



Università
Ca' Foscari
Venezia

Master Degree Programme

in Comparative
International
Relations

Final Thesis

**Strategic significance
of Cultural Heritage
in European Union
frameworks**

Supervisor

Prof. Shaul Bassi

Assistant supervisor

Prof. Francesca Coin

Graduand

Giacomo Troletti

Matriculation Number 831827

Academic Year

2018 / 2019

Title: Strategic significance of Cultural Heritage in European Union frameworks

Abstract:

Following the success of “2018, European Year of Cultural Heritage”, an initiative launched by European Union, it is interesting to analyze the relevance of Cultural Heritage. This work arises from a research begun when I could coordinate one of the projects linked to the initiative. I relied on the competences and the knowledges acquired in order to develop a perspective on the issue. Specifically, what is and why Cultural Heritage is playing a significant role in determining European Union’s future strategies? Which and how works are being done regarding the matter? What lessons can we learn from positive examples? And finally, what is the importance of Cultural Heritage for Italy?

Index

Acknowledgements	p.4
Introduction: The importance of bringing past into future	p.5
First part: Cultural Heritage, a definition	p.8
<i>Heritage as Capital asset</i>	p. 9
<i>UNESCO and Heritage</i>	p.10
<i>European Union</i>	p.13
<i>Case study: Restoration of Wooden Shingles Roofs and Masonry in Freiberg</i>	p.17
<i>After the European Year of Cultural Heritage</i>	p.24
Second part: Open Houses and the Workcamps	p.26
<i>Personal background</i>	p.27
<i>Open Houses: History and Vision</i>	p.28
<i>Burg Lohra</i>	p.30
<i>Open Houses's commitment</i>	p.33
<i>Projects and Structure</i>	p.35
<i>The Practice of the project</i>	p.37
<i>The Works</i>	p.41
Third part: Looking for Leaders	p.53
<i>Theories of Leadership</i>	p.55
<i>Demand for Leadership</i>	p.60
<i>Outcome of the analysis</i>	p.63
Fourth part: Italy as a Leader?	p.65
<i>Cultural Tourism</i>	p.66
<i>The Global City</i>	p.67
<i>Climate Change</i>	p.68

Italian Struggle p.70

Case study: Venice Lagoon p.73

Conclusion p.79

Bibliography p.81

Acknowledgements

First, I would like to express my gratitude to all people I could meet through Open Houses, who were source of inspiration for this thesis and guided me throughout this challenging research.

Then, I would like to thank all the friends that I met along my university years.

Finally, I would like to dedicate my thesis to my family, which will soon become bigger.

Introduction: The importance of bringing past into future

The definition of Heritage is quite generic, even ambiguous, as it is not a static concept but a dynamic element that changes over time.

Cambridge Dictionary defines Heritage as *“Features belonging to the culture of a particular society, such as traditions, languages, or buildings, that were created in the past and still have historical importance”*. According to the Oxford Dictionary definition, Heritage has to be considered as: *“Valued objects and qualities such as historic buildings and cultural traditions that have been passed down from previous generations”*. Although in Italian is quite difficult to find a term that perfectly matches with the concept (with ‘Eredità’ ‘Retaggio’ ‘Patrimonio’ being the closer translations), Treccani Encyclopedia provides a larger definition in order to include the natural dimension of Heritage: *“the patrimony inherited from the past in different fields: both natural (flora and fauna) and cultural, to which a high historical, scientific, aesthetic [...] value is recognized”*

All these definitions associate the concept to the legacy from the past, a property with a particular significance that is supposed to be passed to the next generation. What next generations ‘inherit’, could be in a concrete and tangible shape (e.g. a house passing down from the father to his son) or in an intangible form (e.g. the son that perpetuates his father’s work).

After World War I, European cultural elites raised interrogatives about restoration and recovery of historical buildings severely damaged by the conflict. The idea of a common European legacy that ought to be preserved began to shape the concept of Cultural Heritage.

