

**Volunteering as a form of community involvement at UNESCO World Heritage sites.  
Designing a volunteer programme at the World Heritage site of the Palaces and Parks in  
Potsdam and Berlin**

**Ehrenamt als Form der Bürgerbeteiligung beim UNESCO-Welterbe. Gestaltung eines  
Ehrenamt-Programms an dem Weltkulturerbe Schlösser und Parks von Potsdam und  
Berlin**

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## **ABSTRACT**

The research introduces volunteering at World Heritage site as a potential civic engagement tool, which can increase communication between heritage property and local community. The first part of the study focuses on the concept of volunteering and on the role it plays in community involvement at World Heritage sites as well as on its benefits for social development in general.

The second part of the research intends to give practical recommendation on designing a volunteer program under conditions of the World Heritage site of the Palaces and Parks in Potsdam and Berlin. The author raises a question how a volunteering program can be organized to be effective and at the same to respond to the UNESCO World Heritage Programme and to the newest UNESCO conservation concepts, such as Historic Urban Landscape approach.

The study aims to serve as a practical guide for museums and heritage organisations that intend to improve community involvement in their work.

## **KEYWORDS**

volunteering, volunteer management, World Heritage site, community involvement, civic engagement, social capital, Historic Urban Landscape, Potsdam, SPSG

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## LIST OF ABBREVIATIONS

|        |   |
|--------|---|
| EU     | European Union  |
| HR     | Human Resources   |
| SPSG   | Stiftung Preußische Schlösser und Gärten Berlin-Brandenburg<br>(Prussian Palaces and Parks Foundation Berlin-Brandenburg) |
| UK     | United Kingdom  |
| UN     | United Nations  |
| UNESCO | United Nations Scientific and Cultural Organization   |
| USA    | United States of America  |
| WHS    | World Heritage Site   |

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# 1. Introduction

## 1.1. THE POTENTIAL OF HERITAGE VOLUNTEERING IN THE IMPLEMENTATION OF THE UNESCO GLOBAL STRATEGY

In 2008 the World Heritage Volunteers Initiative was established by the UNESCO World Heritage Centre and Co-ordinating Committee for International Voluntary Service (CCIVS) to promote cultural and natural heritage among young people. The Initiative was launched within the framework of the UNESCO World Heritage Education Programme and along with other actions it responded to Article 27 of *the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage* (World Heritage Convention):

The States Parties to this Convention shall endeavour by all appropriate means, and in particular by educational and information programmes, to strengthen appreciation and respect by their peoples of the cultural and natural heritage (WHC 1972).

The World Heritage Volunteers project aimed to raise awareness among youth, local communities and other stakeholders of the need to protect, preserve and promote World Heritage. The initiative consisted of „youth action camps“ based on World Heritage Sites where 10-30 young people work together on a concrete conservation project in timeframe of two to four weeks. The success of the pilot project in 2008 resulted in establishment of an annual programme. While the project in 2008 involved 12 World Heritage Sites and 153 volunteers, by the end of 2014 already 61 World Heritage sites in 29 countries and around 1837 volunteers participated in the programme (WHC 1992-2015).

The World Heritage Volunteers Initiative became the first purposeful attempt to address the issue of volunteer work at a World Heritage site and the significance volunteering brings for the site and for the volunteers themselves. The programme embodies the idea of non-formal education and focuses to a large extent on personal development of young participants and their attitude to preservation of a heritage site. The site itself as well as local community are also concerned: another goal of the project is to encourage dialogue between stakeholders of the heritage site and establish new partnerships between site managers and local authorities. However, the programme attracts international volunteers coming „outside“ a heritage site for

a short period of time which makes their influence rather limited. Therefore, there is a potential for World Heritage Volunteers Initiative to extend its focus from organizing „youth action camps“ to supporting of community initiatives and attraction of long-term local volunteers at a World Heritage site.

At the same time a considerable amount of heritage institutions and particularly museums all around the world have a long tradition of volunteer involvement in their work on a long-term basis. Volunteers are engaged in archaeological excavations, they welcome and guide visitors in historical houses, they help to sort and preserve collections „behind the scenes“. They also do gardening and conservation work outside. Finally, some of them are involved in the management of heritage institutions and its projects. In those cases, a local community as a provider of volunteers plays significant role in the life of a heritage site. Therefore, volunteering addresses not only UNESCO educational and information programmes but it is strongly connected with the issue of community involvement at a World Heritage site, the fifth Strategic Objective of the UNESCO Global Strategy and a “key concept for the future of World Heritage” (Albert 2012, p. 32).

In the last decades UNESCO has been recognising the important role of community in the life of a World Heritage Site. In 2002 in the frames of the Budapest Declaration the World Heritage Committee developed four strategic objectives: *Credibility, Conservation, Capacity-building* and *Communication*. In 2007 as a consequence of a new people-centred conservation approach of UNESCO the fifth objective *Community* was added. The *Community* objective means to „enhance the role of Communities in the implementation of the World Heritage Convention“ (World Heritage Committee 2007). This objective corresponds to article 5a of the World Heritage Convention: „to adopt a general policy which aims to give the cultural and natural heritage a function in the life of community...“ (UNESCO 1972) and therefore „the concerns and aspirations of communities must be centrally involved in conservation and management efforts“ (WHC 2013b). The initial aim of the fifth objective is to prevent conflicts between stakeholders and to avoid a clash of their interests by including all stakeholders in the whole process of heritage conservation from nomination to monitoring.

The idea to recognize local communities as partners in site management became nowadays the key concept in World Heritage conservation. Community plays a significant role in the life of a

World Heritage site and especially in identification of its values. Consequently, community participation is strongly encouraged by UNESCO guidelines and recommendations. However, it is not clear how the concept of volunteering refers to community participation and how volunteers benefit to preservation and promotion of World Heritage. To shed light on this question it is important to examine the relevant social theories concerning the phenomenon of volunteering. According to Holmes and Smith (2009, p. 7) „Volunteering is seen as indicator of civic engagement and social capital and an activity that should be encouraged“. This relation between volunteering and community engagement, implication of the social capital theory as well as the concept of volunteering itself are worth to study in details.

## **1.2. RESEARCH QUESTION AND RESEARCH AIMS**

The presented thesis introduces volunteering at a World Heritage site as a potential civic engagement tool, which could increase communication between the World Heritage Site and the local community. The author conducts a research on the issue of volunteering, a free will activity for general public good with no reward expected, and its influence on community involvement in the life of a heritage site. Thus, the author raises a following research question: how does volunteering contribute to the ‘Community’ Strategic Objective of the World Heritage Convention?

To answer the research question the author aims to analyse theoretical preconditions of the issue and elaborate strategies to design a volunteer programme. The thesis is divided respectively in two parts: theoretical (chapters two and three) and practical (chapters four and five). The aim of the theoretical part is to examine the role that volunteering plays in community involvement at World Heritage sites and its benefits for social development in general. Based on the analyses and findings from the first section, the second practical part aims to apply them to the case study of the World Heritage site Palaces and Parks in Potsdam and Berlin. The study demonstrates the procedure of establishing of a volunteer programme within the management system of one the World Heritage site’s administrative body the Prussian Palaces and Parks Foundation Berlin-Brandenburg (SPSG). The research aims to give practical recommendation on designing a volunteer program under conditions of the World Heritage site. The author intends

to explore how a volunteering program can be organized to be effective and at the same to respond to the UNESCO World Heritage Programme and to the newest UNESCO conservation concepts, such as the Historic Urban Landscape approach.

### **1.3. RESEARCH METHODS**

The World Heritage site Palaces and Parks in Potsdam and Berlin as well as its managers in the SPSG and city of Potsdam do not have at the moment an adequate volunteer management and their activities in volunteer field have point character. Due to insufficient numeral data, the qualitative approach is preferred: referring to academic and practical literature and interviews with employees of the SPSG. Moreover, the study uses a comparative approach providing examples of volunteer management at English Heritage and the National Trust, two leading heritage organisations in the UK in the issue of volunteer involvement. Finally, to design a volunteer programme typical strategic management tools the SWOT-analysis and the project lifecycle are used.

There is a considerable amount of research relating to the topic of volunteering and volunteering in heritage including theoretical studies and practical guidelines. Davis Smith (2000) examines the notion of volunteering, its dimensions and variety of its perceptions. Holmes (2003) and Orr (2006) study motives to volunteer in heritage according to the “serious leisure paradigm”. Holmes and Smith (2009) in their book devoted to management of volunteers in tourism settings give a detailed classification of volunteers and practical recommendations on volunteer involvement and administration.

On the other hand, a number of researches examine the connection between volunteering and social development. Putnam (1993, 2000) examines and complements the theory of social capital, first defined by Alexis de Tocqueville in the 19th century, and contributions volunteering makes to this theory. Woolley (1998) in his turn researches relationship between voluntary activities and social cohesion, term similar to social capital. Onyx et al. (2003) follow the ideas of mentioned authors and suggest four roles that volunteers play in the building of community.

However, the connection between volunteering and community involvement at World Heritage sites was not extensively addressed in the literature before. That makes the presented study particularly important. The study applies the theory of social capital to the issue of volunteering and its benefits for a World Heritage site.

#### **1.4. RESEARCH STRUCTURE**

The presented work consists of an introduction, four chapters, conclusions and a list of references. In order to develop the chosen topic it seems to be necessary to address the following issues, by devoting to those four chapters:

- The heritage volunteering. The chapter two introduces the notion of volunteering, its dimensions and classification. It focuses then on heritage volunteers, their motivations and the role they play.
- The role of volunteering in the World Heritage conservation. The chapter three discusses social benefits of volunteering and its connection to community involvement in the life of a World Heritage site. It presents UNESCO people-centred approach, analyses social theories relevant to volunteering and elaborates principles for designing a volunteer programme.
- The World Heritage Site Palaces and Parks of Potsdam and Berlin. The chapter four gives a background information on the chosen case study as well as challenges the property faces.
- Designing a volunteer programme in frames of the World Heritage site of Palaces and Parks in Potsdam and Berlin. The chapter evaluates the status quo of the managing organisation and draws an outline for a volunteer pilot project.

In order to ensure consistency and validity of the author's conclusions as well as to follow the transition theory into practice, the presented issues should be disclosed in the claimed order.

## 2. THE HERITAGE VOLUNTEERING

### 2.1. THE DIVERSE CONCEPT OF VOLUNTEERING

The term „volunteer“ had originally a military meaning. It comes from Middle French *voluntaire* - "one who offers himself for military service" (Online Etymology Dictionary 2001-2014). Although later the notion changed its military meaning and became more a philanthropic activity than a way of recruiting, volunteers remained to play a significant role in times of army conflicts during the 19<sup>th</sup> and the beginning of the 20<sup>th</sup> century. They provided care for injured soldiers and collected supplies for the front.

After the World War II the focus of volunteering switched to social and economic development and poverty reduction worldwide. With establishment of numerous volunteer centres and programmes such as the United Nations Volunteers or the Peace Corps in the United States volunteering became more formal and systematic. During the next decades it continued to spread around the globe. Although it is difficult to estimate how many people volunteer worldwide, only in European Union 92-94 million people or 22-23% of adult population is involved in volunteer activities (GHK 2010, p. 7). Nowadays volunteering is considered as a people-centred resource to achieve the UN Millennium Development Goals.

Volunteering is highly diverse notion in terms of its forms, key players and outcomes it brings. Moreover, it is important to take into consideration cultural differences context while defining the subject of volunteering. In fact volunteering can mean different things to different people in different settings. In some societies people make contributions to their community in order to fulfil their cultural obligations what can be considered as volunteering for outsiders but not for participants themselves. Davis Smith (2000) gives an example that in some countries blood donation is seen as volunteer activity (p. 10). In others it is involvement in a political party. The concept of volunteering is extremely varied, that is why it is important to us to define clearly who are heritage volunteers are and what characteristics they obtain.

Explained most succinctly, volunteering means a donation of time with minor or no reward expected. The United Nations gives a following definition: „volunteerism“ is „activity undertaken out of free will, for the general public good, ... where monetary reward is not the

principal motivating factor“ (The UN, GA resolution 56/38, cited in United Nations Volunteers 2013, p. 3). Presented definition indicates therefore three core characteristics of volunteering: free choice, third party as a beneficiary and a lack of reward.

Davis Smith (2000) claims that none of these three characteristics can be pure and they all appear more as dimensions rather than constants (p. 10). Free choice dimension, for example, may vary from free will to obligation to volunteer. Indeed, students can be required to volunteer to get credits at school or university while unemployed may volunteer within the framework of a programme from a carrier centre. Moreover, in some countries including until recently Germany people have a choice to volunteer instead of doing military service. Even when an individual is not force by any institution to volunteer, he still may feel some pressure from people around him.

The dimension of intended beneficiaries or the ones who get the help ranges from ideally entire strangers to relatives and friends and in some cases to the volunteers themselves. Eventually „there is no such thing as pure altruism“ and volunteers rarely remain unrewarded either non-monetary through a training or accreditation or materially through financial compensation (ibid.). The difference to paid staff in this case is that participants should undertake volunteering not for financial gain and their payment is always less than the value of the work provided (ibid.)

Davis Smith adds the fourth dimension of volunteering concept - the organizational setting or formal/informal volunteering. Formal volunteering means giving an unpaid help through the structure of an organization. That can be a volunteer centre, a club, a non-profit, public sector or in some cases private sector organization. In comparison informal volunteering means helping others as an individual, for example collecting garbage on the streets or helping neighbours. Davis Smith states that „the less economically developed the country the less formal its volunteering structures are likely to be, and the greater the emphasis on informal support systems and networks of mutual aid and self-help“(ibid. p. 11). In other words informal volunteering represents civic actions in community or less formal way to influence situation and solve problems.

The following study covers however volunteering within the framework of a World Heritage Site and its management system, takes a structured approach to volunteer management and applies therefore primarily to formal volunteers.

## **2.2. THE CLASSIFICATION OF HERITAGE VOLUNTEERS**

Volunteers can make their contributions in different fields and settings. Some provide help in hospitals and hospices; others work with children in kindergartens, schools or orphanages. Many volunteer in sport field whether it is an engagement at a local football club or large-scale events like the Olympic Games. All those variations of volunteering have similar characteristics listed above, but in the framework of the UNESCO World Heritage programme the focus of the study is on heritage volunteers – volunteers involved at heritage cultural and natural sites. This includes, for example, volunteers in museums and historical houses, at industrial heritage objects, in gardens and national parks and other heritage settings. Holmes & Smith (2009) call them „tourism volunteers“ because their workplace is often a tourist attraction. Although most heritage sites are indeed tourist destinations and volunteers are an integral part of them, this particular term is not going to be used in presented study due to a controversial image of tourism and the discussion on its impact on heritage sites. Heritage or heritage conservation volunteer is assumed to be more diplomatic, well-meaning and therefore more appropriate term.

Heritage volunteers in their turn can be divided into various subcategories depending on the role they play, the amount of time they contribute, their origins as well as other characteristics. Following Holmes & Smith (2009), volunteers are reviewed in three dimensions: *guests* and *hosts*; *front-of-house* and *behind-the-scenes*; *episodic*, *ongoing* and *seasonal* volunteers.

A heritage organization can decide to host only a particular type of volunteers, for example an international group of people (*guests*) who spend their short-term working holiday (*episodic*) doing some archaeological excavations (*behind-the-scenes*). However, many organizations especially those with a long tradition of volunteer involvement and developed volunteer



management combine all kinds of volunteering at their site throughout the whole year. (See Table 1. Examples of Heritage Volunteer Roles).

