactory balance between these three areas is an essential part of the Forum's policy. The Forum is governed by Sir Neil Cossons (President, United Kingdom), Wim van der Weiden (Chairman, The Netherlands), Massimo Negri (Director, Italy) and Ann Nicholls (Administrator, United Kingdom). EMF operates across 46 European Countries, which are identified by the Council of Europe. It visited and assessed more than 1500 museums so far, and operates a Supporting Scheme open to any organisation willing to support EMF activities. EMF recruits an average of 300 supporting partners per year. It operates on a trans-national level under the auspices of the Council of Europe and under the patronage of Her Majesty Queen Fabiola of Belgium. During the 28 years of its history EMF on one hand had to adapt itself progressively to changing circumstances and attitudes in order to identify and publicise pioneering museums and individuals; and on the other hand had to modify the criteria by which it assesses the achievements of museums.

1.1. Aims and activities

The European Museum Forum has different aims⁶. Each one of these will be declined in the next lines, but it can be said that the principal idea which generated all of them can be resumed in a few words: to identify innovative experiences in the European museum world and to give them visibility to the European museum community. And all the activities organised by the EMF aim to achieve this purpose.

In details, EMF is committed:

⁴ K., Hudson, *The European museum of the year award. A mirror and a catalyst of European museum change and development*, Bristol , 1998

⁵ In 2006 the composition is as follow: Mr Thomas Brune, Curator of Württemberg State Museum Stuttgart; Mrs Taja Vovk Cepic, Director of Mestni Muzej Ljubljana; Mikhail Gnedovski, Director of Moscow Cultural Policy Institute; Christopher Grayson, Head of Secretariat for Culture, Science and Education in the Council of Europe; Mr Jean-Jacques Bertaux, Former Director of Museum of Normandy; Mrs Lola Mitjans, Founder and President of the Dalí Museum; Miss Jane Morris, Journalist and writer specialising in museums and galleries; Mr Massimo Negri, Museum Consultant; Miss Ann Nichols, Administrator of European Museum Forum; Mrs Ulla Keding Olofsson, Founding member of EMYA; Mrs Maritta Pitkänen, Director of Gösta Serlachius Art Museum in Finland; Mrs Aleid Rensen-Oosting, President of Noorder Dierenpark Foundation; Mr Hermann Schäfer, President of the Haus der Geschichte der Bundesrepublik in Bonn; Mr Wim van der Weiden, Former Director of Museum in the Hague and on Naturalis in Leiden; Mr Hans Woodtli, Architect and specialist in design.

⁶ These information are taken from European Museum Forum’s site, www.europeanmuseumforum.org

- To raise the standard of museums throughout Europe by publicising excellence;
- To give special recognition and visibility to outstanding cases of innovation by means of the European Museum of the Year Award scheme;
- To cooperate with the Council of Europe in running the Council of Europe Prize scheme devoted to museums which are making a significant contribution to the understanding of the European heritage;
- To be a point of reference for newly opened or restored museums;
- To encourage exchange of ideas, information and experiences among museum professionals from countries included in the Council of Europe on the basis of equality.

EMF is involved in spreading information about innovations and providing workshops to bring together like minded museum professionals. For this reason, it encourages new forms of organisation and aims to increase Public Quality in museums. It aspires to interpret the dynamics between museums and the public in different European social and cultural contexts and to encourage fruitful relationships between museum professionals and the variety of stakeholders involved in museum life.

The European Museum Forum's activities are a lot and very different. Maybe, it can be said that the most important is to organize the European Museum of the Year Award competition. This event includes the publication of a brochure describing the entrants and winners of the European Museum of the Year Award and the organization of a three days Annual Meeting to support the Awards Ceremony. EMF also publishes a three-monthly Bulletin and organises, since 1996, an annual European Workshop lasting one week to raise the expertise of museum practitioners. Due to popular demand, the number of the annual workshops has increased year by year, and in 2005 it organized five workshops taking place in different countries. Another important activity is to organize the Kenneth Hudson Lecture, each year taking place in a different city. Finally, it offers a European Museum Consultancy Service, to promote exchange of information and to co-operate in EU funded programmes. In order to do this, EMF collaborates with international, governmental and local organisations to carry out events and conferences which match with the aims of its mission.