Over the years, Europe developed knowledge, practices and technologies from its rich Cultural Heritage. Cultural Heritage became more than a mere testimony of the past. Not only it can be considered as a leverage in order to create a common sense of belonging and identity, but also it impacts and fosters several economic sectors such as tourism, urban planning, art and design. It contributes as well to improve the European Union relations both internal, among its members, and with other regions.

Moreover, Cultural Heritage represents a fundamental tool for all those actors, in the International System, that aim to establish a **Leadership** through **Soft-Power**.

Soft-Power is the ability of an actor to influence other countries, not through military force or coercion, but through the attractiveness given by features like **Culture, Values and Traditions**. The huge variety of European Cultural Heritage is crucial in that sense, since it represents an unevenly matched attractiveness around the world.

This thesis will highlight **the significance of Cultural Heritage in relation to the strategies adopted by European Union**, and through the initiatives launched in recent years, how this tool is leading to the creation of a common European identity. My thesis is structured into four parts.

In the **first part**, I will define Cultural Heritage as **UNESCO** conventions establish. After that, I will associate the notion of Cultural Heritage to the concept of Cultural Capital, by applying the competences developed during Economic classes in my University studies.

I will then introduce UNESCO competences and principles in the matter of Cultural Heritage. I will examine and analyze the operational guidelines settled by Conventions and by international co-operations. The focus will then move on how, in 2018, the partnership with European Union developed into a series of initiatives called **European Year of Cultural Heritage**. Therefore, I will analyze one of them, to which I took part directly, as a case study.

In the **second part**, I will talk about my experience with **Open Houses**. An association that organizes **International Workcamps** based on thematic concerns concerning Cultural Heritage.

I will introduce the history and the vision of the association (with an eye on **Lohra Castle** history), before explaining the structure and the organization of the works.

During summer 2018, I was **Technical Leader** to many of the workcamps held in Lohra Castle by OH. I will offer an insight view of the life of the Workcamp and the structure of an “average day in the Workcamp”.

Trough the works I accomplished (there will be an illustrated part) with different groups, I could develop many competences and I got interested in the matter of **Leadership**.

I wanted to examine the concept of Leadership in relation with Cultural Heritage. In the **third part**, I will explain why is an important dimension to be taken in consideration when dealing with the issue. I will define the main approaches and provide some new keys of interpretations.

In the **fourth part**, I evaluated the possibility that Cultural Heritage could represent for **Italy** a way to achieve a leading role. I analyzed **Venice and its Lagoon** as a case study.

As far as concern the materials that helped me through this research, in the first part a significant contribution came from the work of Throsby, especially in the definition. As regard the contents of Conventions, the integral texts were available online on the main Websites of the International Organizations.

Many of the references used in the compilation for the second part of my thesis came from materials provided by Open Houses, for example: brochures, pamphlets, guidebooks, "The Bible" of Open Houses¹ etc.

As regard the third part, concerning Leadership, a wide variety of materials was used: from web-researched articles and essays to books and personally collected datas from surveys on participants.

Finally, the fourth part take into accounts statistics and datas from reports available online. As far as concern the UNESCO and Venice controversy, I was lucky to gain access to a copy of the document, which only a few days ago was open to public.

The credits for the photos of Lohra Castle go to Alexander Agafonov (my colleague in 2017 and 2018). As for the photos of the works in Freiberg and Lohra, I personally took them.

¹ A guidebook that was given to Leaders by Open Houses, representing a *vademecum* about Workcamps with OH

First part: Definition of Cultural Heritage

The General Conference of United Nations Educational, Scientific and Cultural Organization (UNESCO) issued the Convention Concerning the Protection of the World Cultural and Natural Heritage in 1972.