### **2.2.1. The Forms of “Guest” Volunteering**

Guest volunteers are those coming „outside“ the site, often international participants, while host volunteers are those involved in heritage organizations within their own community. Since this study focuses on host volunteers and their contribution to heritage sites guest volunteering is only shortly characterized. Guest volunteering takes different forms as:

- Workcamps: a small group of people live and work on a particular project together for 2-4 weeks. Due to relatively simple conditions and low participation fees workcamps attract mostly younger participants (16-26 years old);
- Working holidays: similar to workcamps people work on a project for a short amount of time. In contrast to workcamps, the focus group is older, usually employed participants and the living conditions on the project respond their holiday expectations. Participating fees are accordingly higher;
- Volunteer tourism: people undertake some voluntary activities during their trips. Unlike in workcamps or on working holidays volunteering is not a purpose of the trip but only a part of it. As an example a tour group spends 2-3 days doing construction works during their week visit of temples in the north Thailand;
- Gap-year volunteering: a long-time form of guest volunteering. Volunteers are usually individuals who have a free year between school and university or a carrier break and who devote from a couple of months to a couple of years of their life to volunteering. In Germany, for example, it is a widespread type of volunteering known as the Voluntary Social Year (Freiwilliges Soziales Jahr), its variations such as the Voluntary Ecological Year (Freiwilliges Ökologisches Jahr) or more relevant to heritage organizations the Voluntary Year in Conservation (Freiwilliges Jahr in der Denkmalpflege).

Although guest volunteering brings sufficient benefits to a heritage organization, it is also the main contender for criticism. Some researches (e.g. Courne 2009, cited in Holmes & Smith 2009) see guest volunteering and especially its international short-term forms only as cultural tourism. Participants fail to make a difference for a heritage site due to limited time they spend there, to language barrier and cultural difference to the site inhabitants. Their contributions may be „ineffective or even damaging, reinforcing existing inequalities and tend toward imperialism“ (Sherraden et al. 2008, cited in Holmes & Smith 2009, p. 58). In the worst scenario volunteering is just a part of marketing campaign of a tour provider aimed to make a consumer feel better about his trip. The work can be indeed provided, but it would be cheaper, faster and of better quality if only it was done by local specialists.

Even guest volunteers are believed to contribute to greater stakeholders' involvement at the project and to promote mutual understanding and friendships between nations, their input to community participation at the heritage site is modest compare to host volunteers. Thereby the presented study and its conclusions address mainly local formal volunteers in heritage settings.

### **2.2.2. “Host” Volunteers and the Roles They Play**

Under the term „host volunteers“ understood those volunteers who live in close proximity to the site or to the project and who are usually members of local community. They may have different tasks and can be involved in various timeframes.

According to Holmes and Smith's classification (2009) the *front-of-house* volunteer positions include all those activities that require interaction with visitors: welcoming and orientation, guiding, children supervision, interpretation of exposition and at some cases their tasks contain sales. In contrast, the work of *behind-the-scenes* volunteers implies preservation of collections, buildings and green spaces. *Seasonal* volunteers are involved during high season when tourist demand is at its highest point or when due to weather conditions the restoration or archaeological project takes place only in summer while *ongoing* volunteers are engaged during the whole year. *Episodic* volunteers are involved at special events like festivals or conferences and also by short-term conservation actions.

The following table shows different volunteer activities in heritage settings depending on their roles and their timeframe<sup>1</sup>:

|                                 | Ongoing  | Seasonal   | Episodic  |
|---------------------------------|--|--|---|
| <b>Host</b><br>„Front-of-house“ | <i>Stonehenge</i><br>Education Volunteer<br>(deliver hands-on workshops to school groups, English Heritage)  | <i>Eltham Palace</i><br>Seasonal Meet and Great Volunteer<br>(welcoming visitors and orientating them around the site, English Heritage) | <i>Kenwood Events</i><br>Volunteer<br>(Signposting and information for visitors during the annual festival, English Heritage)         |
| „Behind-the-scenes“             | <i>Helmsley</i><br>Archaeology Store Collections<br>Volunteer (object marking of medieval floor tiles in order to prepare the collection for further research and display, English Heritage) | <i>Belsay Hall</i> Garden Volunteers<br>(preservation of the gardens, English Heritage)  | <i>Dalehead Bunkhouse</i><br>Construction<br>Volunteer (repair of traditional farmhouse using traditional skills, the National Trust) |
| <b>Guest</b>                    |  |  | Youth action camp<br><i>Parks and Gardens of Classical Weimar</i><br>(World Heritage Volunteers)                                      |

**Table 1. Examples of Heritage Volunteer Roles**

1 The presented model is based on the Table 2.2. „Examples of Tourism Volunteer Engagement“ in: Holmes & Smith 2009, p. 41. The examples of volunteer roles are taken from English Heritage website <http://www.english-heritage.org.uk/support-us/donate/volunteering/roles-available/> and the National Trust website: <http://www.nationaltrust.org.uk/holidays/working-holidays/find-a-working-holiday/>. The youth action camp *Parks and Gardens of Classical Weimar* is an annual project within the World Heritage Volunteers programme.

### **2.2.3. Trends in Heritage Volunteering: corporate and family volunteering**

Due to the modern lifestyle volunteering has been undergone changes in last decades becoming shorter and less frequent as before (Smith and Holmes 2009). At the same time heritage organisations with extensive experience in volunteer involvement try to attract new types of audience, underrepresented previously. That results in creating new non-traditional volunteer programmes, such as corporate volunteering and family volunteering.

The corporate volunteering implies team-building activity for employees of participating organisations. It aims to increase teams' productivity and reduce level of stress while helping to preserve a heritage site. Small groups of employees are involved in one-day conservation activity under supervision of a responsible person. The corporate volunteering is one of the widely practiced activity in the National Trust, the heritage preservation organisation with the highest level of volunteer involvement in the United Kingdom.

The fully named the National Trust for Places of Historic Interest and Natural Beauty manages over 350 historical and natural properties in the United Kingdom, employs 5.000 permanent staff and another 6.000 seasonal staff and involves over 60.000 volunteers (National Trust 2015). Such a high amount of volunteers' involvement determines the National Trust to improve from year to year its volunteer management and look for new volunteer opportunities. One of its latest project is the family volunteering, "an unpaid activity that an intergenerational group carries out together for the mutual benefits of participants and the organisation" (Bird 2011, p. 7).

The family volunteering was introduced to some of the National Trust properties as a pilot project in 2010-2011. The reason was from the one hand the relatively low amount of visits by families with small children and from the other hand the demand for meaningful and educational activities for family members, which would gather them together. Therefore, the main aim was "to engage local families who may not normally visit their local property and enable them to get involved as volunteers, building their connection to properties" (ibid., p. 5).

In the pilot year 63 families with family members in age from 2 to 82 years old took part in 17 volunteer events (Bird 2011). The activities varied from conservation clearance activities, such as path building or pond clearing and gardening to demonstration and hosting activities like

historic interpreting, welcoming visitors to properties or tour guiding. Families were also involved in advisory activities, such as planning family programmes for a property. The National Trust committed to guarantee that volunteering was of mutual benefit: all tasks were real jobs needed to be done at the properties and their performing corresponded four kinds of learning experiences for children: space-related problem solving, physical activity, using language to express oneself, analysing and investigating problems (ibid.).

As a result, families contributed over 550 hours of their time to the National Trust's sites and the success of the project led to including the family volunteering in the National Trust permanent volunteer programme. Furthermore, the project was an important tool to connect local community to historical properties. As it states in its final report, "the pilot has shown that family volunteering is a good way for properties to start work in community engagement and audience development" (ibid., p. 28).

### **2.3. MOTIVATIONS TO VOLUNTEER IN HERITAGE**

It is essential to understand motivations to volunteer in heritage in order to organize a recruiting programme, distribute the roles, to meet volunteer expectations, make them stay longer and to create a pleasant working atmosphere between volunteers and staff in general. Moreover, motivation is what separates volunteers from paid staff and the way they are managed (Holmes & Smith 2009). Finally, heritage volunteers differ from other types of volunteers not only by settings where they are involved but also by their motivations.

Although volunteer motivation is the most scrupulously studied topic in the field of volunteering, there is no a unified approach in the literature. Ramsey (2012) names three conceptual paradigms of volunteering, set by researches: *the non-profit paradigm*, *the civil society paradigm* and *the serious leisure paradigm*. According to *the non-profit paradigm* or „vertical“ model, volunteers are driven mostly by altruistic intentions while working in well-established professional organization (Paine et al. 2010, cited in Ramsey 2012, p. 11). It concerns at the first place those involved in social welfare, for example volunteers in hospitals and nursing homes. *The social-society paradigm* or „horizontal“ model refers in its turn to the phenomenon of social activism. According to the paradigm participants collaborate to solve a

common problem. That includes for example campaigning or environmental volunteer actions and this model often refers to informal volunteering. Finally, the *serious leisure paradigm* covers volunteering based of personal interests and experiences of participants as well as their desire to escape from their daily routine (Stebbins and Graham 2004, cited in Ramsey 2012). It is this case when respondents say about their motivation to volunteer: „It provides me with an opportunity to follow an interest. Also it is a major factor in relaxing me from my full-time work“ (cited in Holmes 2003, p. 351). *The serious leisure paradigm* includes volunteering in sport, arts, conservation and leisure activities. This paradigm is the most important to understand heritage volunteers and their motivation.

Motivation to volunteer can depend on different factors. Firstly, age and a lifestyle of the individuals play a significant role. Older people especially those recently retired intend to seek social contacts and to maintain an active way of life. Younger people wish to gain new skills and to increase their chances for employment. However, the proportion of the latter is in many heritage organizations significantly lower. According to Holmes (2003) only 8% of respondents mentions seeking work experience as their primary motivation to start volunteering (p. 348).

Secondly, motivation of the same person may change with time. In Holmes' study (2003) volunteers from 10 museums and heritage sites in England and Wales were asked about their initial motivations as well as their reasons to continue to volunteer. Most respondents decided to volunteer in heritage sector because of a strong interest in the subject (89% agreed) but they stayed in the organization because of social connections they made (59%) and because of level of enjoyment and recreation they had there (51%) (ibid., p. 349).

Holmes examines *the serious leisure paradigm* in relation to heritage volunteers. She claims that volunteers are not just unpaid staff how it is often assumed but they are „long-term visitors“ and their motivation to volunteer at a heritage site assimilates their motivation to visit this site (ibid., p.345). In a hierarchy of visiting she places volunteers between frequent visitors and paid staff and gives them a dual role as both a part of museum and a part of its audience. Holmes concludes that volunteering could be a form of visiting and volunteers are „effectively visitors who participate actively“ (McIvor & Goodlad 1998, cited in: Holmes 2003, p. 345).

This conception of volunteers as participating visitors who consider themselves rather insiders than outsiders brings us to idea of participatory approach in museum exhibitions. In recent years, multiple sources highlighted the need for a new museum model—one that is less passive and more participatory. Museums, which are often perceived as stagnant elitist institutions, as “temples”, try to change such stereotype and became a platform for social interactions instead. Modern museums have greater capacity than just preserving and displaying historical and esthetical objects. Moreover, museum visitors cannot be longer perceived only as passive recipients in the age of social networks, blogs and other tools for personal reflection. Being able to discuss, share and remix what they consume they become active players in producing of meaning of museum collection. Volunteers are those visitors who wish to explore the heritage site „in depth“ and be able to influence its everyday life. Host volunteers are therefore a part of the heritage site’s audience, its key players and a part of participating local community.

## **2.4. THE IMPACT OF HERITAGE VOLUNTEERING**

It is not easy to measure benefits of heritage volunteering, as many of these benefits are intangible. Holmes and Smith (2009) note that „there are different ways of measuring the impacts of volunteers with a focus on assigning an economic value to volunteer activities, assessing the community and social value of volunteering or reporting the benefits to the volunteer, linked to their motivations and rewards“ (p. 47). It can be argued that a heritage organization is the main beneficiary as it receives significant resource support. However, the volunteers themselves are believed to benefit the most (ibid., p. 48).

### **2.4.1. Benefits for Volunteers**

In well-managed organisations volunteers receive in the first place what they expected and therefore the benefits they gain are similar to their motives to volunteer. The carrier seeking individuals, usually younger ones, develop new skills and get work experience, build valuable connections and potentially improve their employability. For many it is important to be trained by professional conservators and advisers of a heritage organisation. The older participants in

their turn get a chance to stay active after their retirement and they also make friends and acquaintances. Finally, participants of all age and backgrounds gain a sense of belonging to the organization, increased confidence and personal development in general. In practice, all of these benefits should be addressed while organising a recruitment campaign to attract new volunteers to a heritage site. (See chapter five “Designing a Volunteer Programme in Frames of the World Heritage site of Palaces and Parks in Potsdam and Berlin”).

#### **2.4.2. Benefits for a Heritage Organization**

When discussing outcomes of volunteering for heritage organization the economic benefits emerges in the first place. Involvement of volunteers enables an organization to reduce its operational costs of the current projects as well as to extend its capacity and to run additional activities. According to Holmes' study 65% of the museums in her survey involved volunteers because they „undertake tasks that would otherwise not be done“ (Holmes 1999, cited in Orr 2006, p. 206). In the countries with a long tradition of volunteering like the USA, Great Britain and Australia the amount of volunteers in the heritage sector may exceed the amount of paid staff. For instance in the USA 72,7% of museum employees work on a voluntary basis (Zimmer 1996, cited in Dauschek 2000, p. 110). That means that some smaller organizations would simply not exist without volunteers. Others would have less opening hours as well as other limitations of capability to present their collections. It is important to notice though that a purpose of volunteering is not to substitute professional staff but to enable organizations to run additional projects.

The involvement of volunteers in non-profit and public sector organizations is largely accepted. However, it is consider unethical to involve volunteers in activities where any financial gain is assumed, such as working in a ticket office, museum shop or museum café. The exception can be made when collecting money is considered for a good purpose, for example, for a renovation project and that is made clear to the visitors. Whereas the involvement of volunteers in commerce in a large powerful heritage organization creates a doubtful image and harms its reputation.



In general volunteering positively affects the promotion of heritage attraction. To begin with, the volunteers themselves through their channels promote the heritage site to potential visitors as well as recruit new volunteers. Volunteers who work front-of-house have direct impact on visitor experience and when well trained can transmit their enthusiasm and passion about the subject to the visitors. Therefore, volunteers play an important role in the marketing and public relationships politic of the heritage institution.

Furthermore, volunteers bring to the organization and its employees their new ideas, a fresh look and as “long-term visitors” the perspective of the audience and the source of its feedback.

All of the above concerns formal host volunteers, involved both front-of-house and behind-the-scenes in ongoing, seasonal and sometimes episodic timeframe. The further benefits of volunteering in relation to UNESCO World Heritage sites as well as its role in community and social development are discussed in the next chapter three “The Role of Volunteering in the World Heritage Conservation”.