1.2. The Awards

The awards promoted by the European Museum Forum are different and consist in:

- The European Museum of the Year Award (EMYA), symbolized by "The Egg" statue by Henry Moore;
- The Council of Europe Prize, which consists in the "Femme aux beaux arts" (sculpture by Joan Miró) and a cash prize; it is awarded by the Council of Europe;
- The Micheletti Prize, which is a special award provided by the Luigi Micheletti Foundation in Brescia and is conferred to the most promising technical or industrial museum;
- There are also citations for "specially commended" and "nominated" museums.

Postponing to the next paragraph the illustration of the EMYA award, we examine here the other awards short description.

The Council of Europe Prize is a special award in the form of a trophy by Joan Miró made to a museum which is judged to have made a notable contribution to the understanding of the European heritage.

This prize is awarded by the Council of Europe who makes use of the EMF reports in order to choose the winner among the short listed candidates. The role of EMF in conferring this prize is to offer its high expertise: it selects a short list of possible winners from the museums visited from the Committee and it points them out to the Council of Europe.

However, EMF always invites the winner museum to make a presentation during the EMYA

annual ceremony. In fact, the EMYA annual ceremony takes usually place one or two weeks after the awarding of the Council of Europe Prize in Strasbourg.

The Luigi Micheletti Prize is an award for the most promising technical or industrial museum among the current year candidates. This award, promoted by an Italian Foundation and wanted by Kenneth Hudson, father of industrial archaeology, is born to remember the care Mr. Luigi Micheletti (an Italian entrepreneur native of Brescia) took for the promotion of culture and industrial history..

1.3. EMYA Award

The idea of setting a European Museum of the Year Award goes back to January 1976 thanks to John Letts⁷ and Kenneth Hudson. Quoting his words, "...On 26 January 1976, at a private lunch at the Reform Club, John Letts suggested to Kenneth Hudson, a member of the MOYA Committee and an international authority on museums, that a European Museum of the Year Award might be possible..."⁸.

In December 1976, after some unfortunate attempts, the European Cultural Foundation agreed to offer £5,000 "for research purposes". Soon, the EMYA promoters met with the interest of other European personalities and Professor Richard Hoggart, Assistant Director-General of UNESCO, agreed to become chairman of the first EYMA Policy Committee. The launching of the European Museum of the Year Award was regarded as a risky business at the time, with no guarantee that the venture would either continue or succeed beyond its first year. However, 32 European museums subscribed for the first EYMA award and from these a short-list of nine was drawn up. In 1977, two significant announcements were made: "...first that sculpture Henry Moore agreed to make a suitable piece of sculpture available as permanent trophy for the Award; second that EYMA had been granted the privilege of functioning under the auspices of the Council of Europe⁹. This formal recognition opened the door to a bigger opportunity: later, in 1977, through the help of Association for Business Sponsorship of the Arts, IBM chose to support EMYA providing £15,000 a year for a period of four years, in addition to covering the costs of the annual Presentation Ceremony..."¹⁰. EMF decided to spend part of the IBM fund for printing a brochure where the Committee wanted to express the criteria that the members should ask themselves when visiting a museum: "What battles has this museum had to fight in order to get itself established?" and "In what ways is this museum likely to change the course of museum-thinking or museum practice, either nationally or internationally?". Until the end of 1978 EYMA had no legal identity, which indubitably represented a weakness. So, in August 1978 the European Museum Trust was established as a charitable organisation registered in UK. From that time on, the Council of Europe offered to host in Strasbourg the meeting at which the Awards are decided and to cover the relevant cost of bringing together the members of the

⁷ A London publisher who in 1971 established the MOYA, Museum Of the Year Award in the United Kingdom.

⁸ K., Hudson, *The European museum of the year award. A mirror and a catalyst of European museum change and development*, Bristol, 1998

⁹ The Council of Europe is the oldest political organisation of Europe, founded in 1949. It is a different organisation from the Council of European Union, which shares with Parliament the responsibility for passing laws and taking policy decisions. The Council of Europe gathers 46 countries (differently from the 25 of the European Union). Its organs are: the Committee of Ministers, the Parliamentary Assembly, the Congress of local and regional authorities and the 1800-strong secretariat headed since September 2004 by Secretary General Terry Davis. The Parliamentary Assembly was the first European Assembly in our Continent. It promotes cooperation among the 46 countries of the Council of Europe. The formal link between EMYA and the Council of Europe was formalized by the Parliamentary Assembly of the Council of Ministers of Foreign Affairs with the adoption of Recommendation 806. From www.coe.int, Council of Europe site.