The Art. 1 of the Convention provides a definition of what shall be considered Cultural Heritage:

***Monuments:** architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science;*

***Group of buildings:** groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science;*

***Sites:** works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view.*

By “**oustanding universal value**” it is implied a significance so exceptional as to transcend national boundaries and to be of “common importance for present and future generations of all humanity” (World Heritage Convention, 2017, par.49). In the previous definition from the Convention, there is an overview of what is commonly perceived as a Tangible Heritage.

The concept of **Tangible Heritage** includes physical assets movable (sculptures, painting, etc.) and unmovable (monuments, archaeological sites, etc.).

Aside, there is a category defined **Intangible Heritage**. The Convention for the Safeguarding of the Intangible Cultural Heritage, adopted by UNESCO in 2003, states that Intangible Cultural Heritage is manifested in all the “oral traditions and expressions, performing arts, social practices and knowledge concerning nature and the universe” which are expected to be transmitted to following generations (UNESCO 2003).

All these tangible and intangible elements are included in the category of Cultural Heritage. But in order to have a better understanding of the concept, it is also important to analyze it in relation with the notion of **Cultural capital**

Heritage as Capital asset

The definition of **Capital** as a good which, combined with other inputs (particularly labour), give rise to further goods, has been crucial in the interpretation of production processes for more than two centuries. The analysis included as well all those characteristics of people which were identified as **Human capital**. It was observable that, through experience developed on the field and training of workers, labour productivity could be increased.

More recently still, the concept of capital has been extended to include the fields of art and culture, and the notion of **Cultural Capital** has taken shape.

An approach to define Cultural Capital can be described in terms of the types of value to which cultural assets give rise. Consider Lohra Castle. It may have a potential sale price as real estate. However, it would be complex to measure the cultural worth of the building: the romanesque Doppelkapelle as the most valuable evidence from an art historic perspective, as well as the historical significance of the Burg throughout the centuries, also the castle itself may act as a symbol of identity or of the place, and so on². All these characteristics, and many more, are elements of what is usually named '**Cultural Value**', and affect the economic value of the building. If we accept this concept, we can define Cultural Capital as an asset which embodies, stores or gives rise to cultural value in addition to whatever economic value it may possess.

According to Throsby³, Heritage can be seen as a capital asset which involves three characteristics: the investment of physical and human resources on its creation; the

² Not to forget, the proximity to several protected natural areas (flora/fauna habitat area, nature sanctuaries, landscape preservation areas, etc.).

³ Throsby D., "Cultural Capital" in Handbook on the Economics of Cultural Heritage, Cambridge, ed. Cambridge University Press, 2013 (pp.166-169).

deterioration over time which imposes maintenance to avoid losing it; and the creation of services that allow the consumption of heritage goods and inspire future production.

Like any capital item, cultural capital can be represented both as a stock of assets and as a flow of capital services over time. Both forms of Heritage, in fact, exist as a capital stock which could be assigned an asset value in both economic and cultural terms. This stock gives rise to a flow of capital services over time and, combined with other inputs, may produce further goods and services.

By interpreting tangible and intangible Heritage as capital items, it is possible to apply the standard investment appraisal techniques to the assessment of a site. To illustrate, consider a project of restoration in Lohra Castle, it involves expenditure of resources now in order to secure a flow of economic and cultural benefits over time. Evaluation of discounted net economic and cultural value of this benefits would allow comparison of this project with others in both cultural and economic terms.

In order to be considered an Heritage, a site must be of outstanding universal value, and meet at least one out ten selection criteria. These criteria are explained in the **'Operational Guidelines for the implementation of the World Heritage Convention'** which, besides the text of the Convention, is the main working tool by UNESCO

UNESCO and Heritage

The United Nation Educational Scientific and Cultural Organization (UNESCO) is a specialized agency of UN founded in 1945. 193 members adhered to the Convention. UNESCO is an agency of primary importance, bridging International Politics and Heritage. One of its essential missions is to contribute to the cultural development of nations and individuals, the identification and mutual appreciation of national cultural values, and the preservation and presentation of the cultural heritage of mankind.⁴