# 3. THE ROLE OF VOLUNTEERING IN THE WORLD HERITAGE CONSERVATION

## 3.1. THE NEED OF COMMUNITY PARTICIPATION AT WORLD HERITAGE SITE: INTERNATIONAL POLICY CONTEXT

After including the *Community* Objective in the UNESCO Global Strategy in 2007 the issue of community participation at heritage sites continued to be one of the leading UNESCO concepts. In 2012 community involvement became the central topic on the 40<sup>th</sup> anniversary celebration of the UNESCO World Heritage Convention. The theme “World Heritage and Sustainable Development: the Role of Local Communities” was chosen to underline the emerging concern that the relationship between economic and social development and the involvement of local people is increasingly crucial to the preservation of natural and cultural heritage (WHC 2013b). The Kyoto Vision designed during the Closing Event of the anniversary urged to integrate community approach in heritage management and in this way to strengthen relationships between people and heritage in order to contribute to sustainable development of the whole society:

Such strengthened relationships should be grounded in a multidisciplinary and participatory approach to heritage conservation, which would integrate the consideration of social, economic and environmental dimensions, paying particular attention to vulnerable groups respecting all relevant international standards and obligations. Unless such a sustainable development perspective is integrated in the management of a World Heritage property, it will be difficult in the long run to ensure the conservation of its Outstanding Universal Value. (The Kyoto Vision: A Call for Action, cited in WHC, 2013b)

Meanwhile the necessity to include local community in heritage management was already underlined by other conservation policies. For example, the article 12 „Participation“ of the Burra Charter (ICOMOS Australia 1999) states that „conservation, interpretation and management of a place should provide for the participation of people for whom the place has special *associations* and *meanings*, or who have social, spiritual or other cultural responsibilities

for the place“. Recognising such associations and meanings as intangible values of a heritage site it can be argued that the Burra Charter brings to light another significant outcome of the community involvement. The local inhabitants are the bearers of their culture and they appear therefore as a part of heritage. Later this idea found its development in the concept of Historic Urban Landscape designed by UNESCO.

### **3.1.1. The Historic Urban Landscape Approach and its Civic Engagement Tools**

In 2011 UNESCO introduced *Recommendation on the Historic Urban Landscape*, an innovative dynamic approach to heritage conservation and result of the conservation theories development of last decades. According to the policy the historic urban areas should be no longer seen as a group of monuments but as a „historical layering of cultural and natural values and attributes“ and therefore called by analogy with cultural landscapes „historic urban landscapes“(UNESCO 2011). The approach considers historic urban landscapes as a layered reality where all components, tangible (buildings, infrastructures, gardens and open spaces) as well as intangible (social and cultural values, diversity and sense of identity) are important to preserve. According to Smith (2014) the concept of historic urban landscape shifts „one's attention from value of objects to value of relationships ... between tangible objects and intangible cultural practices“ (p. 222). The approach recognises a special role of local communities as bearers of intangible values and experiences in the issue of the sustainable development of historic urban landscapes and recommends encouraging community participation at the sites. Although the *Recommendation on the Historic Urban Landscape* supposed to cover urban historic areas of all kinds and values, its tenets to refer in the first place to World Heritage Sites and challenges they face.

According to the Historic Urban Landscape approach the urban heritage consist of cultural layers and inhabitants are bearers of these layers. This implies that heritage means different things to different people. Julian Smith (2014) gives an example of overlapping cultural landscape in the city of Ottawa. There while being in the city centre tourists see in the first place built monuments and historical events associated with them or an “aesthetic landscape“. For the local farmers in their turn “the market landscape“ is important there. Finally, university

students perceive the same streets as “the late-night bar landscape” (ibid., p. 230). It can be continued: the green area, which is recognized by professional conservators as a historical Baroque garden, will be for local families in the first place a pleasant outdoor area. Heritage is understood through an experience. Heritage can change and the purpose of the Historic Urban Landscape approach is to manage this change.

Cultural diversity plays a significant role in this process. Its importance as “the common heritage of humanity” has been already highlighted by various international policies, such as *2001 Universal Declaration on Cultural Diversity* (UNESCO 2001). *The Recommendation on the Historic Urban Landscape* follows its line and states that „the historic urban landscape approach considers cultural diversity and creativity as key assets for human, social and economic development“ (UNESCO 2011, Art.12). That means that any cultural expressions in urban settings are worth to preserve. “In order to understand diversity and layering, it is necessary to experience the city through the knowledge of multiple cultures and subcultures”, claims Smith (2014, p. 231).

*The Recommendation on the Historic Urban Landscape* identifies four types of tools for urban heritage conservation: civic engagement tools, knowledge and planning tools, regulatory systems, and financial tools (UNESCO 2011). The civic engagement as a form of cooperation between communities and heritage and its tools are of particular interest and deserves our special attention. Smith (2014) claims that Historic Urban Landscape approach shifts from aesthetic „visual imperative“ of conservation theory of the 20<sup>th</sup> century to a broader concept of associative cultural landscape where not only vision but all five feelings are important to understand the pattern (p. 222-224). She draws a parallel between Historic Urban Landscape approach and cultural tourism where the principle „experience rather than observation“ with „increasing emphasis on understanding place through participation“ predominate in the last years (ibid., p. 223). This participation principle lays in the core of the Historical Urban Landscape approach, and therefore it should be applied at heritage sites in the first place.

At this point an interesting analogy with the issue of volunteer motivation can be observed. How it was mentioned in the chapter two (see 2.3. Motivations to Volunteer in Heritage) heritage volunteers are perceived by some authors as long-term visitors who wish to experience heritage in depth. Following the Smith's (2014) interpretation of the Historic Urban Landscape

approach intending to understand a place through experiencing it volunteers will discover different cultural layers of a heritage site. Host volunteers being community members will have an interesting double role of both bearers of cultural values and their explorers. When well managed and carefully documented, their experience is an important source in safeguarding heritage and promoting sustainable development.

### **3.2. THE THEORY OF SOCIAL CAPITAL AND THE ROLE OF VOLUNTEERING IN COMMUNITY PARTICIPATION**

From all benefits that volunteering brings the „community“ impact is the most intangible, difficult to identify, and therefore the most elusive. Although connections between volunteering and social development as well as between volunteering and level of community participation are recognized and emphasized by governmental policies and volunteer management guidelines, specific examples or other evidences of those connections are difficult to provide. What is clear is that the level of volunteering is closely related to the presence of civic society.

A significant research on the issue of volunteering and community participation was done by an American political scientist Robert D. Putnam (born 1941) in his most famous book *Bowling Alone: The Collapse and Revival of American Community* (2000, based on an article from 1993). In his work Putnam argues that since the 1960s the level of participation in social interactions and civic discussions in American society dropped dramatically what caused in its turn a negative effect on democracy in general. People nowadays do not know their neighbours, they spend less time with their friends and family, and they are less involved in different forms of civic activism. In other words, the American population is lacking of social capital, the central theme of Putnam's work. The concept of social capital defined by Alexis de Tocqueville already in the end of the 19th century became widely used in 1990s largely thanks to the Putnam's work. According to Putnam social capital is „those features of social organization, such as trust, norms and networks, that can improve the efficiency of society by facilitating coordinated actions“ (Putnam 1993, p. 167). Explained most succinctly, the notion of social capital is about social networks between people and the values these networks can generate. Social capital,

often addressed by some authors as „social cohesion“ (see, for example, Woolley 1998) is a public good that facilitates co-ordination and co-operation between individuals for mutual benefit. Its presence is believed to reduce levels of crime, political corruption and positively affect public health (Putnam 2004, cited in Clarke 2004). Together with natural and human capital, it is seen as the wealth of humankind.

Social capital consists of the following elements: trust, co-operation and sharing, social networks, participation in shared norms of behaviour, a sense of commitment and belonging (European Parliament 2008). The classic case of social capital is neighbourhood networking. Putnam (2004, cited in Clarke 2004) gives an example in which a barbecue organized within a neighbourhood is beneficial not only for its participants but also for the neighbours who did not come because of the positive consequences this event and established social connections produce. In societies with developed social capital people are more likely to feel that they can make a difference. In other words, they feel included in community and that community itself is involved in local governance.

Putnam (1995) links volunteering and social capital and claims that volunteering contributes to the development of social capital and development of active citizenship in general. In fact volunteering and social capital are treated by some authors as synonymous because voluntary activities both „embodies and creates social capital“ (p. 665). Woolley (1998) equates the terms social capital and social cohesion and writes accordingly that „if there is a social cohesion there will be a strong voluntary sector, if there is a strong voluntary sector there must be social cohesion“ (p. 4). Continuing this idea there is a reason to suppose that volunteering to a certain extent is a synonym for community participation and can also “embody and create” it because the latter is part of social capital. Therefore, to increase a level of community involvement at a World Heritage site a number of volunteers at this site has to be raised.

The theory of social capital is often applied to informal volunteers or those involved in civic activities as individuals. It has to be noticed nonetheless that neighbour support is not necessary volunteering. How it was mentioned in the chapter two (see 2.1. The Diverse Concept of Volunteering) it is difficult to draw a line which activities are to call volunteering because the idea of volunteering can dissolve when its activities are considered as responsibilities rather than a free will. Woolley (1998) notes:

Voluntary activity is a sign of both cohesion and disintegration: without some cohesion, some sense of shared values or commitments, people would not volunteer at all; on the other hand in a truly cohesive society, there may not be much „volunteer“ work, as obligations to others are seen as responsibilities which must be fulfilled, not something that is chosen (p.11).

Further, it is examined how the theory of social capital refers to formal volunteers involved at heritage sites and at World Heritage sites in particular.

### **3.2.1. Roles of Volunteering in Community Building**

Putnam distinguishes bonding and bridging social capitals. The bonding capital unites people with similar social backgrounds, age and ethnicity while the bridging capital appears between ones with different backgrounds. Holmes and Smith (2009) claim that bonding capital is more common within volunteers, because they are likely to have similar interests and motivations to volunteer. It makes it difficult to attract new categories of participants. A typical volunteer is likely to be old, well-educated, employed or retired while youth, marginals and people with migrant background stay underrepresented. Moreover, it can be assumed that people who volunteer are already interested in the subject and more likely to have proper conservation behaviour. However, it is argued that volunteering benefits the social development in general and community building in particular and that the UNESCO World Heritage programme should play a leading role facilitating it in order to contribute to sustainable development.

Following Putnam's study Onyx et al. (2003) detach four categories of roles volunteering plays in the formation of social capital and in community building: developing services and bonding, and less obvious but not less important mediating and bridging. There is a reason to suppose that these categories are highly important to understand how volunteering contribute to the World Heritage in general and to community participation at a World Heritage site in particular. Thereby, the following categories with regard to World Heritage and Historic Urban Landscape approach are studied (See Table 2. The role of volunteering for community and for a World Heritage site).

1. *Developing services role*: facilitating coordinated actions. Volunteer activities contribute to community development by causing emergence of NGOs and other structures that facilitate these activities. Volunteers meet needs of community by providing goods and new services as well as identifying the lack of them.

In regard to heritage organization volunteers not only do the work which would not be done otherwise but they can initiate new activities and structures. Moreover, volunteers bring their knowledge and skills as well as their intangible values and experiences to the site. As an example, a volunteer guide develops a new tour through a heritage site based on his cultural background and knowledge.

2. *Bonding role*: creating a „glue“ for community. Volunteers with similar background build “a web of caring relationship” and “friendship networks” both inside and outside an organization and provide therefore support to its members (Onyx et al. 2003, p. 71). This kind of networking is based on the idea that “the more we connect with other people, the more we trust them, and vice versa” (Woolley 1998, p. 665). Volunteers create links in community, and therefore they promote community participation.

This not only increases the level of civic engagement on a heritage site but it strengthens connection between its members. Moreover, it contributes in perspective to mutual understanding between all stakeholders of the site and prevents numerous conflicts between them.

3. *Mediating role*: performing as mediators in community networks between experts and non-professionals. On the one hand a volunteer has an access to information which could be useful for the community, on the other hand he has enough trust with other community members to transfer this information while experts lacking of “the warmth of human connection” to do this (Onyx et al. 2003, p. 72). The authors claim that because of growing distrust of expert system, not clear technical language that experts use and lack of personal approach „the potential mediating role of volunteers may be the most important of all in creating and maintaining a sense of community” (ibid.).

Such a „para-professional role” of volunteers, the position they take between staff and visitors, conservators and inhabitants, is highly important for heritage organizations.



Experts in conservation are not always able to transfer heritage values and conservation principles they follow. They may be seen as art fanatics and their conservation actions can be incomprehensible for some people. Heritage volunteers can transmit this information in the philistine language.

On the other hand, according to the Historic Urban Landscape approach community itself possesses information useful for experts. Smith (2014) states that to understand urban diversity and cultural layering one has to experience it and “the experience is impossible for the expert to document, other than through the knowledge of those who inhabit the city” (p. 231). Following the concept that volunteers are mediators between experts and inhabitants it can be argued that volunteers play an important role in the Historic Urban Landscape approach and volunteering itself together with cultural mapping method can be a civic engagement tool for it.

The mediating role of heritage volunteers is also admitted by Holmes (2003) who considered them as long-term visitors and neglected segment of museum audience. (See also 2.3. Motivations to Volunteer in Heritage). She claims that volunteers in heritage are both part of museum and part of its audience, and therefore their opinion can be among others used in monitoring of visitor experience.

4. *Bridging role*: linking individuals with different background and “across demographic divides” (Onyx et al. 2003, p. 73). Bridging can mean different kinds of networks. Bridging is a connection between volunteers themselves, connection inside an organization, and finally it is a connection between different organizations. However, unlike bonding bridging refers to people with different background or people standing on different stages of social hierarchy and their ideas and skills. That make volunteers to learn from one another, enhance mutual understanding and to make a difference in community development.

Moreover, some communities can be strong and well organized in terms of bonding but if they do not accept outsiders and their influence, they do not gain access to their ideas, skills and cultural experiences. That makes bridging capital highly important for the Historic Urban Landscape approach. According to Smith (2014) “marginalised

communities often carry valuable insights” whereas “diversity is healthy in ecological perspective” (pp. 227-228). Volunteers as it was mentioned before are both bearers of the culture experience and the channel to spread the culture experience in the community.

For a World Heritage site bridging as in the case of bonding means greater involvement of stakeholders as well as cooperation with local NGOs and civic initiatives. Moreover, different roles can be mixed together, for example bridging and mediating. Thereby including underrepresented groups such as youth and people with migrant background in the work of heritage organization can positively influence presence of those groups among the site visitors. Resuming different kind of links volunteers create in the society it can be argued that “they [volunteer’s] location as network nodes places them in a vital gatekeeping role as ‘keepers of the culture’ ” (Onyx et al. 2003, p. 73).

Onyx, Leonard & Hayward-Brown do not go beyond these four kinds of roles volunteering plays in community building. However, some sources (Holmes & Smith 2009; United Nations Volunteers 2013) admit that volunteering can influence individual’s behaviour. Since conservation behaviour as well as a lack of it plays a significant role in protection of World Heritage, we include it as the fifth role of volunteering in contributing to community development.

5. *Behaviour changing role*: influencing people values. Volunteering can cause changes in social and environmental values of an individual as well as his behaviour. Indeed if a person interacts within a group, he is more likely to adopt their values and to consider their interests. This observation applies to general public but it is particularly relevant in relation to youth. When start volunteering young people learn to take responsibilities, they receive feeling of belonging and that leads to reducing of their negative behaviours (UN Volunteers 2013).

Holmes and Smith (2009) also find that volunteers who work in a heritage organizations front-of-house and communicate with visitors have direct impact on visitor experience and potentially affect their behaviour as well as their conservation and environmental values.