¹⁰ P., Galli, *The European Museum Forum SWOT analysis*, London, 2005

Committee. The first winners of the award were equally distributed among several nationalities.

EMF is a wholly independent body, deriving its income from a supporting scheme and entry fees and various forms of sponsorship. It considers that its main duty is to the public, but it maintains good relations both with national and international professional organisations. Under the auspices of the Council of Europe since 1978 and the patronage of Queen Fabiola of Belgium since 1995, the EMF has successfully and continuously devoted itself to recognition for and promotion of outstanding new projects and ideas in the museum sector in all member states of the Council of Europe. EMF is guided in its work by the knowledge that in a Europe growing together economically and politically, museums have special and increasing importance being able both to preserve national cultural identities and at the same time to transcend them through promoting a spirit of cooperation.

As already said, in selecting the European Museum of the Year (EMYA), EMF aims at discovering and publicising a museum which has succeeded outstandingly well in fulfilling the definition of Public Quality mentioned above. This means inevitably to deal with problems that are related with visitor's perspective. In fact, "...the *'public quality'* of a museum is the extent to which it satisfies the needs and wishes of its visitors. (...) So, the public quality of a museum involves, first, the general atmosphere. Does it look and feel like a place which puts the consumer first? Is the presentation and the interpretation of objects attractive and understandable?..."¹¹. If we start from this definition of public quality, we can easily understand the reason why the criteria which oriented the Judging Committee area oriented to evaluate qualities and activities from the visitor point of view. This does not mean that the Judges do not evaluate some technical aspects as, in Kenneth Hudson words, "...the professional virtues (which) we would define as those which are traditionally esteemed by the people who work in museum as being the justification for the existence of museums –effectiveness in collecting, conserving, displaying and interpreting..."¹². It means only that a museum, which is not perfect and excellent from a technical point of view, is not precluded from the award's win. In fact, according to Mr Hudson, "...the best museums, in our judgement, think of their visitors first and their employees second..."¹³.

Two kinds of museum are eligible for EMYA. The first possibility is for established museums which have completed a substantial programme of modernisation, extension, reorganisation or re-interpretation during the past two years. The other requirement is to be new museum, first opened to the public during the past two years. The application form clearly states: "...The judging Committee is looking for enterprise and innovation likely to have a significant influence in the national and international museum field. Special attention will be paid to imaginative interpretation and presentation, amenities, financial organisation, social responsibility, educational work, marketing and management..."¹⁴ The European Museum of the Year Award winner holds the Henry Moore trophy for one year. EMF currently receives applications from an average of 55/60 candidates per year. The candidates are asked to fill out an application form to participate to the award¹⁵. They have also to send these following materials:

1. Illustrations: EMF accepts only digital images. Two copies on CD of 12 digital images, 600 dpi in JPEG format. These should include one exterior of the museum and general views of the galleries and activities. We do not require images of individual items. Each

¹¹ K. Hudson, *The public Quality of a museum*, EMF papers, 1997

¹² K. Hudson, *The public Quality of a museum*, EMF papers, 1997

¹³ K. Hudson, *The public Quality of a museum*, EMF papers, 1997

¹⁴ From European Museum Forum's site

¹⁵ See Appendix 1

folder must be identified with the name of the museum and the year (2007) and each image must be named. The images must be free of copyright only for use in the EMYA publication and on the EMF Internet sites and the European Union Bricks Internet site (any other use by EMF is excluded). All material will be retained in the EMF Archive after the judging has taken place.

2. One copy of the following information on CD: (a) A description of the project, its method of financing and future plans (two typewritten pages in English) (b) A list of any accompanying material (see below).¹⁶
3. One copy of the museum's leaflet, brochure or catalogue.
4. A poster advertising the museum (if available).
5. A small selection of relevant press cuttings.
6. A copy of the bank transfer instructions for the entry fee.

The entry fee is £ 200.00, 325 €

To better understand the complete process of the choice of the winners, we report below a document called "How we choose the European Museum of the Year and winners of the associated awards"¹⁷. In this document there is a detailed description of all the passages from the forwarding of the application forms to the choice of the winners by the Committee in Strasbourg. It is a clear and simple list of actions which forms the award giving process, from the beginning to the end.