⁴ "Records of UNESCO General Conference at its 17th session in Paris, 1972". Retrieved from <http://unesdoc.unesco.org/images/0011/001140/114044e.pdf>

UNESCO's early activities in the field of Cultural Heritage included several campaigns launched in 1960. The first appeal launched from the General Director of UNESCO aimed at the protection of the historical temples in the Upper Nile Valley, endangered by the creation of the Aswan High Dam, a huge artificial lake. This resulted in an international campaign, with UNESCO acting as intermediary between the donor States (sponsoring the project) and the Egyptian and Sudanese Government. Also, UNESCO coordinated the excavations, the salvation and the relocation of a big number of temple complexes, with Abu Simbel being the most famous. The campaign ended up successfully after 20 years .

In 1972, the work of the organization on Heritage led to the adoption of the **World Heritage Convention**, concerning the establishment of a system of international co-operation and assistance designed to support members in their efforts to protect cultural and natural Heritage.

The Convention consists of 38 articles, divided in 6 sections plus some final clauses.

The first section (**art. 1-3**) is dedicated to the definitions of cultural and natural Heritage. A definition of Cultural Heritage was already explained precedently. For **Natural Heritage**, are intended all those *“natural features consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from the aesthetic or scientific point of view; geological and physiographical formations and precisely delineated areas which constitute the habitat of threatened species of animals and plants of outstanding universal value from the point of view of science or conservation; natural sites or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty.”*

After defining the objects of the Convention, second section (**art.4-7**) regards **National and International protection of the two types of Heritage**. Member States promise to utilize all the resources available in order to preserve and maintain cultural and natural sites, helped by the international community.

Third section (**art. 8-14**) establishes an **Intergovernmental Committee for the Protection of the World Cultural and Natural Heritage**, composed by 15 members, elected during General Assembly of UNESCO. As stated in art.8, Member States of the Committee increased to 21. Also, according to art.11, Committee shall deliver the '**World Heritage List**', a list of properties *“forming part of the cultural and natural*

heritage as is threatened by serious and specific dangers, such as the threat of disappearance caused by accelerated deterioration, large-scale public or private projects or rapid urban or tourist development projects; destruction caused by changes in the use or ownership of the land; major alterations due to unknown causes; abandonment for any reason whatsoever; the outbreak or the threat of an armed conflict; calamities and cataclysms; serious fires, earthquakes, landslides; volcanic eruptions; changes in water level, floods and tidal waves” (art. 11 p.4). Requests for international assistance formulated by States may be advanced in order to secure the protection, conservation or preservation of such properties (art.13)

Fourth section (**art. 15-18**) concerns the funds related to that type of assistance. Among the members, a fund for the protection of an Heritage, called ‘**World Heritage Fund**’, is established only for purposes defined by the Committee.

In art. 15, the types of resources and modalities of payment for this Fund are explained.

Fifth section (**art. 19-26**) is about the **Conditions and arrangements for International Assistance**. According to art.19: *“Any State Party to this Convention may request international assistance for property forming part of the cultural or natural heritage of outstanding universal value situated within its territory”*. Such assistance concerns solely the Heritage sites included in the “World Heritage List” (art. 20) and the duty of the Committee is to decide the entity and define the procedures of assistance (art. 21).

Sixth section (**art. 27-28**) establishes **Educational programs**.

In the Seventh section(**art. 29**) States submit to the commitment of compiling public **Reports** on the activities concerning the implementation of the Convention.

The **Final Clauses** section (**art. 30-38**) specifies the languages in which the Convention is translated, the eligibility of the States, the ratification procedure norms, and so on.

The main idea behind the Convention text is the assumption that, both cultural and natural Heritage are threatened by decay and the evolution of social and economic life of the States which, alone, are unable to struggle against. The ruining, or worse, the loss of a Heritage may represent a major loss for all humanity.