The following table summarises the outcomes of volunteering in relation to community and a World Heritage site:

|                               | Outcomes for community  | Outcomes for World Heritage   |
|-------------------------------|---|---|
| <b>1. Developing services</b> | <ul style="list-style-type: none"> <li>• identifying needs</li> <li>• delivering new services</li> <li>• creating new organizations</li> </ul>  | <ul style="list-style-type: none"> <li>• providing resources for conservation</li> <li>• initiating new activities</li> <li>• contributing cultural values and experiences</li> </ul>   |
| <b>2. Bonding</b>             | <ul style="list-style-type: none"> <li>• creating inter-community links</li> <li>• providing support for community members</li> </ul>   | <ul style="list-style-type: none"> <li>• promoting community participation</li> <li>• involvement of stakeholders</li> <li>• preventing conflicts</li> </ul>  |
| <b>3. Mediating</b>           | <ul style="list-style-type: none"> <li>• transmitting information</li> <li>• creating trust and sense of community</li> </ul>   | <ul style="list-style-type: none"> <li>• involvement in decision-making</li> <li>• transfer of conservational values to inhabitants</li> <li>• transfer of cultural experience to experts</li> <li>• visitors indicator (feedback)</li> </ul> |
| <b>4. Bridging</b>            | <ul style="list-style-type: none"> <li>• social inclusion</li> <li>• across generations connections</li> <li>• breaking down traditional hierarchy</li> <li>• new ideas and skills for community</li> </ul> | <ul style="list-style-type: none"> <li>• cultivation of different cultural levels</li> <li>• promoting diversity</li> <li>• involvement of further stakeholders</li> </ul>  |
| <b>5. Behaviour change</b>    | <ul style="list-style-type: none"> <li>• constructing community values</li> <li>• educating youth</li> </ul>  | <ul style="list-style-type: none"> <li>• raising awareness</li> <li>• improvement of conservation behaviour</li> </ul>  |

**Table 2. The role of volunteering for community and for a World Heritage Site**

As it could be seen volunteers contribute to heritage organizations and society not only because of services and goods they produce as “unpaid staff”, but because of the volunteering process itself and the networks it creates. The values of such networks was repeatedly emphasized by UNESCO especially since the importance of community engagement in the life of a World Heritage site was recognized:

This new approach and these considerations will require the building of capacities and education of relevant actors, from institutions and policy-makers to heritage practitioners and communities and networks. Communities, in particular, should be empowered to harness the benefits of heritage to society through specific awareness-raising initiatives, skills development programmes and the establishment of networks. (The Kyoto Vision: A Call for Action, cited in WHC 2013)

### **3.3. PRINCIPLES FOR DESIGNING A VOLUNTEER PROGRAMME AT A WORLD HERITAGE SITE**

Thus, the presented study has observed UNESCO innovative approaches and strategies in the field of heritage conservation as well as its policies aimed at increase of community participation in the life of World Heritage. Furthermore, the study has traced the connection between volunteering, community involvement at a heritage organization and social development in general. In the last part of this chapter it is intended to take a closer look on relationships between World Heritage and volunteering and elaborate key principles in designing a volunteer programme at a World Heritage site.

Although volunteering at a World Heritage site often plays by the same rules as for example museum volunteering, it can pursue other goals. World Heritage is in the first place a UNESCO programme and adheres therefore to the same direction in its missions. That means that World Heritage sites promote not only conservation values but also education and social development. Moreover the World Heritage Convention (1972) states: „The States Parties to this Convention shall endeavour by all appropriate means, and in particular by educational and information programmes, to strengthen appreciation and respect by their peoples of the cultural and

natural heritage“ (Art. 27). Similar to the World Heritage Volunteers project host community-based volunteering becomes an educational tool. Consequently, a World Heritage site has a purpose to become an “intellectual leader” and not just use volunteers as additional resource but to facilitate their education and personal development. The following scheme shows relationships between volunteering and a World Heritage site beneficiary for both:



Figure 1. Mutual benefits for volunteers and a World Heritage Site

In order to find implementation of this concept in practice six principles for designing a volunteer programme at a World Heritage site are developed. The following strategies aim to have an effectively organized programme and at the same time respond to UNESCO values and priorities, in particular to the Historic Urban Landscape approach.

1. **Build ownerships.** Some members of local community and potential volunteers should be involved already on the stage of developing of the volunteer programme. That in one hand would enable them to bring diversity of expectations, perspectives and experiences to the programme design and in the other hand give them responsibilities and make them feel a part of the organization. Moreover, it will bring attention to the project and would make later on the recruiting process easier. Practically it is achieved by organizing specialized workshops on the early stage of the programme’s design.

2. **Perform professionally.** However, giving responsibilities to community members does not mean that there is no need of professional planning. The programme design requires a clear structure since accurate management will prevent chaos and other threats. This concerns volunteering in general: although volunteers are not paid, their involvement in an organization is not free of costs. It is strongly recommended to have a full time position of a volunteer coordinator as well as to invest in the detailed programme development. The proper management will prevent further costs and it is one of main keys to success of a volunteer programme. There are proves in literature that volunteer management is eventually recompensed: “Even accounting for employing a volunteer management and other supervision costs, volunteers are a cost-effective means of providing a quality visitor information service” (Jago & Deery 2002 cited in Holmes & Smith 2009, p. 54).
3. **Promote World Heritage values.** Among other training activities volunteers should be provided with learning seminars on topics such as the significance of the given World Heritage site, the UNESCO values and the importance of World Heritage protection. As it was mentioned before, volunteers will benefit themselves and transfer this knowledge further to their community promoting thereby awareness and conservation behaviour.
4. **Use the whole potential of a World Heritage site.** Constituting wholeness and intactness of a World Heritage site all elements are important to understand its significance. Thereby volunteers should be engaged not only at dominated attractions but also at properties less famous. This specially concerns extending sites, serial properties and trans-national World Heritage sites. Involvement of volunteers at a site managed by different authorities will promote cooperation between them. Furthermore, it can positively affect tourism by bringing some attention as well as additional resources to less visited attractions.
5. **Get feedback.** It is essential for a heritage organization to have clear and transparent volunteer management. Volunteers should be provided with an opportunity to express themselves and leave a feedback on varied issues including topics which do not directly refer to their tasks. As mentioned above volunteers present local communities and their

cultural layers on the one hand and property visitors on the other hand and their experience is remarkably valuable.

6. **Ensure inclusion.** Even it can be a challenge to go beyond bonding capital and attract youth, migrants and socially disadvantaged people to volunteer, it brings sufficient outcomes both for a heritage organization itself and for social development in general. It is though necessary to consider that a volunteer manager should not necessary try to attract all kinds of target groups by using the same recruiting campaign. Different social and demographic groups have different motivations to volunteer and should to be approached differently.

The suggestion how to implement the submitted strategic objectives as well as practical recommendation on designing a volunteer program is presented in the next two chapters devoting to the World Heritage site of the Palaces and Parks in Potsdam and Berlin.

# 4. THE WORLD HERITAGE SITE PALACES AND PARKS OF POTSDAM AND BERLIN

## 4.1. THE DESCRIPTION OF THE WORLD HERITAGE SITE

The World Heritage site of the Palaces and Parks in Potsdam and Berlin was inscribed to the World Heritage List in 1990 and is since then recognized as a site of Outstanding Universal Value at national and international level. The site is an icon attraction in Germany. Thousands of tourists come every year to see the famous Sanssouci Palace of the Frederic the Great or the Cecilienhof Palace – place of the Potsdam conference in 1945. Its fascinating history and cultural significance is a source of local proud for its citizens. However, the site faces some challenges related to the lack of public awareness and poor conservational behaviour. Volunteering is seen as one of the instruments to influence the current situation. In order to trace preconditions for a volunteer programme, the property and its values are characterized as well as its management and the challenges it faces.

### 4.1.1. The Brief History of the Property

Potsdam was first mentioned in 993 as a Slavic settlement called “Poztupimi”. In the 17th century the city started to play an important role at the Prussian royal court when the Great Elector of Brandenburg Frederick William (1620-1688) chose these areas for hunting. Though later one the young city had mostly a military function, hosting the Prussian garrison.

The real fame came to the city with the reign of the Frederick II the Great (1712-1786) who made Potsdam his summer residence. Praising everything French the king wished to turn the garrison city to „Prussian Versailles“. Under his order six vineyard terraces were constructed on one of the Potsdam’s hill where later the famous baroque Sanssouci palace was erected (1745-1747). Under the rule of Frederick the Great also the Sanssouci Park was laid out and further baroque palaces, such as the New Chambers (1747 as an orangery and 1771-1775 as guest palace) and the New Palace (1763-1769) were build there.

The successors of Frederick the Great continued his colossal work in creating a cultural landscape of international level. The first Prussian park in English country style, the New Garden was laid out in the time of Frederick William II (1744-1797), who also built for himself the Marble



Palace (1787-1791) there. In the 19<sup>th</sup> century other parks, such as the Babelsberg Park and the Peacock Island Park in Berlin were laid out by the court landscape architect Peter Josef Lenné. Furthermore, under the rule of king-romantic Frederick William IV (1795-1861) the Sanssouci Park was extended according to Lenné's plan to the south where Charlottenhof Palace (1826-1829) and the Roman Baths (1829-1840) were erected as well as the Church of Peace (Friedenskirche, 1845-1854) in the east part of the park. In 1916 the Cecilienhof Palace was built in the New Garden for the last regent representative of the Hohenzollern House William II.

The World Heritage site of the Palaces and Parks in Potsdam and Berlin represents an ensemble created by some of the most significant and progressive architects and landscape designers of their time, such as G.W. von Knobelsdorff (1699-1753), K.F. Schinkel (1781-1841) and already mentioned Lenné. Together with German and foreign professionals, painters, sculptors, gardeners and craftsmen they created a cultural landscape of high quality and international standing. Its design still determine the layout of Potsdam.

#### **4.1.2. The Location of the Site, its Elements and the Buffer Zone**

Geographically the World Heritage site is situated 30 km south-west from Berlin centre and it spreads along the banks of the river Havel on the territory of 2.064 hectare. Its elements belong to both the cities Potsdam and Berlin as well as two federal states Brandenburg and Berlin.

The World Heritage property includes variety of components, such as the Sanssouci Park and with the Sanssouci Palace, the New Palace, the Charlottenhof Palace and other princely residences; the New Garden with the Gothic Library, the Marble Palace and the Cecilienhof Palace; the Babelsberg Park with the Babelsberg Palace and the Babelsberg Observatory; the Sakrow Park; the artificial Swiss village in Klein-Glienicke; the Alexandrowka Russian Colony and the Pfingstbeg Hill; the artificial Italian village of Bornstedt; the former Railway Station of the Emperor, significant streets the Lindenallee avenue and the Voltaireweg street as well as other elements including water landscape of the Havel River. Moreover, the Glienicke Park with the Glienicke Hunting Lodge, the Peacock Island and all its buildings and further banks of the Havel River belong to the Berlin's territory of the site. The components of the World Heritage site refer to period between 1730 and 1916.

The buffer zone of the World Heritage site includes the territory of 6632 ha where 5308 ha belong to Potsdam and 1324 ha to Berlin (WHC 2014). The buffer zone in Potsdam includes among others protected areas of the Berlin suburb (die Berliner Vorstadt), the Brandenburg suburb (die Brandenburger Vorstadt) and the Nauen suburb (die Nauener Vorstadt); city centre with its Dutch Quarter.

#### **4.1.3. The significance of the World Heritage Site**

The World Heritage site of the Palaces and Parks in Potsdam and Berlin was inscribed gradually: the site was first nominated and approved in 1990 but in 1992 and 1999 additional properties were included. The initial nomination was joined and prepared from both the German Democratic Republic (East Germany) and the Federal Republic of Germany (West Germany) but was admitted the UNESCO World Heritage List as a single whole after the German reunification on the 3rd of October 1990. In 1992 Sacrow Park with Sacrow Palace and the Church of the Saviour and in 1999 the Alexandrowka Russian Colony, Pfingsberg Hill, the Voltaireweg Street, the Lindenallee avenue and other components were added to the World Heritage property together with attached buffer zones. Many of the joined properties were not considered in the initial nomination because of their location on the border between East Germany and West Berlin and the multiply military facilities situated there. According to the advisory body “the nomination is a logical supplement to and completion of the existing World Heritage site, [...] because of the historic unity of landscape, composition, architecture, structure, and culture with the existing inscribed property” (ICOMOS 1999). Therefore, the extension completed the historic cultural ensemble of Potsdam and Berlin.

The World Heritage site was inscribed to the UNESCO World Heritage List based on criteria (i), (ii) and (iv). In short the World Heritage site of the Palaces and Parks in Potsdam and Berlin is of Outstanding Universal Value because, firstly, as an eclectic but harmonious ensemble it is a masterpiece; secondly it synthesizes European art trends in 18<sup>th</sup> century and it had further influence to the East; finally it represents “the monarchic concept of power within Europe”. The full text of criteria:

Criteria (i): [*represent a masterpiece of human creative genius*<sup>2</sup>] The ensemble of the Palaces and Parks of Potsdam is an exceptional artistic achievement whose eclectic and evolutive features reinforce its uniqueness: from Knobelsdorff to Schinkel and from Eyserbeck to Lenné, a series of architectural and landscaping masterpieces have been built within a single space, illustrating opposing and reputedly irreconcilable styles without detracting from the harmony of a general composition that has been designed progressively over time. The beginning of the construction of Friedenskirche in 1845 is a symbol of deliberate historicism: this "Nazarene" pastiche of San Clemente Basilica in Rome commemorates the laying, on 14 April 1745, of the first stone for Sanssouci, the Rococo palace par excellence.

Criteria (ii): [*exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design*] Potsdam-Sanssouci - frequently called the "Prussian Versailles" - is the crystallization of a great number of influences from Italy, England, Flanders, Paris, and Dresden. A synthesis of art trends in European cities and courts in the 18th century, the castle and the park offer new models that have greatly influenced the development of the monumental arts and the organization of space east of the Oder.

Criterion (iv): [*be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history*] Potsdam-Sanssouci is an outstanding example of architectural creations and landscaping development associated with the monarchic concept of power within Europe. By the vastness of the program, these royal ensembles belong to the very distinct category of princely residences, such as Würzburg and Blenheim (included on the World Heritage List in 1981 and 1987 respectively). The bombing of 14 April 1945 has made it

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<sup>2</sup> Here and further in brackets: Criteria for the assessment of Outstanding Universal, in WHC 2013a, § 77.

impossible to nominate to the World Heritage List the urban ensemble developed by Frederick William I in two stages: the "first new town", from 1721 to 1725, and the "second new town", beginning in 1733.

(World Heritage Committee 2014, p. 77)

According to World Heritage concept of integrity the heritage site is of adequate size and includes all elements necessary to express the Outstanding Universal Value. Although some of its properties were neglected in 1939-1989, "the layout still follows Lenné's plan" and meets the requirement of authenticity (ibid.). The partial reconstructions, based on a thorough scientific study, still take place today.

With its historical parks and gardens the presented World Heritage site is classified as a cultural landscape or a representation of the "combined work of nature and of man" how it is designated by the World Heritage Convention (WHC 1972, Art. 1). Since the site's gardens and parks are laid out in the first place for aesthetic reasons, it can be attributed by the Operational Guidelines to the first category of cultural landscapes or a „clearly defined landscape designed and created intentionally by man.“ (WHC 2013a, Annex 3, § 10).

However, the site can be also classified as a historical urban landscape. Its territories include not only parks but also some significant residential areas, such as the Alexandrowka Russian Colony, Sacrow, the artificial Swiss village in Klein-Glienicke, the Pfingsberg Hill and attached grounds down to the New Garden. Some of historical buildings in the parks Sanssouci, New Garden and Babelsberg due to protection reasons are inhabited by employees of Prussian Palaces and Gardens Foundation Berlin-Brandenburg. Moreover some of the buildings of the University of Potsdam, modern and historical, are situated on the periphery of the Sanssouci Park as well as in Babelsberg Park and used for lecture halls, student dormitories and other facilities. Such a variety of stakeholders cannot help but cause a clash of interests and therefore should be managed with caution to the Historic Urban Landscape approach and the World Heritage community involvement and people-centred conservation approach.