How we choose the European Museum of the Year and winners of the associated awards

This process passes through the following stages:

1. We receive and process applications from museums. There are usually between 45 and 55 each year. We then arrange for members of our Judging Committee to visit and assess the candidates. They do this between June and early November.
2. We circulate their detailed reports as quickly as possible among the members of the Committee.
3. The Committee meets for two days in Strasbourg at the end of the year in order to discuss the reports, examine photographic and written material, and eventually select the winners.
4. What we are particularly looking for each year is what we call Public Quality; that is the degree to which a museum meets the needs and wishes of its visitors and provides for their comfort and convenience.

¹⁶ The request of digital images is a newness of the 2007 edition. Before, the request was different. With the application form, the museum had to send:

1. Six black and white photographs showing general views of the museum galleries and activities, and one exterior
2. Ten 35 mm colour slides, also showing as many aspects of the museum as possible. These will be used in the judging process and in the case of museums nominated for the award will be shown at the Annual Meeting. Pictures of individual items are not required. All photographic material are retained in the EMYA Archive in Berlin after the judging has taken place
3. A description of the project, its method of financing and its future plans
4. One copy of the museum's catalogue, brochure or leaflet
5. Examples of educational literature prepared by the museum
6. Relevant Press cuttings
7. A poster advertising the museum

As we can say, points 1 and 2 were different, because the museums had to send photographs and slides, but no digital supports were foreseen.

¹⁷ Original document written by the European Museum Forum Judging Committee in 2006

5. In Strasbourg, our judging method is as follows:
 - a. We draw up a list of what we term Nominated Museums, that is, those candidates whose Public Quality is such as to give the museum concerned a serious chance of winning either the Main Award, the Council of Europe Award or the Micheletti Prize.
 - b. In the course of further discussion, we reduce this list to one consisting of about 6-7 Specially Commended museums.
 - c. From these, we select the ultimate winner of the Main Award, our recommendations to the Council of Europe for their own Prize for the candidate which presents in the most effective and imaginative way the concept of Europe as a single cultural unit, and the Micheletti Award, for the most imaginative scientific, industrial or technological candidate among the current year's entries.

As we can see, the Judging Committee has to visit the museums. In fact, differently from a lot of other cultural awards, each museum does not have only to fill an application form; each one receives assessment visits from two different members of the EMYA Judging Committee, who constitute a European flying squad, which goes from country to country encouraging, comforting, criticising and offering practical advice¹⁸. During the visits, the judging Committee has the opportunity to speak directly with the museum's responsables and to understand the capacity of their innovation choices. This specific assessment is aimed overall at verifying the reciprocity between "how" the museum presents itself and "what" actually produces. It means that the judging Committee, utilizing different criteria tries to compare the information sent by the museums (application forms and other supporting material, as description of activities, leaflets and images) with the reality.

It is a declared policy of the EMF Trustee "...to maintain the criteria used by the judging Committee strictly confidential. However, thanks to the EMF Director Massimo Negri, it is possible, for who is writing, to describe in a comprehensive manner how the Committee team judges the candidates by using qualitative rather than quantitative criteria..."¹⁹.

Professional qualities which are not perceived by the public (namely cataloguing, conservation, restoring methods and professional skills of the individuals) are taken for granted by the judges for two reasons: firstly because the candidates consider themselves institutions of "excellence" in their field just as they are applying for the prizes; secondly because some of the methods adopted by each museums, e.g. the cataloguing system, can be very different depending on the type of collections and cultural background. The Committee, on the contrary utilized a different method for their judgements. They started their analysis of the museum as a visitor which is walking through the rooms and they watch all the services, all the innovation and the construction of museum's journey from the visitor's point of view. The criteria utilized by the Committee are the following:

1. The building's suitability for hosting and displaying efficiently the collection
2. The collection itself: its public and educational function, its consistence, its cultural potentialities
3. The communication inside the museum: how the displays are presented, interrelated and interpreted
4. The "Bright ideas": how the museum approached a "common" problem (e.g. internal trails, funding difficulties, offering new facilities, etc...) by experimenting new solutions
5. Comfort facilities: admissions, information desk, food services, retail services, toilets, access facilities for special needs, languages, parking facilities, etc.
6. Management style: this specific assessment is based on a one-to-one interview with the director of the institution. The information is gathered through a friendly meeting which