The promotion of International Co-operation represents one of the fundamental pillars of UNESCO in the matter of Heritage preservation. Co-operation is beneficial, especially in research and exchange of technical knowledge. UNESCO act as coordinator, within a group of Member States, of large-scale projects involving multilateral or bilateral co-operation in the shape of the following measures:

1. Exchange of informations and scientific or technical publications
2. Organization of seminars and working parties on particular subjects
3. Provision of study and travel partnerships, and of scientific, technical and administrative staff, and equipment
4. Provision of facilities for scientific and technical training abroad, by allowing young research workers and technicians to take part in architectural projects, archaeological excavations and the conservation of natural sites

The aims of International Co-operation according to the Principles⁵ shall be:

- a. To spread knowledge, to stimulate talent and enrich culture
- b. To develop peaceful relations and friendship among the peoples
- c. To contribute to the application of the principles set out in the UN Declarations
- d. To raise the level of spiritual and material life of mankind

European Union

The universality of the principles and the aims of UNESCO match perfectly with those of European Union.

In 2012, the longstanding partnership between UNESCO and EU was acknowledged by the signature of a **Memorandum of Understanding**⁶. Such partnership, on one hand, is observable in a large series of common world-scale projects concerning the areas of competence of UNESCO. On the other, in a

⁵ Retrieved from <http://portal.unesco.org/en/>

⁶ "EU-UNESCO partnership - Memorandum of Understanding" Retrieved from <http://portal.unesco.org/en/>

continuous dialogue on policy issues, co-operation and exchange of data and informations.

UNESCO and EU are natural partners since both share the same values such as the respect for Human Rights, Democracy, Freedom of Expression, Education and Culture as a vector of human development and so on. Also, they work closely together in order to protect Cultural Heritage and its contribution in promoting Cultural diversity and Intercultural dialogue.

More than half of “UNESCO World Heritage List” is represented by sites located in Europe (453). More than 7.8 million of people are employed in fields related to Cultural Heritage⁷. Meanwhile, there is throughout Europe a different perception about the value of castles, churches, monuments and similar heritage sites. Some countries have a very strong tradition in preserving Heritage, in others indeed, the interest is limited to a small circle of enthusiasts.

The **Faro Convention**⁸, signed in 2005, recognized the central role of the Cultural Heritage in order to achieve a greater unity among EU members. The Convention, brought forward by the Council of Europe, sought to develop a plan of action which would have created a pan-european framework of cooperation.

The innovative aspect of this Convention is not just a definition of Cultural Heritage as *“a group of resources inherited from the past which people identify [...] as a reflection and expression of their constantly evolving values, beliefs, knowledge and traditions”* (art.2).

The text of the Convention, sets also the focus on values like respect for Human Rights, Democracy and the Rule of the Law, in order to promote an understanding of a “Common Heritage” (art. 3).

The Parties are responsible in making sure that *“everyone [...] has the right to benefit from the Cultural Heritage and to contribute towards its enrichment”* (art. 4).

⁷ Source: Council of Europe in “Cultural Heritage Counts for Europe Eurobarometer: European citizens and Cultural heritage” (2017)

⁸ Integral text of “Faro Convention” Retrieved from <https://www.coe.int/en/web/conventions/full-list/conventions/rms/0900001680083746>

Furthermore, Parties commit themselves to create a legal, financial and professional framework which would enable members to implement sustainable strategies and launch initiatives concerning Cultural Heritage (art. 6-13).

After being ratified by ten States, the Convention came into force on 1st June 2011 and currently counts 18 members.

For the period 2014-2020, about 6 billion euros⁹ have been allocated, by the Cohesion Fund, to cultural and creative sectors and to Cultural Heritage related projects; 300 million euros already have been invested through **Horizon 2020**, and 200 million more will be invested between 2018-2020¹⁰.