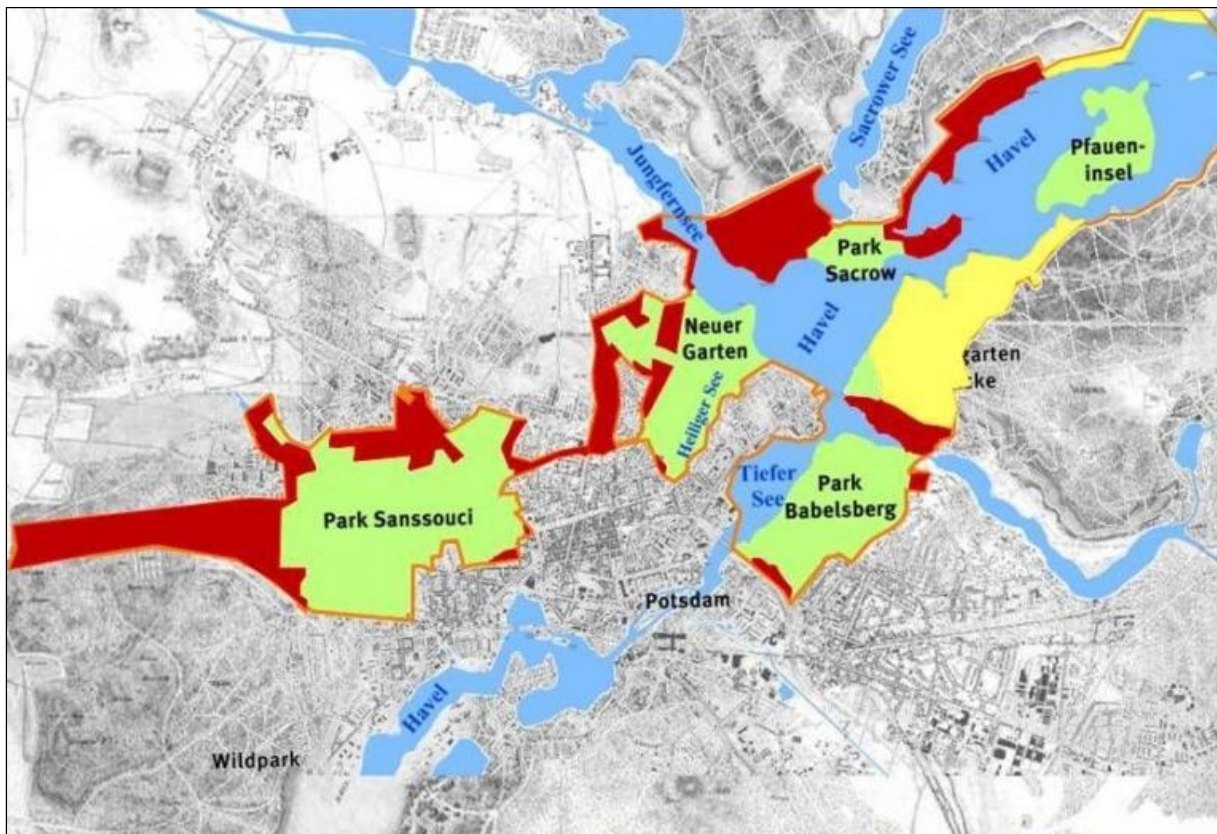
## **4.2. MANAGEMENT OF THE WORLD HERITAGE SITE AND ITS LEGAL PROTECTION**

The World Heritage property is managed in close cooperation between three bodies in charge: the Prussian Palaces and Gardens Foundation Berlin-Brandenburg (so-called SPSG), the City of Potsdam and the district city offices of Berlin Spandau and Steglitz-Zehlendorf. In recent decades these institutions developed a common management system of legal instruments and regulations. The fields of their collaboration include different issues such as projects and/or problems relating to urban development in areas surrounding the World Heritage site with a direct or indirect impact on the site, issues relating to monument protection in the area of the World Heritage site and also promoting tourism, improving the necessary infrastructure and city marketing (WHC 2014). However, the World Heritage site Palaces and Parks of Potsdam and Berlin does not have a World Heritage management plan since it was not mandatory at the time of the listing (1990).

The SPSG is responsible for the most visited tourist attractions, such as the Sanssouci Park and the New Garden, as well as for the less famous parks Babelsberg, Sacrow, Glienicke and the Peacock Island. The Foundation is also the owner of other Prussian parks and palaces in Berlin and Brandenburg, such as, for example, Charlottenburg Palace, the largest palace and the only survived royal residence in Berlin.

The City of Potsdam is responsible for the most of properties added in 1992 and 1999 such as the Alexandrowka Russian Colony, the Pfingstberg Hill, the artificial Swiss village in Klein-Glienicke, the Voltaireweg street, the Lindenallee avenue as well as for parts of the Havel River and lakes Heiliger See, Jungfernsee and Tiefer See (Landeshauptstadt Potsdam 2015).

Finally, the city administrations of Berlin Spandau and Steglitz-Zehlendorf are responsible for a large part of the Glienicke Park, Sacrow and the further coast line of the Havel River. The exact location of the properties can be seen at the following figure:



**Figure 2. Administration of the World Heritage property by the SPSG (green), the city administration of Potsdam (red) and the district city offices of Berlin Spandau and Steglitz-Zehlendorf (yellow)**

The legal protection of the site is well integrated in German monument protection legislative framework on federal and local level. Most of the elements of the site were protected even before they were inscribed to the World Heritage List. Thus park and palace Sanssouci, the New Garden and Babelsberg Park are under legal protection since 1979, the Alexandrowka Russian Colony since 1977 (Kalesse & Kartz 1996).

Present laws adopt and extend the legislative framework. According to *the Brandenburg State Law on the Protection of Monuments* (Denkmalschutzgesetz) from 24 May 2004 the territory of the World Heritage site is classified as protected monumental area (World Heritage Committee 2014). The site is protected by the *Statute on Conservation Areas to protect the World Heritage in Potsdam* (Denkmalbereichssatzung) dated 30 October 1996 (ibid.). Moreover, signed in 1999, the plans for Potsdam's environmental planning (Leitplanung für die städtebauliche Entwicklung der Umgebungsbereiche der Welterbestätte Potsdam, so-called Leitplanung) regulate activities of the site's administrative bodies and their cooperation in management of the World Heritage property (WHC 2014). The *Declaration on the buffer zones of World Heritage*

*Site Palaces and Parks of Potsdam and Berlin* (Deklaration über die Pufferzone zur Welterbestätte „Schlösser und Parks von Potsdam und Berlin“) from 2011 designates the buffer zones of the property and the legal procedures within them. Finally, to the World Heritage site also apply further environmental and land use legal instruments and directions of the EU.

The SPSG since its foundation in 1995 is an independent local historic monument protection authority (untere Denkmalschutzbehörde) which means that the foundation is responsible on its own for its building monuments and landscapes. The respective legislation is declared in "*State Treaty about the establishment of the "Berlin-Brandenburg Prussian Palaces and Garden Foundation"*" from 9 January 1995 (World Heritage Committee 2014).

#### **4.2.1. The Prussian Palaces and Parks Foundation Berlin-Brandenburg (SPSG)**

The aim of the presented paper is to develop recommendations for designing a volunteer programme in the frameworks of the SPSG. The foundation is the most associated with World Heritage organization, it owns and manage most of its components, including the most famous and visited ones. However, it is strongly recommended to all responsible bodies to cooperate in engaging local volunteers in their work at all objects belonging to the World Heritage site. The joined efforts imply good coordination that is not without conflict of interest but bring significant results in the future.

The SPSG was established in 1995 as the result of the fusion between the Potsdam-Sanssouci State Palaces and Gardens (Staatlichen Schlösser und Gärten Potsdam-Sanssouci) in the former East Germany and the State Palaces and Gardens Administration (Verwaltung der Staatlichen Schlösser und Gärten) in West Berlin. These organizations continued the work of the Prussian State Palaces and Gardens Administration (Verwaltung der Staatlichen Schlösser und Gärten), which was responsible for the heritage of the Hohenzollern House in the period of 1927-1947.

The foundation manages over 30 royal palaces and more than 150 historical houses and 800 acres of adjacent parks and gardens in Potsdam, Berlin and Brandenburg and employs 553 (June 2013) paid staff and over 30 interns and trainees (SPSG 2013, p. 11). It also cooperates with a subsidiary service firm Fridericus with over 600 employees occupied in the fields of security, cleaning and visitor service, including organisation of guiding tours.

The heritage sites of the SPSG from year to year is highly popular among tourists. In 2013 the Foundation attracted 1.670.752 visitors, 1.027.760 of them in Potsdam (SPSG 2013). However, the number of visitors allowed into the palaces, especially into famous Sanssouci Palace, as well as other historical houses and parks is regulated by conservation and preservation guidelines (World Heritage Committee 2014).

The foundation is a public sector organization (Öffentlicher Dienst) and funded to about 50% by the German federal government, states Berlin and Brandenburg. Another 50% constitute its own incomes through admission and guided tour fees, renting and other sources as well as donations and sponsoring. In 2013 the financing of the SPSG amounted to €34,7m from governmental sources, €16,2m of own incomes and €16,3m of donations or €67,2m in total (SPSG 2013).

The organizational structure of the foundation consists of seven departments and a separate master plan project (2008-2017) with general director apparatus above them. The departments reflect the various functions of the foundation from research, collection preservation and restoration at Palaces and Collections Department and Restoration Department to gardening work and research at the Gardening Department and to administration and marketing at General Management Department and Marketing Department.

As an institution, responsible for World Heritage property the SPSG preserves detailed documentation (photographs, maps, measurements) on all its components. Its duties as an independent local historic monument protection authority and a team of art-historians, architects, engineers, restorers, conservators, landscape architects enable it to approach all restoration issues professionally.

### **4.3. THE MISSION OF THE WORLD HERITAGE SITE**

In order to manage a World Heritage site in the best way a responsible organisation needs to develop a mission statement, a vision, aims and objectives. Since the World Heritage site Palaces and Parks in Potsdam and Berlin does not have a common management plan for its administration bodies, it is difficult to identify their common strategies. However, the SPSG has its written mission, dated to 1998. Although the mission is not up-to-date, its principles still form a basis for the foundation's everyday operation.



Since the establishment of the Prussian State Palaces and Gardens Administration in 1927 the palaces and other historical houses of the SPSG were open to public as museums. The foundation describes the Prussian palaces and parks in Berlin and Brandenburg as “a key witness of German culture and history” (SPSG 2000, §1). The mission of the SPSG is therefore to maintain, research, interpret, present and communicate the Prussian heritage. The foundation sets its ultimate goal to preserve the entrusted heritage for future generations, what corresponds to the statements of the World Heritage Convention. According to Art. 4 the State Party has “the duty of ensuring the identification, protection, conservation, presentation and transmission to future generations of the cultural and natural heritage” (WHC 1972).

With regard to heritage presentation and transmission the SPSG recognizes its education and communication roles. As stated in its mission, “the outstanding importance of palaces and gardens as cultural monuments of humankind requires the foundation to provide a cultural experience of the best quality“, and therefore the offered programmes should bring its visitors both enjoyment and education (SPSG 2000, §3). However, in its mission the foundation does not mention the need to raise public awareness about heritage values and preservation of World Heritage.

Moreover, it is not said how the local community can be involved in the life of the World Heritage site other than as visitors. Speaking of public relationships the SPSG underlines the need to maintain contacts to funding providers, local authorities and sponsors (ibid., § 6). In other words it pursues first of all fundraising aims. The communities are mentioned in relation to tourism marketing, but only as consumers of tourism products.

Although according to the last Periodic Report (WHC 2014) the World Heritage site of the Palaces and Parks in Potsdam and Berlin with minor exceptions shows overall positive indicators in preserving the Outstanding Universal Value, it has to be admitted that its management does not fully correspond to the current people-centred course of UNESCO. More precisely the current mission does not follow the UNESCO strategic objectives *Communication* „to increase public awareness, involvement and support for World Heritage through communication“ and *Community* “to enhance the role of communities in the implementation of the World Heritage Convention” (World Heritage Committee 2007). As a result the involvement of local community at the property is described as “fair”, despite the fact that they have “some input into

discussions relating to management but no direct role in management” (WHC 2014, 4.3.7. and 4.3.8.). It can be argued that low level of community involvement is one of the main reasons why the World Heritage site faces numerous challenges when it comes to interaction with local people, including lack of awareness and conflict of interests.

#### **4.4. CURRENT CHALLENGES TO THE WORLD HERITAGE SITE**

Like almost every World Heritage site Palaces and Parks in Potsdam and Berlin suffers from the tourism demand, particularly from certain visitors who sometimes do not have a proper conservation behaviour. Some tourists refuse to wear special museum slippers and damage thereby the historical parquet in the palaces. Others climb sculptures in parks wishing to take amusing pictures. Many break park rules out of ignorance and picnic on the park’s meadows. Such poor conservation behaviour and lack of appreciation of heritage can be explained by different factors, such as bad education, cultural differences, alienation from the site. However, such behaviour is not expected from the residents, whom the site and its history belongs. Nevertheless, it is not the tourists’ impact that is a subject of concern of the site managers but neglect of the site by some of Potsdam citizens. Swimming in the Heiligen Lake and riding a bicycle in the New Garden, parking on a lawn of Alexandrowka Village are unfortunately an everyday reality in Potsdam.

The New Garden and the attached to it Heiligen lake are since years “the biggest headache” for the Foundation. The pleasant surroundings attract thousands of citizens to rest from the summer heat. The SPSG made advances to the inhabitants and allowed swimming in the special bathing area on the east of the lake. It also arranged a bicycle path through the park to the convenience of the citizens. Though people swim on the west side of the lake, where the Gothic Library, the Marble Palace and the Cicilienhof Palace are situated and they ride bikes on the easy to destroy gravel ways. According to the interview with Heinz Berg, the chef of General Management department of the SPSG, compensation for the harm caused by swimmers costs the foundation €200.000 and another €100.000 to repair the damaged ways (*Märkische Allgemeine*, 11 July 2014). Moreover, to prevent further disturbance the SPSG was forced to hire

additional security staff for another €150.000 as well as to arrange cleaning of the littered bathing area at Heiliger Lake for €70.000 per year (ibid.).



**Figure 3. The indifference of some Potsdam inhabitants in the New Garden. The sign's inscription: „Protect the nature. Swimming is forbidden here”**

Furthermore, every year the foundation registers in Potsdam numerous vandalism cases of varying severity from picking flowers and graffiti to serious damages of sculptures in parks. In October 2014 the public was shocked when a 250 years old marble vase was broken into pieces in the Sanssouci Park. As stated in an interview with Frank Kallensee, a spokesman of the SPSG, “Compared to last years the number of vandalism cases increased” namely 172 cases in 2014, which is more than in last 4 years combined (*B.Z. Berlin Nachrichten*, 21 October 2014). The foundation had to increase reparation costs from €130.000 to €200.000 pro year (ibid.).



**Figure 4. Vandalism in the Sanssouci Park. The 250 years old marble vase was broken into pieces**

These sad examples show that there is no connection to heritage from some of the citizens, neither proud of their own history or sense of belonging. On the contrary, lack of awareness of heritage values is present.

The foundation tried to improve the present situation by preventing and punishing measures such as informational stands and signs, already mentioned allowed bathing area and bicycle ways, fining system. Moreover, since 2006 the SPSG introduced a voluntary entrance fee to parks in order to increase their value in the opinion of the citizens.