¹⁸ P., Galli, *The European Museum Forum SWOT analysis*, London, 2005

¹⁹ P., Galli, *The European Museum Forum SWOT analysis*, London 2005

aims to understand the person's background, his/her beliefs, the managing style and personal views. Also, in order to appreciate the efficiency of the management style is paid attention to how the members of the staff relate to each other and in which kind of "working atmosphere" they perform. Ultimately, the aim of this analysis is to understand the spirit which pervades and drives the museum's mission.

7. Combined use of different media.
8. Special projects which show the institution's social responsibility, such as: lectures, gallery talks, courses, meetings, workshops and other events that make connections between the museum and its territory
9. General assessment of the museum's activities, such as: exhibitions, publications, website, installations, communication, etc.²⁰

Following the document in the box, after the visits the Judging Committee circulate the Reports they did on the museums visited and than, in Strasbourg, they decide the list of Nominated, museums which could, for their characteristics, receive the award. At the end, from this list, they select the winners.

The awarding of the EMYA prize is presented in the course of an Annual Ceremony meeting which is hosted every year by a different European country and lasts for several days. During the ceremony the directors of the short listed museums have the chance to present the aims, activities and features of their institutions, conferring to the event a high quality level of professional and international expertise. The ceremony provides a unique opportunity to comment on the changes in the European museum landscape and represents a significant occasion for the museum professionals to meet together exchanging knowledge, experience and cultural issues. Beside the ceremony related lectures and meetings take place.

2. Sample description

In the following pages, you will find a series of data, collected thanks to the EMF award activity. Candidates, as already illustrated, have to give precise information about their museums and the Forum has a patrimony of precious knowledge about European museums situation. In this paper, we will cross these data:

- Year: candidates to the 2008 and 2009 awards
- Country (origin of the museum)
- Number of volunteers
- Number of permanent employers
- Number of temporary employers
- Owner: public or private
- Ticket: yes or not

The sample analysed in these pages is composed of data collected from 120 museums coming from all over Europe. We know that this sample cannot be considered exhaustive of European museums situation, but it can be considered a sort of starting point to lead an analysis on volunteers presence in European cultural institutions.

2.1 Short conclusions from the graphics analysis

If we have a look on the first two tables, we can see that average in Europe changes a lot between 2008 and 2009. In 2008 we can see the north Europe museums have a lot of volunteers in their staff composition. In 2009 the trend is less evident and data are homogeneous, with a great number of volunteers in UK candidates. In conclusion, we can

²⁰ P., Galli, *The European Museum Forum SWOT analysis*, London, 2005

see that in 2008 volunteers average is about 9 (from the total number of volunteers and the total number of candidates involved in the analysis) while in 2009 is about 30, showing a great increase in volunteers presence.

If we make a comparison between candidates which have volunteers with those which have not, we can see that principally south Europe museums (as Cyprus, Italy, Croatia and Turkey) have no volunteers in their staff composition. On the contrary, there are candidates of some countries, as Germany and UK, which have every years a lot volunteers in their staff.

Going to table which analyses volunteers and permanent staff relation, we can see that only in one case (UK 2009) number of volunteers overcomes that one of permanent employers. General trend is characterised by a great number of permanent employers followed by a small number of volunteers which not exceeded the first one.

We can easily observe that tables which show relationship between volunteers and temporary employers do confirm the same trend: volunteers do not overcome temporary staff number (except for UK 2009).

These four important tables show that volunteers are an important presence in museum staff composition, but that only in one case museum staff is prevalently composed by volunteers. In Europe, the great part of people who work in museums are paid and specifically prepared in museums matter. But, volunteers support is pretty fundamental to make the museum able to open the door to the public.

In the following tables, graphics show relationships between volunteers' presence in museum staff and the fee to be paid for visiting the museums. We can see that museums which have a fee do not renounce to volunteers support in helping museum management. Only Austria and Croatia candidates have a ticket but no volunteers, both in 2008 and 2009. Different conclusion from relationships between data of museums which have volunteers but no fee to visit the museum: the great part of museums which do not have a fee have a important number of volunteers in their staff composition, confirming that volunteers are, in any case, a really significant presence in museum management.