In order to mobilise and involve young people and youth organizations to promote Cultural Heritage as a shared resource and to reinforce the sense of belonging to a common European space, in 2018 was launched the initiative called the **European Year of Cultural Heritage (EYCH)**

A series of meetings and events were held across Europe and each Member State had to appoint a National Coordinator that would implement the Year by coordinating activities and projects on a local, regional and international level. Also, key representatives from the cultural sector and non-profit organizations were closely involved. The European Commission, the Parliament and the Council funded activities and projects supporting Cultural Heritage.

A decisive boost was given to initiatives promoted by programmes or associations like Erasmus+, Europe for Citizens, Europa Nostra and **European Heritage Volunteers**.

European Heritage Volunteers, a branch association of Open Houses, organizes projects all across Europe and provides volunteering and educational opportunities in the field of heritage. More than 200 projects at more than 100 World Heritage Sites with 3500 volunteers from over 70 countries¹¹

These projects combine practical work for the **preservation or restoration of a Cultural or Natural Heritage** with an **extensive educational part** providing a

⁹ Source: European Commission in "Horizon 2020", retrieved from <http://ec.europa.eu/research/environment/index.cfm?pg=cultural>

¹¹ Source: Materials provided by the organization Open Houses

deeper heritage-linked knowledge. They mostly take place in rural areas where endangered sites can be found. The variety of the initiatives ranges from historical parks and garden restoration to handcraft-based projects, as well in archaeology, preservation and revitalisation of abandoned heritage sites.

The projects are led by experienced craftsmen or other field-specific professionals, and are open to both professionals and volunteers, even without heritage-linked training or competences. Participants coming from different cultural and educational backgrounds had the possibility to obtain their first practical experience in their study-field during volunteering projects.

Case Study: Restoration of Wooden Shingles Roofs and Masonry (2018) in Freiberg



The city of Freiberg is located in Erzgebirge (Ore Mountains) region, in the Bundesland of Saxony in Germany. The region is named after the rich ore deposits that since twelfth century deeply affected the development of the region. Mining was throughout history the key industry, and the city of Freiberg played a role of significance in the output of silver, cobalt and uranium. Today, the city is known as the “Silver city”.

The wealth developed during the mining period still shape profoundly the cityshape, the customs and even the language of the local people. For example, the traditional miner’s greeting “Glück auf” is being commonly used in the german spoken in Saxony. Literally it means: “Go wide” and represents the aspiration by the miner to “open a wide lode of ore”. The greeting also is an expression of the wish that miners would return safe from the mine.

Today only the 15% of the original silver reserves of the region are left, and nobody digs for it any longer. However, the Reiche Zeche, the oldest and biggest mine complex in Saxony, is open to public for visits. The Heritage-listed undergrounds, 14 km of tunnels going down deep 230 m, are connected to the surface in 7 different shafts located along the Erzgebirge area.

An important example is represented by the Alte Elisabeth mine. Being the most productive mine in the history of the Ore Mountains, it is part of the Himmelfahrt Fundgrube mining system.

The surface buildings are located on large waste heap overlooking the city since 16th century. The complex covers the chimney, the machinery rooms, the hoisting house, the sorting house (used since 1856 as a prayer room) and the mining forge building.



The Alte Elisabeth Schaft

After mining ceased around 1913, the Alte Elisabeth complex, including the underground areas, were taken over by the Technische Universitaat Bergakademie, the world's oldest university devoted to mining sciences, for teaching and research purposes.

In 2017, the Bergakademie signed a partnership with European Heritage Volunteers and the city of Freiberg, including the Chamber of Commerce and Artisanate, a local Newspaper and some other local partners. Such collaboration aimed at promoting the visibility of the city by leveraging the Cultural Heritage of Freiberg represented: in tangible forms like the Nikolaikirche, the Mittelsachsiches Theater and the Silbermann organ in the Freiberg Cathedral; and in intangible forms like the historical mining tradition and an oral-transmitted artisanal practice of woodcarving, of which the city is a proud bearer.