In order to raise awareness the foundation as well as the city of Potsdam run every year special exhibitions and events. In summer 2014 a garden open-air exhibition "Paradiesapfel" and related regular guiding tours was organised in the Sanssouci Park with an aim to introduce visitors to the concept of cultural landscape and the vision of a royal garden as synthesis of the arts. On the other hand, in 2014 the city of Potsdam developed and ran a programme "Life in the UNESCO World Heritage" ("Leben im UNESCO-Welterbe") with concerts, guiding tours and a photo exhibition. The aim of the programme was to focus on less famous parts of the World Heritage site, such as the Alexandrowka Russian colony, the Jewish cemetery and the artificial Italian village of Bornsted, as well as on the life of the people living in the previously unaccepted border-regions Glienicke, Sacrow and the Pfingsberg Hill.

As noted by Horn (2007) individuals who participates in cultural programmes are already a part of museum audience, people who appreciate heritage and less likely to break the rules. Whereas the ones who do break the rules will stay an unreached focus group. That makes special cultural programmes less efficient in changing people's conservation behaviour. Horn concludes that the SPSG should focus on its educational programmes for the youngest visitors and school classes to instil in them an interest in art (ibid.).

Although educational programmes for children are indeed essential tool to achieve better understanding of heritage values and importance of heritage protection, it can be argued that volunteering brings positive outcomes for a heritage site as well. All the mentioned examples of poor conservational behaviour from Potsdam residents tell us not only about lack of awareness about conservational issues from the site of citizens but also insufficient involvement at the World Heritage Site and as a result lack of local pride and a sense of belonging. As it was

discussed in chapters two and three volunteering has a potential to positively influence community involvement at the site as well as to raise public awareness and improve conservational behaviour of visitors and residents. Moreover, family volunteering, as its variation, allows combining benefits of volunteering and education of the youngest visitors.

The last chapter of presented study aims to research preconditions for involving volunteers within the SPSG as well as to draw an outline for a volunteer programme.

## **5. DESIGNING A VOLUNTEER PROGRAMME IN FRAMES OF THE WORLD HERITAGE SITE OF PALACES AND PARKS IN POTSDAM AND BERLIN**

Volunteers bring a significant contribution to a heritage organisation and to achieve the best performance and avoid chaos, volunteer involvement needs to be professionally coordinated. As Holmes & Smith (2009) note, “in order to acknowledge and properly support volunteers’ efforts, there needs to be a structured and organized approach to managing their involvement” (p. 6). To allow a heritage organisation to design and manage an effective volunteer program, varieties of administrative procedures and issues have to be discussed.

### **5.1. BACKGROUND: OVERVIEW OF VOLUNTEERING IN GERMANY**

In order to design a volunteer programme within a German heritage organisation the level of volunteering and the level of civic engagement in Germany has to be characterised. The countries like the United Kingdom, the United States, Australia and the Netherlands have a long history of philanthropy and they are commonly viewed as traditional volunteering nations. The presence of specialised volunteering research institutions in those countries shows that volunteering is not only a widespread activity there but also a carefully studied field with a variety of programmes and management guidance developed. However, it can be argued that such programmes and guidance cannot be directly applied in Germany without considering its historical and cultural background.

The civil society infrastructure in Germany has been developed only in the last decades and the level of volunteering is still unequal in its western and eastern parts (Kamlage 2008, cited in GHK 2010b). One of the main reason for that is the separation of Germany for over 40 years. The separation left its mark not only on the conservation state of many historical monuments but also on the people’s values and the development of the civic society. Nowadays volunteering is often viewed in Eastern Germany as the equivalent of compulsory work or any other obligatory activities in the socialist regime of GDR. That leads to overall lower level of volunteering in Eastern Germany. On the other hand, Eastern Germany showed denser social

development in 1999-2009 when compared to its western neighbour and it continues this tendency overtime (BMFSFY 2010a, p. 39).

There are two terms in German that can be translated as volunteering: “Ehrenamt” and “Freiwilliges Engagement”. The difference between these two terms sometimes difficult to distinguish. “Ehrenamt” is usually refers to formal volunteering within large-scale organisations or clubs, while “Freiwilliges Engagement” applies to informal individual contributions to grass roots organisations and social projects (GHK 2010b). The latter is also applied to the Voluntary Social Year (“Freiwilliges Soziales Jahr” as well as similar “Bundesfreiwilligendienst”) and its variations, shortly described in the chapter two as a gap-year guest volunteering. The Voluntary Social Year is usually full-time and implies a small wage. Moreover, the motivation to undertake a voluntary year is usually to develop personal competences and skills and orient in choosing a future profession rather than to contribute to society. As a result, the Voluntary Social Year is especially popular among young people in the time between school and university.

When designing a volunteer programme at a structured heritage organization in Germany the term “Ehrenamt” is assumed. It represents volunteering as it was defined: of free will, for the general public good, with no reward expected and usually occurring in free time.

Volunteering should also not be confused with a similar German term “Volontariat”. The “Volontariat” relates even less to free will activities than “Freiwilliges Engagement”. It is a 12-24 months traineeship in different fields, such as public sector, including museums and galleries, or journalism. “Volontariat” is a full-time paid position intended for university graduates and young professionals, in some cases for those who already has a PHD degree.

Although Germany is not a traditional volunteering nation, the level of volunteering nowadays is still one of the highest in Europe. According to the *Study on Volunteering in the European Union* (GHK 2010a) 30-39% of adults in Germany are involved in volunteering activities of different kinds (in the UK over 40%). At the same time, Germany has a high percentage of formal volunteering: a half of all volunteers are engaged through clubs, associations (“Vereine”) and volunteer agencies.

Speaking of statistics in 2009 5,2% of adult population in Germany volunteered in culture/art/music sector, which would include cultural heritage volunteering. Together with

social welfare (5,2%) it follows volunteering in sport (10,1%), in kindergarten/school (6,9%) and in church (6,9%) (BMFSFY 2010a, p. 16). People's motivation to volunteer equally explained by altruistic intentions and by desire to meet new friends (ibid., p. 22). Similar to other countries volunteering attracts in the first place older generation, especially those recently retired. 36% of volunteers are of the age 55-64, which is more than volunteers of the age 16-54 (34%) and 65+ (26%) (GHK 2010b, p. 9).

Volunteering and voluntary organisations in Germany enjoy since recently increasing recognition from the government. The development of voluntary activities is supported by the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth (BMFSFY). Since 1999 the Ministry has a special volunteer department and since 2010 a National Engagement Strategy (see BMFSFY 2010b). The responsibility of the Ministry is to coordinate "the government's efforts in promoting volunteering and in providing an adequate regulatory framework, infrastructure and recognition for greater civic involvement" (GHK 2010b, p. 20). In practice, this means promoting volunteer centres and multi-generation houses, supporting the creation of civic organisations and youth volunteering services and spread of information about volunteering through governmental internet portals, such as <http://engagiert-in-deutschland.de/>.

Moreover, there is support of volunteering from other institutions on federal level. Thus, the Federal Ministry for Labour and Social Affairs introduced some additions to labour laws in order to identify legal frameworks for volunteering, while the Federal Ministry of Finance introduced tax relief measures for those who undertake voluntary activities (ibid.).

Overall, it can be concluded that thanks to governmental support it is currently an opportune time to pursue a policy of civic engagement and volunteering at a World Heritage site.



## 5.2. SITUATION ANALYSIS OF THE SPSG

The current situation at the World Heritage site, various internal and external factors play important role when planning a volunteer programme. The presented SWOT-analysis characterizes the strong and weak points of the SPSG in the issue of volunteer involvement, as well as considers the potential opportunities and threats for the programme.

|   | Helpful<br>for achieving the aim  | Harmful<br>for achieving the aim  |
|---|---|---|
| Internal origin<br>(attributes of the organisation) | <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Famous properties, icon attractions</li> <li>• Pleasant environment to be</li> <li>• Incredible history of the place, rich stories</li> <li>• WHS is in the heart of the city – easy to access</li> <li>• Large and diverse heritage site - variety of roles for volunteers</li> <li>• The WHS Status</li> <li>• Well organized and financed administration of the site</li> <li>• Some types of volunteering already exist</li> </ul>   | <p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Little experience in the field of volunteering</li> <li>• Scepticism of the staff</li> <li>• Poor internal communication</li> <li>• Poor communication between the SPSG, Potsdam and Berlin and other stakeholders</li> <li>• High level of bureaucracy</li> <li>• Myth of inflexible “look but don’t touch” museum</li> </ul>  |
| External origin<br>(attributes of the environment)  | <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Attractiveness of the city for young families – family volunteering</li> <li>• Student city – potential for youth career-minding volunteering</li> <li>• Prosperous city, people can afford to volunteer in their free time</li> <li>• Involvement of local NGOs and active citizens.</li> <li>• Potential involvement and integration of migrants</li> <li>• Supporting governmental programmes.</li> <li>• Growing interest in participating museums and hands-on exhibitions</li> <li>• Development of Internet technologies</li> </ul> | <p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding of volunteering and why people should volunteer at the WHS</li> <li>• Unethical unpaid work – danger for reputation</li> <li>• Lack of stakeholders involvement</li> <li>• Weak interest from local community</li> <li>• Lack of funding</li> <li>• Competition from volunteering in other fields such as sport, social welfare, neighbourhood projects</li> </ul> |

Table 3. SWOT-Analysis of the SPSG in the issue of volunteer involvement

### **5.2.1. Strengths**

*What makes it easier to introduce volunteers at the site? Characteristics that give us advantages in developing the project.*

The strongest advantage of the World Heritage site for volunteer involvement is undoubtedly the Prussian parks and palaces themselves, their rich history and pleasant landscape. If the site attracts a million of tourists yearly, it is also a desired goal for the „long-term visitors“ – volunteers. Moreover, the location of the site in the heart of Potsdam makes it easy to reach and impossible to stay away from it. The site is an icon attraction and a recognised and respected cultural dominant in the city and the site’s projects have, therefore, a great potential to attract not only volunteers, but also other stakeholders.

Although the SPSG does not have a programme for involvement of local volunteers in its work, there are some other kinds of volunteering presented at the site. The SPSG has annually four to five young people who do a Voluntary Year in Conservation. They work side by side with the Foundation’s employees in the collection inventory and research. Every summer the SPSG in coordination with volunteer agency Internationale Jugendgemeinschaftsdienste (ijgd) hosts a 3-weeks international workcamp providing garden work in the Sanssouci Park.

There are also examples of citizen engagement at the World Heritage site. The Winzerberg, an architectural complex with wine terraces, founded by Frederick the Great and extended in Italian style by Frederick William IV, fell after the World War II into disrepair. Nowadays it belongs the SPSG but managed and renovated by a building association Winzerberg (Bauverein Winzerberg e.V.). Since 2004 the association carries out construction works, restoration of wine terraces, as well as planting the historical sorts of grapes and fruit trees with a help of local volunteers, members of the association. The volunteers, mostly older people but also students, perform a variety of tasks, such as constructing works, archive work or backing cakes for fundraising events. The project that has been going for 10 years already is an example of successful community engagement in conservation of a historical site. Its experience can be applied to the further historical properties in Potsdam.

Finally, the Foundation is well organized, recognized and has an access to resources for its projects. The SPSG’s staff is enthusiastic and highly professional and like in any organisation,

the employees have limited capacities in their work and would therefore glad to have an additional help. Moreover, the diversity of the heritage site with its parks, gardens, palaces and historical houses and the variety of everyday tasks allows creating a range of exciting volunteer positions.

### **5.2.2. Weaknesses**

*What makes it difficult to design a volunteer programme?*

Some of the strengths of the World Heritage site under consideration from a different angle become also its weaknesses. The prestige of the site and its well-organised top-down management cause its fame of inflexible conservative institution, the “look but don’t touch” museum and as a result alienation from some of the citizens. On the other hand the more significant a heritage site is, the more opponents of „everything new“ it will have. That means that a new people-centered project will always meet some confrontation and critics.

The ownership of the World Heritage site by several bodies requires close cooperation between them. However, the bodies have sometimes different interests and aims that lead to poor communication when it comes to common projects.

Moreover, like any large organisation the Prussian Palaces and Parks Foundation experiences difficulties of communication between its departments and its employees and managers are often frustrated with the level of bureaucracy they have to handle. As a public sector institution, the SPSG does not have sufficient flexibility. For instance, according to Mr Robert Klemm, the chef of the SPSG’s HR unit, it seems to be challenging to introduce a new position of volunteer coordinator, so necessary for success of the volunteer programme (2014, pers. comm., 17 November).

Finally, the staff of the Foundation, due to the lack of experience with volunteers, express some scepticism in the issue of volunteers’ involvement at the site. Many fear that volunteers will reduce employment opportunities in Potsdam and in the worst scenario replace some of the paid employees. Others express concern about the quality of the service volunteers provide, especially when it comes to guiding and other interactions with visitors. Many staff members

are enthusiastic about additional help but have their doubts because of the organisational issues, insurance and general bureaucratic challenges.

### **5.2.3. Opportunities**

*What external factors and tendencies could we use for our programme? What can the project exploit?*

The largest part of the World Heritage site and its main dominant attractions belong to Potsdam, the vibrant city with population of 161.500 (2014) and the capital of the Brandenburg state. Potsdam with its rich cultural landscape is a pleasant place to live for people of various social background with high proportion of those with level of income above the average.

Since recent times Potsdam is more and more often called a „baby-boom“ city. The analysis of demographical situation in Potsdam shows that the city has become very popular among young families. According to the Statistical Office Berlin-Brandenburg, the 2014 birth rate amounted 10,8 per 1000 inhabitants what is 25% higher than in the rest of the Brandenburg state (Amt für Statistik Berlin-Brandenburg 2014, p.28). The percent of small children between 0 and 5 years old is currently 6,4%, what is a third higher than in Brandenburg state (4,8%) and significantly higher than in the neighbouring Berlin (5,3%) (ibid.). At the same time the percent of 65+ inhabitants is 19,4% and it is lower than in the Brandenburg State with 22,8% (ibid.). For 10,8 births in Potsdam come 9,2 deaths what means that Potsdam has one the highest natural population change balance in Germany of 1,6 (to compare the Brandenburg State's balance is - 4,6) (ibid.). Many of the families with small children choose to live in the areas directly attached to the World Heritage property, such as the Berlin suburb or the Brandenburg suburb. Their growing number indicates that the future communication and awareness-bringing programmes should be oriented to this new target group.

Moreover, Potsdam is also a student city with 3 institutions of higher education and over 24.000 students. Some study programmes such as history or restoration, are directly connected to the Prussian heritage. Interested young people can be involved in volunteering as well as in the design of its training and educational programme.

Potsdam has relatively developed civic society with over 40 NGOs, community and neighbourhood initiatives. Many of them have experience of working with volunteers, some

function purely on volunteer basis. For instance, Stadtteil Netzwerk Potsdam West e. V. (Potsdam West Neighbourhood Network Association) runs projects concerning social development of the city district located in close proximity to the Sanssouci Park. The association among other organises projects aimed at the integration of refugees, settled in the neighbourhood. Refugees in Germany are not allowed to work but can volunteer or actively participate in the life of community, bringing their cultural experiences and promoting diversity. Working with them as well as with the patronizing NGOs means to raise community involvement and diversity in the life of the World Heritage site.

Another opportunity for a volunteer project is a recent trend of participating museums and hands-on exhibitions. There are more and more museums in Germany where visitors are welcome to contribute their feedbacks, share their stories as well as to experience exhibitions with all five senses. Therefore, a volunteering programme can attract this active part of audience who wish to experience the Prussian heritage “in-depth”.

With regard to funding, legal framework and further governmental support programmes focused on community engagement and volunteering are currently in priority of the authorities. As it was mentioned before, the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth supports and promotes volunteering services. Furthermore, volunteering and especially youth volunteering is encouraged by the European Union and the United Nations. Such widespread support of volunteering activities gives reasons to suppose, that the Foundation as a public sector institution has good chances to receive financing for corresponding projects.