The last tables analyses the owner of the museum, trying to underline a possible connection between these data and the presence of volunteers. In general, we can note that public museums have more volunteers than private ones, except for UK, which have a great number of volunteers although its museums are private.

The connection between the museum owner and entrance fee is confirmed from data collected from 2008 and 2009 EMF candidates.

Appendix 5.**Conclusions of the 2007 European Museum Forum Workshop**

27 November 2007

**COMMITTEE ON CULTURE, SCIENCE AND EDUCATION
Sub-Committee on the Cultural Heritage
European Museum Forum Workshop**

**Bertinoro (Italy) - University Residential Centre
17 - 21 October 2007**

**VOLUNTEERS IN CULTURAL HERITAGE AND MUSEUMS:
PROMOTING ACTIVE CITIZENSHIP**

In co-operation with:

The Istituto Beni Culturali Regione Emilia-Romagna, Bologna

The Cultural Department of the Regione Toscana, Florence

*Participation was supported by Grundtvig mobility grants
(EU Lifelong Learning Programme)*

CONCLUSIONS**The subject**

Europe's cultural heritage represents the material evidence of our past, of our history and of the changes our societies have undergone over the centuries. The conservation and valorisation of cultural assets, however, requires more funds and effort than those that the public sector can provide. In some European countries more than in others these tasks are equally shared between the public and the private sector, i.e. the so-called civic society, usually on a voluntary basis, to ensure that places, monuments, sites, objects of cultural and historical value are passed on unharmed, or rather enhanced, to future generations. What the EMF Workshop 2007 has dealt with is not generosity towards museums in tangible terms through donations, but the donation of an equally precious resource made every day by thousands of women and men who make a free choice on how to use or give their time. The Workshop viewed volunteering from two perspectives: recognising both the important contribution volunteers can make to the running of cultural organisations, heritage attractions and museums, and also the significant impact that such voluntary activity can have on the people involved in terms of personal and professional growth.

The objective was to share experiences and exchange ideas on how to recruit, motivate and manage volunteers in the cultural heritage sector and how to conceive training and development programmes which are beneficial for the individuals involved and contribute to their personal and professional growth. The conclusions of the participants represent the results of three intensive days of keynote presentations, debate and discussion. It is the AS/Cult/AA (2007) 12 2

hope of the participants that the conclusions will have relevance to cultural professionals and policy-makers throughout Europe. The large amount of material resulting from discussions and study cases has been summarised in the following document structured in 10 Recommendations which is intended to offer a platform for a coherent action in the field of volunteering for cultural heritage in Europe with a special accent on the museum field, where this involvement is felt of strategic value for the growth, if not even for the survival of many institutions.

General Recommendations

1. Volunteers can be an important, inspiring labour and advocacy force for museums, deeply embedded in the European tradition. Volunteers can provide knowledge, experience and inspiration, bring new perspectives on museum collections, and help to develop new audiences. Volunteers can strengthen the museum's relationship with its local or regional environment as ambassadors of the institution.
2. In discussions on the European level about the role of volunteers we must bear in mind the huge differences between regions and countries in the areas of culture, legislation, formal education and social security; these can confuse the exchange of experiences between countries and may even include different meanings of the word 'volunteer'.
3. The position of volunteer work in museums and cultural organisations may be considered within with the whole spectrum of staff requirements and opportunities, including core staff roles, internships, reintegration programmes, education programmes and special projects.
4. In order to optimise the value and position of volunteer work in museums, it should be an explicit and integrated part of policy and human resource management. In order to devise a relevant and workable volunteer programme, the museum must consider its mission as well as operational needs and wishes. It must also achieve the commitment and support of the existing staff.
5. A successful volunteer programme requires the institution to recognise and consider the motivations and needs of the individual volunteer. These will vary from individual to individual, but factors to consider include age, stage of life and social background. Volunteers can gain knowledge, learn new skills, increase their value on the labour market, enhance their social well-being or status, and receive formal or informal recognition as a benefit of volunteering.
6. In considering the cost of setting up and running a volunteer programme, the museum needs to bear in mind the necessary investment of financial and personnel resources required for recruitment, marketing, communication, training, reimbursements and incentives. There are costs associated with running a volunteer programme and volunteers should not be seen as a form of 'cheap labour'.
7. Recruitment, training, integration and retention of volunteers, as for permanent or paid staff, require regular care and attention. The appointment of a volunteer coordinator is recommended to develop and manage the volunteer programme and to mediate between all stakeholders within the museum organisation.
8. The quality of a museum's volunteer programme can be an indication of the museum's quality as a whole. Attractive museums, with a strong focus on their public, will be more successful in attracting good quality, skilled volunteers.
9. The relationship between the volunteer and the organisation should be based on the principle of shared values, be reciprocal and be formalised in a contract or other document defining the volunteer's role and setting out mutual obligations, rights, expectations and limitations.
10. Within a well-developed programme, volunteers should be viewed as full members or stakeholders of the organisation, with the ability to state their views and influence decision-making. They should not be seen as a threat to professionalism, the position of regular staff or the continuity of the organisation, rather they should be seen to enhance these areas.