Finally, a volunteer programme these days can greatly benefit from communication technologies and social media development. Internet platforms and social networks make it easier not only promoting and recruiting of volunteers but become an effective communication channel between volunteers and their coordinator as well as between volunteers themselves. Moreover, the Internet platforms and resources can be used for educational and training materials for current and potential volunteers.

#### **5.2.4. Threats**

*What we have to be aware of while planning? What can cause troubles?*

The biggest threat is a distrust in a volunteering programme at the Foundation and misunderstanding of its aims and purposes from inhabitants. Although people are used to volunteer in sport association, schools or in their neighbourhood, they may be not familiar with volunteering at the heritage organisation that up to this moment got along thanks to its paid staff. Germany does not have such long and publicly accepted tradition of museum and heritage volunteering as the United Kingdom. Thus causes several challenges: on the one hand, lack of experience and interests from community members make it difficult to recruit volunteers. On the other hand, there is a danger to harm reputation of the Foundation because involvement of volunteers can be interpreted as using “free labour” and reduction of job opportunities. It is important to prevent misunderstandings through a promotion campaign explaining what is volunteering and what is not.

For similar reason volunteering initiatives may discourage other stakeholders, sponsors and authorities. Although the latter are interested in supporting community engagement, that may also mean that they focus on grass-roots organisations and NGOs rather than on well-established foundations. That may lead to the lack of financing and in the worst case to a confrontation against new projects.

Even when the idea of volunteering is accepted by public, there is a threat, that active members of community are already occupied in volunteer activities in other fields. Whereas the others have too little time to volunteer at the World Heritage site due to their family responsibilities and sufficient choice of leisure activities in the city.

### **5.3. NEED FOR A VOLUNTEER PILOT PROJECT**

The situation analysis of the World Heritage site of Palaces and Parks in Potsdam in Berlin and its administrative body the SPSG shows primarily favourable conditions for introducing volunteer programme to the site. The property has undoubtedly a potential to attract volunteers. However, in order to prevent mistrust resulted from the lack of tradition and experience in the field, a clear strategy has to be developed.

The presented study suggests a design of a volunteer programme in the form of time-limited pilot project within the SPSG. Launching a pilot project is a great way to help making purpose and benefits of volunteering tangible and understandable for the Foundation's employees and managers, for the inhabitants and other stakeholders involved as well as to evaluate their reactions. The pilot project enables the Foundation to set specific objectives in the given period and measure the results obtained. It will prepare the ground for the larger social projects within the whole World Heritage site in the future.

The pilot project can be organised according to a typical management tool - the project lifecycle. The project circle usually includes four stages: initiation, planning, execution and closure, which mean accordingly project definition, detailed planning, monitoring and control and finally post implementation review (Westland 2007). The project circle is often a repetitive action and after the closure phase, which includes the evaluation of performance, comes a new initiation phase and the process with a new initial data starts from the beginning.

To initiate new volunteer involvement projects The National Trust in the United Kingdom uses a similar approach. It is called the Volunteering Journey and it consists of four steps: plan, recruit, manage and grow (National Trust Volunteering and Community Involvement Team 2015). The Volunteering Journey leads a manager through the whole process of volunteer involvement starting from development of new roles for volunteers and the following recruitment procedure to day-to-day support and further training of the participants (see the figure 5).



Figure 5. The National Trust Volunteering Journey Project Circle

Combining both the typical project lifecycle and the model used by the National Trust the presented study suggests the following stages of volunteer involvement at the SPSG: Planning, Recruiting & Selecting, Training, Implementation, Recognition & Evaluation. (Figure 6. The Volunteer Involvement Life Cycle). It is important to notice that training can be provided on the different stages of the programme, as an orientation activity in the beginning of the project or in the form of educational seminars during and after execution phase.



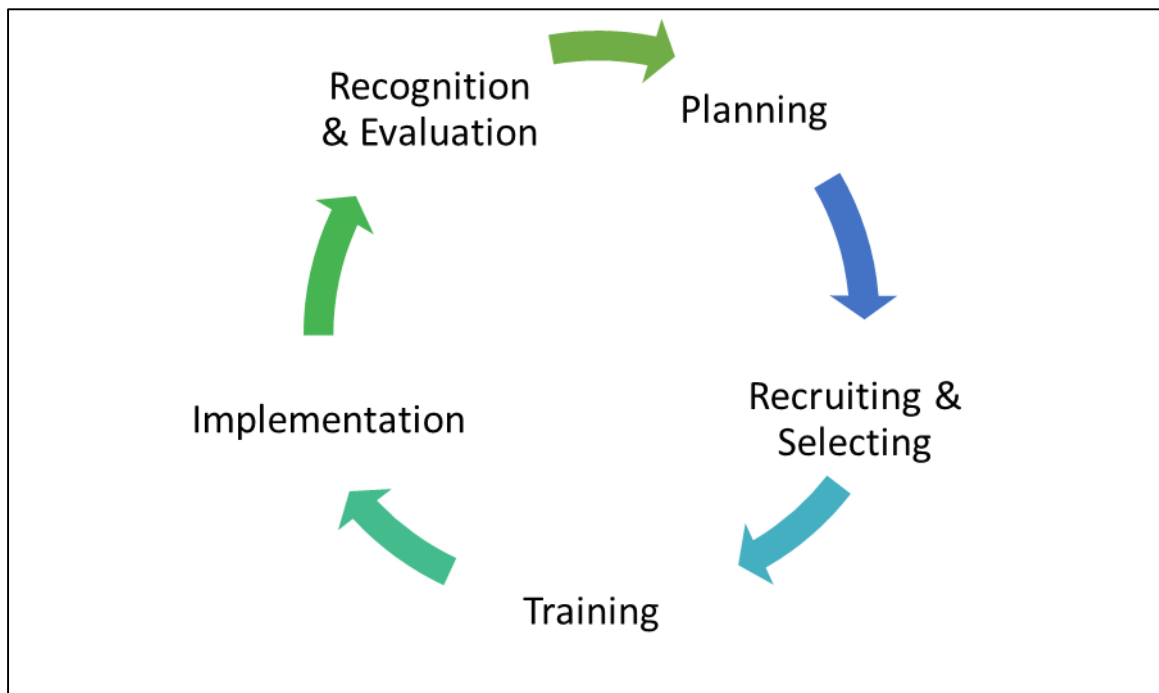


Figure 6. The Volunteer Involvement Life Cycle

### 5.3.1. Aims of the Pilot Project

Considering background of the World Heritage site, challenges it currently faces and the principles developed in the chapter three, the pilot project has following aims:

- improve public awareness of and interest and involvement at World Heritage site
- establish stronger links between the SPSG, the local community and other stakeholders
- achieve better understanding of volunteering within community and the organisation
- help build staff confidence in working with volunteers
- increase capacities of the staff in meeting conservation and communication goals of the site
- promote diversity and social inclusion and thus benefit social development in Potsdam
- promote protection and preservation of World Heritage Sites

Furthermore, it has to be ensured that volunteering is of mutual benefit: it should bring specific outcomes for properties and provide learning benefits for volunteers themselves.

### **5.3.2. Target Group of the Pilot Project**

To define a target group of the pilot project is a challengeable task. Targeting people with strong interest for culture, members of the Friends of Prussian Palaces and Gardens' group, high-educated older audience is easier from many points of view. It is indeed a beneficial strategy: a homogenous group of volunteers will have common interests and motivation, which is attractive for both volunteers and their managers. However, targeting only heritage enthusiasts will not help to meet the project aims, to raise general public awareness and involve community members including people who usually do not consider volunteering and are not typical museumgoers.

As in was stated in the chapter three, bonding connections, appeared between people of the same background, age and interests are common and important within volunteers. Nevertheless, bonding connections do not bring so much social benefits and does not contribute so strongly to development of social capital as bridging, which unites people from different social background. A diverse volunteer programme should "combat social exclusion through empowerment, ending personal isolation, developing skills, improving employability and generating a sense of satisfaction and well-being through helping others" (Holmes &Smith 2009, p. 138).

It has to be noted, that bridging requires more financial and time investment, for instance an additional training for those with low level of skills. "Non-traditional volunteers need to be proactively recruited, may also need training, may not stay as long, especially if they are using volunteering as a route to further study or employment..., and often require expenses to be paid so that they are not out-of-pocket" (ibid., pp. 145-146). In the other hand, programmes aimed at social inclusion not only improve reputation and promote the site for underrepresented group of visitors, but have a better chance to receive financial support from the government.

Therefore, to meet the aims of the project a diverse group of volunteers should be formed. Moreover, because of the educational role of the World Heritage Site children are important audience the programme. It is recommended to introduce family volunteering to the site basing on the model from the National Trust (See 2.2.3. Trends in Heritage Volunteering). Ways to

recruit a diverse group of volunteers as well as families are discussed further in 5.4.2. Recruiting & Selecting.

However, having a diverse group of volunteers does not mean that heritage enthusiasts and older people should be excluded. People who desire to volunteer at the SPSG are welcome but they should be mixed with new audience. The programme has to try to reach older and younger audience, Germans and foreigners and if possible refugees, socially disadvantaged and disabled. That requires from a volunteer coordinator skills in diversity management as well as knowledge of special integration techniques.

**5.3.3. Project Timeline**

A pilot project is a time-limited activity and it equals to one or more full lifecycles. In case of limited capacities a year is a minimum period to carry the project and get tangible results. Since most of volunteers will be engaged in summer season and recruited accordingly in spring, the following 1-year timeline is suggested:

| Activity                         | Month |   |    |    |    |   |   |   |    |    |    |    |
|----------------------------------|-------|---|----|----|----|---|---|---|----|----|----|----|
|                                  | 1     | 2 | 3  | 4  | 5  | 6 | 7 | 8 | 9  | 10 | 11 | 12 |
| Planning                         | ←→    |   |    |    |    |   |   |   |    |    |    |    |
| Recruiting                       |       |   | ←→ |    |    |   |   |   |    |    |    |    |
| Orientation Training             |       |   |    | ←→ |    |   |   |   |    |    |    |    |
| Implementation                   |       |   |    |    | ←→ |   |   |   |    |    |    |    |
| Evaluation & Additional Training |       |   |    |    |    |   |   |   | ←→ |    |    |    |
| Final Report                     |       |   |    |    |    |   |   |   |    |    | ←→ |    |

**Table 4. The Pilot Project Timeline**

The presented year-project is a straightforward programme in a form of special event or thematic year at the property. However, the presented model due to its intense timing would have some notable weaknesses. On the one hand, four months of planning and recruiting

activities can be not enough to attract a large number of volunteers or involve many stakeholders in the project. On the other hand, the submitting of the final report in the end of the year will not allow continuing the project on an ongoing basis already next year.

The solution is to initiate a two-and-half-year programme including two summer seasons. The difference to the one-year project is that the initiation, planning and recruitment activities will start in autumn and continue until late spring when training takes place. After the summer season volunteer experience is evaluated and then middle-term evolution report and further recommendations are submitted in winter. Some of the volunteers who were engaged in the behind-the-scene activities continue their work in the winter season. In the second year the project lifecycle is repeated: new activities are planned according to the experience of the first year, additional volunteers are recruited and trained. The project ends with final evaluation and submission of the final report in autumn similarly to the one-year programme.

The decision which of the two models to use depends on the financing and capacities of the institution. The budget of the pilot project is formed according to different factors but will have to include costs of a volunteer coordinator, preferably full-time; a recruitment campaign including Internet marketing; equipment; training; a budget to cover volunteers' out-of-pocket expenses; cost of recognition and special volunteer events. Ideally, a detailed cost-benefit analysis is conducted before the programme is initiated. It is also important to record volunteer working hours during the implementation phase to be able to evaluate economic benefits of volunteering.

## **5.4. STAGES OF THE VOLUNTEER INVOLVEMENT PILOT PROJECT**

### **5.4.1. Planning**

The pilot volunteer programme as any other project starts with an initiation and detailed planning. On this stage, an exact strategy is developed and the aims of the programme are accomplished by specific objectives. Some objectives can be easy to measure, such as an assumed number of volunteers taking part in the project, the expected volunteer hours donated by them, the amount of work that should be done and amount of and quality of local community organisations reached. Other objectives are connected to indirect benefits and they will be therefore more complex and imprecise. Those include the level of improvements of citizens'

behaviour or increase of visitor number from underrepresented audience. The scope of the project, its exact strategy and expected results will depend on decisions of the property's authorities and available funding.

The volunteer programme has to be fit well in the management system of the Foundation. Mr Robert Klemm, the chef of the SPSG's HR unit, claims that volunteering refers to the fields of public relationships and communication and suggests that the programme should be run by the marketing department (2014, pers. comm., 17 November). Furthermore, it is crucial to identify from the beginning the SPSG's units and individuals as well as external organisations whose participation is essential for the programme. For instance, to clear insurance and safety standards for volunteers consultations with the SPSG's HR unit is required. Whereas to identify needs of the site and design volunteers' roles, another significant issue on the planning phase, a volunteer coordinator has to communicate with most of the SPSG's departments. Behind-the-scenes positions, such as gardening and repair works, archive and library activities, building and renovating works refer accordingly to the Gardening, the Palaces and Collections and the Conservation Departments. While front-of-house roles, including involvement in educational programmes, annual events and in work with visitors will refer to the Marketing Department.

Well-designed volunteers roles should be motivating for participants and not include boring or unpleasant activities that the paid staff tries to avoid (Holmes & Smith 2009). As it was mentioned before, for many people volunteering is a serious leisure activity that they undertake in their free time. Since the level of satisfaction among volunteers is one of the key element of a successful programme, their roles should motivate them to continue volunteering. McCurley and Lynch (1998) select four components of motivating volunteer role: ownership, the authority to think, responsibility for results and outcomes, clear performance measurement (cited in Holmes & Smith 2009). Furthermore, the activity should make sense for a volunteer and be clearly for common good.

As an example, in order to improve situation with rules violation in the New Garden a group of volunteers are involved there in summer. They do not have to reprimand or penalize visitors who behave poorly, using bikes or swimming where it is prohibited - that is the job of security staff. However, if volunteers do gardening or repairing works they will get the feeling of ownership, and knowing about the importance of garden protection they may try to influence

the visitor's behaviour. This also refer to meet-and-great roles: while welcoming and helping to the garden visitors they may remind guests about the parks rules. Finally, volunteers can help the foundation to conduct statistical studies on citizen's behaviour by interviewing the visitors.

The designing of volunteer roles touches a sensitive issue of volunteering and its influence to reducing the employment opportunities at the organisation and in community in general. Many members of the foundation fear that volunteers will replace some of the paid positions. Such threat is not without a reason, as it was already mentioned, in many heritage organisations in the United Kingdom and the United States the amount of volunteers is several times higher than the amount of paid staff. There is only one solution: volunteers should never replace staff members and be involved only for additional tasks and projects. The amount of paid staff should be secured in the way that it stays stable over time. Holmes and Smith (2009) notes that "Ideally, volunteers should offer something in addition to paid staff, perhaps complementing their services or offering something entirely new which paid staff do not have the time for in their busy schedules" (p. 72). Therefore, volunteers involvement is not a mean to save resources but to make it possible to run additional projects.

With regard to the SPSG that means, for example, that volunteers cannot provide historical guided tours if they are already offered by employees of Fridericus, the subsidiary service firm of the Foundation. However, volunteers are welcome to offer additional services and guiding tours for which the Foundation lacks of capacity if these services are of a proper quality.

#### **5.4.2. Recruiting & Selecting**

The process of recruiting and selecting of volunteers is crucial for the success of the whole project. Holmes and Smith (2009) argue that "recruiting should inspire, create realistic expectations of roles and commitment, communicate core values of the organization, and the support and benefits a volunteer can expect" (p. 95). It is therefore highly important to be honest about roles, expectations and rewards during the process of recruiting.