In conclusion

For the benefit of cultural exchange and improvement of cultural awareness on the European level, it is recommended that the work of volunteers in the cultural sector be stimulated and opportunities created to exchange experiences of museums and other cultural institutions.

The participants in the 2007 EMF Workshop expressed the wish to continue such exchange at a distance, possibly relying on the research outcomes and on the tools which will be developed by European projects, such as the forthcoming LLP Grundtvig 'Volunteers for Cultural Heritage', as well as on the network it will establish over the two years of its duration.

The need to build a deeper relationship among people working in the field and to create a professional community was strongly felt and concrete steps have already been taken by some participants to organise study visits and professional exchange, giving such wishes and aspirations a very fertile ground on which to grow.

A list of workshop participants can be found on <http://www.ibr.regione.emilia-romagna.it/voch/conclusioni.pdf>

Appendix 6.

UK Overview:

Executive Summary: 'Volunteering in Museums, Libraries and Archives' MLA 2005

This document and the full report can be downloaded from the MLA website on http://www.mla.gov.uk/website/publications/browse_by_title/v/

This research was commissioned by the Museums, Libraries and Archives Council (MLA) and undertaken by the Institute for Volunteering Research (IVR) to map and evaluate the role and development of volunteers in the museums, libraries and archive sector. The research involved a survey to a random sample of 1,892 organisations across England in June and July 2005 (464 to museums, 952 to libraries and 476 to archives). In total, 585 organisations completed the survey, representing a 31% response rate.

A qualitative study was carried out in the autumn of 2005. Case studies were carried out with six organisations (two libraries, two museums and two archives) to identify good practice in volunteer involvement and management.

Key findings from the survey

Volunteer Involvement

- Eighty-three per cent of organisations involved volunteers compared with 75% in 2001. Ninety-five per cent of museums involved volunteers compared to 79% of archives and 67% of libraries.
- The most common reason identified by organisations for involving volunteers was because it allows them to do things they would not normally be able to do (74%). Promoting user involvement was also important; 47% of organisations identified this as one of the main reasons for volunteer involvement.
- Only 8% of organisations said that they involved volunteers because 'it increases diversity'. This compared to 16% in 2001.
- Thirty-one per cent of organisations reported that that one of the main reasons for involving volunteers was to save money or because they could not afford to pay staff.
- Most organisations involved relatively few volunteers, 54% had between 1 and 20 volunteers. Six per cent of organisations involved over 100 volunteers.

Profile of volunteers

- Consistent with findings from 2001, women were more likely to be involved as volunteers in museums, libraries and archives than men. However, more men were involved in museums compared to libraries and archives - 49% of volunteers in museums were male compared to 32% in libraries and 41% in archives.
- The survey suggested that the age of volunteers is increasing. In 2001, 65% of volunteers were aged 55 and over, in 2005 this was up to 72%.
- Museums and libraries reported that 73% of volunteers were aged 55 years and over, in archives 66% of volunteers were in this age bracket.
- Volunteers across the domains were predominantly white (96% of volunteers involved with responding organisations were white) – but care should be taken with this, Greater London, for example, has many more non-white volunteers.
- Sixty-three per cent of organisations involved disabled volunteers.

Volunteer work

- On average organisations received 62 hours a week of volunteer time - an increase from 55 hours in 2001.
- Museums received a higher number of volunteer hours than libraries or archives.
- Museums were most likely to involve people in organising, helping run an event and giving information and advice; libraries in visiting people and archives in administration and clerical work.