The recruiting can take place not only in the beginning of the project but also during its execution phase when the already involved volunteers spread word-of-mouth recommendations about their experience and attract potential new volunteers. Such way of

promotion is according to Holmes and Smith is the most common channel and attract up to 89% of new volunteers (ibid.). The project manager has to be ready for an ongoing recruiting and consider a mechanism of induction and guidance of new participants. This mechanism usually includes mentoring from existing volunteers who show newcomers around and share their experience.

As for initial recruiting, the most common way for participants to start volunteering is through the previous experience with a heritage organisation, for example being a regular visitor or a member of the Friend's group. However, how it was pointed before, it creates a homogeneous group of heritage enthusiasts making it challengeable to introduce volunteering to underrepresented groups. It is, therefore, better to gain a mixed group from the beginning in order to prevent difficulties of newcomers' integration to a formed social network of existing volunteers.

With regard to family volunteering, this target audience should be engaged and recruited separately. The family volunteering is mostly an episodic activity, while other types of volunteers supposed to be involved during the whole season. Furthermore, the family volunteering is a relatively new type of volunteering and it has to be first introduced to citizens. According to the National Trust report (Bird 2011) "it was important that properties invested time in getting the message and pitch right, talking to people about what family volunteering is, and being on hand to elaborate and explain the concept so families felt comfortable taking part in this type of involvement" (p. 4). It was also noted in the report that including schools and kindergartens in the recruiting campaign helped to win parents confidence and interest about the project (ibid.).

Recruiting volunteers refers to marketing activities, use similar communication channels and requires a good outreach plan. Leaflets, posters, press releases, newspapers articles, radio programmes, documentation of programme successes as well as information fairs at special days, such as the Volunteer day, the World Heritage day and the Conservation day. Some authors (Holmes and Smith 2009, IWMN 2006) admit that passive channels are not so efficient and many people prefer to be personally asked to help.

Although the passive promotion is not as effective as active face-to-face recruiting, it still has to be done on the stage of the pilot project. The project is a new activity at the World Heritage site

and many potential volunteers do not know about the opened opportunity or the ways to apply. For instance, there have been cases documented when some older people expressed a wish to work in the Sanssouci Park. It is important to monitor such requests because those who are seeking for the opportunity to volunteer are said to be generally more motivated and stay longer with an organisation (Holmes & Smith 2009).

For people who are not regular museum visitors the visual advertisement may seem not relevant, because volunteering is outside their sphere of experience. It is recommended to use active face-to-face recruiting, channels through community leaders, schools, universities, carrier centre advisers and social workers. People who we are address should be interested in heritage or museum work and gardening but do not have to know much about them. When apply to non-traditional target group the promotion should correspond to their motives to volunteer, and focus on the social benefits, increased confidence and skills development, helping to succeed in their future life.

The modern Internet technologies deserve our special attention. Firstly, specialized volunteering websites publish current volunteering positions and can be another channel to recruit volunteers. Secondly, the own website of the heritage organisation or in this particular case the official website from the SPSG plays a significant role in attracting potential volunteers as well as in spreading general information about volunteer opportunities. The traditional volunteer heritage organisations in the United Kingdom, such as The National Trust, English Heritage and Historic Royal Palaces use their websites to post current roles available with detailed description, general information on volunteering and answers to common questions, such as why to volunteer. For example, English Heritage uses at its website a standard form of vacancy description giving potential participants answers to following questions:

- Why does English Heritage need my support?
- Where will I be situated?
- What kind of work I will be doing?
- How much time will I be expected to give?
- What skills, qualities and experience do I need?
- What support and training will I receive?
- What will be expected from me?
- What can I expect?

(English Heritage 2015)



Moreover, other technologies can be used to promote volunteering at the site, such as social media, blogs and platforms for volunteers to leave feedback and exchange their experience.

The process of selection is often as important and as controversial as recruiting. On the one hand, a careful selecting of candidates in order to find somebody who will match with an available position helps to save financial and time costs and possible unsatisfactory experience in the work with volunteers. On the other hand, taking only volunteers with relevant skills and previous experience will creates barrier for involvement of underrepresented audience. It is recommended to minimize formal procedures in order not to exclude underrepresented groups but to show potential participants that the organisation takes volunteering serious and professional.

There is a discussion whether volunteers should have legal contracts or not. Although it is a way to improve volunteer performance, the National Trust stopped using legal contracts after some of its formal volunteers tried to demand employee's rights. Nevertheless, simple application forms and personal interviews still should be used in the recruiting process.

### **5.4.3. Implementation**

Implementation of the pilot project implies day-to-day organisation of volunteer work, coordination with other employees of the SPSG and scheduling. The execution of the project results from planning and depends on activities where volunteers will be involved. The supervising of volunteers requires a lot of effort from a volunteer coordinator. Even if participants know their roles and routine, they still need a person in charge to whom they could refer in case of need. Thus, volunteers should have an agreed way of communication with their coordinator.

The more volunteers involved in the everyday life of the heritage property, the more challengeable is scheduling and logistics. According to Holmes and Smith (2009) "scheduling is one of the most complex and time-consuming volunteer management tasks" (p. 80). Although volunteers are not paid like staff, they have to understand that certain level of commitment and responsibility is required. Still for some volunteer roles a volunteer coordinator will have to find

a substitute in case somebody miss a shift due to illness or family circumstances. Therefore, the organisation has to decide to what extent volunteers will be involved in the work and what level of the time contribution can be reasonably expected from volunteers (ibid.).

Another responsibility of a volunteer coordinator is to make sure that volunteers hours are systematic recorded. This will be included in the final report and will help to calculate economic benefits of volunteering for the organisation. Furthermore, during the season the volunteer coordinator resolve the issues of out-of-pocket expenses reimbursement, insurance claims, mid-term briefings and evaluations.

#### **5.4.4. Training & Skills Development**

Training, skills development and educational programmes for volunteers are not only crucial to achieve the best performance in the volunteer work but it is an essential tool to increase public awareness about heritage and its protection. In other words, training is one of the main reasons for volunteer involvement at the site in principle. As it was mention before, volunteers act as mediators and transfer the significance of the World Heritage and its protection.

Similar to recruiting process training will specify a direction and determine success of the volunteer project for both participants and their manager. Therefore, “training should set and manage the expectations of volunteers and impacts on their satisfaction, effectiveness, retention and a volunteer’s sense of competency in their role” (Holmes & Smith 2009, p. 109). Moreover, training sessions serve a social function giving a chance to gather volunteers, who have different roles and different time settings, together and to build team spirit between them.

The format, purpose and content of training session can vary from one-to-one introduction to the organisation to ongoing lectures during the whole year. For instance, the National Trust uses the following training components for some of its properties:

- Induction training
- History and significance of the heritage tourism property - verbal, written, lecture series
- Local history - utilising expertise of local historians through winter lecture series
- Services available to visitors

- Health and Safety
- Curriculum based information for education programme volunteers

(Lee 2008, p. 12)

Practically it is necessary from the beginning to plan when the training sessions will take place and who will be responsible for the content and the conducting of training. Some large heritage organisations including the National Trust find external trainers, others, smaller ones, prefer to hire a volunteer coordinator with training skills as well as involve in the training experienced volunteers. For ongoing volunteer programmes lectures and conservation activities take place during winter season, often in the form of bi-annual seminars, before the season starts to instruct volunteers on the current activities and after season closure to summarize the results.

For the pilot volunteer project at the SPSG training can take three kinds of form: induction and orientation, skills development and educational sessions. It is difficult to involve families with small children to ongoing training session. However, parents have to be properly instructed and will have at least induction and orientation training.

- **Induction and orientation.** This kind of training implies an introduction to the organisation, its structure, to colleagues, to the role volunteer is going to play, health and safety briefing. The main aim on this stage to make a new volunteer to feel welcome and informed about the work he is going to do. At the beginning of the project such introduction is provided to the group of recruited volunteers, later to individuals. The purpose of the first session is to present shortly the World Heritage site itself, the Foundation and its values, the annual programme and finally the volunteer project, its aims and expectations from volunteers. It is recommended to provide volunteers with a welcome package including an induction handbook.
- **Skills development.** This kind of training is an investment in volunteers' development and the quality of services they provide. Its aim is to prepare volunteers to their roles, to build volunteer's confidence and to improve their performance. For instance, a volunteer who work front-of-house and interact with visitors may need to improve his communication and customer service skills. While those volunteers working in parks trying to prevent violation of the park rules will need some conflict management skills.

Although volunteers will also learn in the process of their work (learning by doing), they still need to get the confidence to deal with difficult and extraordinary cases. There is no need to explain that training should be executed on professional level and relate to the tasks, that volunteers perform, otherwise they will have a feeling of wasted time and disappointment.

Providing a qualitative training is especially important by managing a diverse group of volunteers. Some may say that the Foundation should simply target and select those individuals who already have all required skills. However, that will exclude those with low skills and lack of experience. Whereas volunteering and related training give them necessary confidence and better future career opportunities. Moreover, for some volunteers, especially the younger ones, “training is a key part of both motivation and reward” of volunteering (Holmes & Smith 2009, p. 110). Therefore, the large part of non-traditional target group will be not attracted to volunteer, if no specific training is provided.

The skills development training can be given for a group of volunteers in the beginning of the pilot project following the induction session or during the execution phase aiming to improve current volunteers’ performance.

- **Educational sessions.** This kind of training implies lectures and seminars on site’s history, work of the Foundation researches, heritage conservation, World Heritage protection and other UNESCO values. Its main aim is to raise awareness on conservational issues among volunteers and use them as mediators in their communities. The participants learn why it is important to protect our cultural and natural heritage and how they and people around them can contribute to it. Moreover, educational sessions can be a platform for participants to share their cultural experience and contribute the site’s intangible values.

This kind of training requires from a volunteer coordinator advanced level of knowledge and skills in heritage conservation or considerable expenses on external consultants. However, such training implements the educational role of the World Heritage Site and makes sufficient contribution to our sustainable future.

The educational training can take place during the whole time of the project depending on its capacity level. It is recommended to use tools of World Heritage Education Programme, such as The World Heritage in Young Hands Kit available at <http://whc.unesco.org/en/educationkit>.

#### **5.4.5. Recognition & Evaluation**

The last stage of the volunteer programme is recognition of volunteers' achievement and obtaining their feedback with further evaluation of the project. Recruiting and training of volunteers require considerable efforts and expenses; therefore, the Foundation and its employees should not only thank and reward the participants but also keep contacts to them for the future projects.

The forms of reward can vary from a verbal appreciation to giving certificates and souvenirs. The common ways to reward volunteers is to provide free admission to all heritage properties, to organise a special after season gathering event, to give a special behind-the-scene tour or to publish articles about volunteer experience (Holmes & Smith 2009). For instance, the National Trust issues a Volunteer Card for those donated over 50 hours of work per year. The card gives a right of free admission to all properties and 20% discount at cafés, restaurants and souvenir shops (National Trust 2015). However, it should be noted that a simple "Thank you" is often the most valuable reward for volunteers. "Tangible rewards tend to be less important for volunteers than intangible rewards and rewards also need to be matched to the volunteer's motivation" (Holmes & Smith 2009, p. 133).

A recognition event, such as after season volunteer gathering should be combined with an evaluation session giving all participants a chance to leave a feedback on their experience and project in general, pointing out problems encountered and suggesting improvements. For a pilot project this session is crucial to decide if it is going to be continued next year. Moreover, the Foundation has a chance to receive participants' feedback and their audience perspective on the visitor service its work process in general, what is a valuable source for organisation's marketing and visitor management strategy. Finally, the evaluation session can be accompanied by an additional educational training, which can be considered as both a reward and a tool for public awareness improvement.

It is important to receive feedback from most of participants no matter how many hours they donated. For those volunteers, who was involved only occasionally, or who cannot attend the feedback session, an evaluation form has to be designed, including questions on their motivations to volunteer, the way they found out about volunteer opportunity and the level of their satisfaction.

Moreover, a separate evaluation form should be designed for family volunteers and for the staff of the SPSG. Since aims of the project include achieving better understanding of volunteering the organisation and building confidence among staff members in working with volunteers, the evaluation of their experience is no less important.

The results of evaluation have to be presented in the final report, preferably published. The final report will not only influence the decision whether the project will be continued and in which form but it will also become a beneficial source for other World Heritage sites and heritage organisations in Germany and worldwide.

In the end, it should be noted that even a heritage organisation is not able to provide to its volunteers all kinds of support described above there is a required minimum. It includes health and safety standards and insurance, a designated contact person, induction and orientation process and an opportunity for volunteers to give feedback (Holmes & Smith 2009). Nevertheless, to achieve the best performance and the highest social benefits an investment in professional volunteer management is essential.

## 6. CONCLUSIONS

The aim of the presented thesis was to analyse the connection between volunteering and a heritage site and to develop a corresponding programme of volunteer involvement. Since volunteering creates networks between people in society and build connections to historical properties, it is highly relevant to the fifth Strategic Objective of the World Heritage Programme “Community”. Moreover, as it was shown, relationships between volunteering and a World Heritage site are of mutual benefit. On the one hand, volunteers play an essential role not only as additional resource for heritage conservation but as initiators of community participation in preservation of cultural and natural heritage; on the other hand, the World Heritage itself contributes to community by educating its members and promoting social development.

However, in order to achieve the desired results volunteer experience has to be managed professionally. In the second part of the thesis an outline for a volunteer pilot project was developed. Although the suggested volunteer programme is designed for the Prussian Palaces and Parks Foundation Berlin-Brandenburg, its outline and its principles with minor reservations can be implemented by other administrative bodies of the World Heritage Site Palaces and Parks of Potsdam and Berlin. Moreover, the experience gained during the pilot project can be applied at other World Heritage sites in Germany and abroad. Thereby, it is important to document carefully the received results as well as to conduct post-project research.

The scope of the presented study was limited to a single case study of a World Heritage site with some examples of best practices in the UK, the country with one of the highest number of formal heritage volunteers involved. However, since the topic of connection between volunteering and a heritage site studied in general insufficiently, further research should be conducted. Suggested topics include: a comparative analysis of other World Heritage properties in Germany or abroad in the issue of volunteer involvement; a wide scale study on level of public awareness at properties with and without volunteer involvement. Furthermore, in the field of management and marketing for World Heritage sites a study on economic benefits of volunteer involvement and particularly a cost-benefit analysis should be done.

In conclusion, it should be noted that encouraging local people to take active part in the life of a World Heritage site creates a dynamic and sustainable perspective in the field of heritage

conservation. Albert (2012) claims that “only if the individual is enabled to understand, interpret and appropriate the heritage of mankind as personal heritage and inheritance, can protection and use of heritage become sustainable” (p. 37). Since such people-centred concept currently prevails in the UNESCO strategy, volunteering will continue playing a significant role in World Heritage. The thesis concludes with the words of the Kyoto Vision (2013):

Only through strengthened relationships between people and heritage, based on respect for cultural and biological diversity as a whole, integrating both tangible and intangible aspects and geared toward sustainable development, will the ‘future we want’ become attainable.

(Cited in WHC 2013)



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Figure 2. *Administration of the World Heritage property by the SPSG (green), the city administration of Potsdam (red) and the district city offices of Berlin Spandau and Steglitz-Zehlendorf (yellow).* Landeshauptstadt Potsdam [no date], (Lithograph of G. Kober, 1833). [Online]. Available from: <http://en.potsdam.de/content/sponsorship-world-heritage-site> [Accessed 2 March 2015].

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Figure 1, Figure 6. Source: own diagrams.