Barriers to involving more volunteers

- Fifty-four per cent of organisations said that they did not have enough volunteers, a similar figure to 2001.
- Museums were more likely to say they did not have enough volunteers (59% compared to 45% of libraries and 49% of archives).
- The main barriers to involving volunteers were a lack of time and a lack of a specific volunteer manager.
- Fifty-five per cent of organisations thought it is getting neither easier nor harder to recruit volunteers, 15% thought it was getting easier or much easier, 30% that it is getting harder or much harder.
- More organisations in 2005 (15%) thought it is getting easier to recruit volunteers than in 2001 (11%).

Methods of recruitment

- Three quarters of organisations said they recruited volunteers through word of mouth and a similar proportion said volunteers approach them, this is consistent with the 2001 findings.

Volunteer management

- Over half (56%) of organisations reported that they had a policy on the involvement of volunteers, an increase from 41% in 2001.
- Forty-eight per cent of organisations offered expenses. In 2001 this was 51%. In the 2005 survey, 16% of organisations said that expenses were offered and claimed, however 32% said expenses were offered but not always claimed.
- The majority of organisations (89%) provided training for their volunteers.
- Two thirds (66%) of organisations provides their volunteers with a formal induction, an increase from 54% in 2001.
- Thirty-eight per cent of organisation said they faced problems or issues with the involvement of volunteers. These issues included lack of time to supervise volunteers, the different skills needed to manage volunteers, lack of capacity to train volunteers properly, health and safety issues, and concern over the commitment of volunteers.

Employment, lifelong learning and volunteering

- Nearly half of all organisations (49%) thought that the skills volunteers developed helped them find paid employment, but 33% said it did not help. Libraries were least likely to think volunteering gave skills for paid employment.
- Seventy-four per cent of organisations indicated that they thought volunteering had help volunteers participate in lifelong learning. Sixteen percent of organisations said that volunteering did not help in this respect at all.

Non-involvement of volunteers

- Sixteen per cent of organisations responding to the survey did not involve volunteers, with libraries the most likely not to have volunteers.
- Thirty-six per cent of organisations cited 'too time consuming' as a reason for not involving volunteers, the same proportion said that they did not need volunteers.

- Of those that did not involve volunteers, 20% said they were considering it, but 80% said they were not.

Issues from the case studies

- The case studies indicated many areas of good practice, in particular the strength of identifying clearly the reason for involving volunteers and the role that they play.
- Each case study emphasised the importance of a key contact – preferably a volunteer manager or co-ordinator.
- Funding was a key issue for the volunteer manager role - where funding for managers posts was uncertain this made planning and programme development difficult.
- Barriers to further volunteering in the case study organisations included a lack of paid staff to manage and supervise volunteers.
- Diversity is still an issue and organisations need to look carefully at how volunteers are recruited.

Appendix 7.

UK Overview:

The National Trust Five Standards for Volunteering²¹**1. Plan, Resource and Budget for Volunteering**

- Volunteering objectives and activities are integral to organisational strategy and local management plans
- Appropriate structures and resources are committed to working with volunteers

2. Uphold the Distinctiveness of Volunteering

- Ensure that volunteering is accessible, mutually beneficial and without binding obligation
- As far as possible, volunteers are protected from physical, financial and emotional harm arising from volunteering.

3. Recruit and Select Volunteers using Recommended Procedures

- Fair, efficient and consistent procedures are used to recruit and match volunteers to identified roles
- Appropriate checks and screening are carried out in relation to the work of the volunteers
- Staff and volunteers are open to involving volunteers who reflect the diversity of the local community

4. Enable Opportunities for Learning & Development of Volunteers & their Managers

- Efficient and consistent procedures are in place to introduce new volunteers to the role, location, organisation and relevant policies & practices
- Opportunities for the development of volunteers, volunteer managers and leaders are identified and supported in line with their roles and motivations
- Progress is monitored and evaluated against agreed objectives

5. Communicate with and Recognise Volunteers

- All volunteering is recognised and valued
- Opportunities are provided to enable two way communication between staff and volunteers

²¹ With thanks to Mark Crosby, Acting Head of Volunteering, The National Trust, www.nationaltrust.org.uk