Freiberg Cathedral, on the left: Silbermann Orgel, on the right: the wood carved Tulip Pulpit

The partnership led to a series of projects involving the participation of volunteers with different nationalities, age and professional backgrounds. One of the projects in 2018, saw a group of participants supporting the restoration of the wooden shingles roofs of the historical surface buildings of the Alte Elisabeth Schaff.



A group photo of the participants, showing as well the nationalities involved in the project

The project was held from August 25th until September 8th. It involved a group of 12 people from 12 countries, within the age of 18-30. Mostly university students from different field of studies, few of them related to Heritage studies.

The project consisted of two parts.

In the **Working part**, the supervision of the work was in charge of a local artisan, who shared his knowledge and experience in the field of wood carving. The production of the handmade shingles typical of the Ore Mountains region was to be done according to the historic handcraft technique and using the traditional tools.

The wood carver showed the variety of woods that are used in the usual shingle-making production: larch, spruce, birch, etc. He then instructed the volunteers about the technique and the tools that were gonna be used during the two weeks of the project.

After splitting logs of Red Birch into slices about 2 cm wide, with a traditional L-shaped axe called Froe, 10 cm X 50 cm boards were to be obtained. Then sitting on a particular wooden bench, realized in a way that avoid the board to slip and fell, shingles were refined with a sharp crescent-shaped knife in order to obtain two triangular grooves on the two longer sides. Final products were then stocked, and will be used in a 2019 project to complete the reparation of the roof.



On the left: a sample of the traditional shingle; on the right: volunteers refining the product

The expert supervised the work of the volunteers helping them with the realization of the shingles, answering their questions and evaluating the final products. In his

responsibilities, also instructing them on safety measures. The project aimed at creating 800 shingles, sufficient to repair the roof, the final result was 979.



The final result

The work environment was positive and receptive and discussed with the craftman about many thematics, such as the advantages and disadvantages of the artisanal handmade craftwork compaired to a massive industrial production. Without doubts, the artisanal production cannot compete with the industrial one in terms of volume and tempistics.

However, in a Heritage preservation perspective, artisanal production may be more beneficial compaired to industrial one:

1. A hand-made shingle was observed to be more resistant to some externalities that affect the factory-made ones, such as: problems concerning some wood parassites, exposition to climate elements, long-term deterioration, etc.
2. By adopting traditional tools and techniques in the production of materials destined to the maintenance of a tangible Heritage, the building preserves its original identity. At the same time, the combination of tangible and intangible elements enriches the Cultural value of the Heritage. An industrial production sometimes affect the authenticity of an historical building, by killing “the old-fashioned” feeling, which is commonly considered an indicator in the psychogeography of an Heritage.
3. Handmade production of shingles has less impact on environment.

Thematics coming from the triangular correlation between Heritage-Artisanate-Industry were also discussed in the **Educational part** of the project.

After working time, volunteers were committed to take part to some educational moments, usually in collaboration with the Bergakademie. Participants could visit Freiberg's historical monuments and buildings and explore the natural surroundings of the region. They could also assist to some demonstrations of professional craftsmanship skills, such as blacksmiths and wood carvers, and meet researchers and professors from the University.

Guided tour to the main buildings of the Reiche Zeche complex were organized under the coordination of **Experts**, sent from the University. The Bergakademie researches range through the development of alternative energies to recycling technologies for the post-oil age¹². But the oral traditions and practices are also still kept in high regard by the University. For instance, when Ferdinand Reich discovered the Indium, a element widely used in electronical industry, the knowledges and the experiences of the local miners contributed crucially to the research.

Participants had the possibility to learn through the explanations the attractiveness of Freiberg and the Reiche Zeche as a research location. They could visit the research facilities, visit the undergrounds of the mine and see how mining deeply shaped the natural environment surrounding.

Volunteers, from their side, shared with the locals, in the presence of the press, an heterogenous set of knowledges about Heritages, originally from their country. A Kazakh volunteers explained to others the historical and cultural significance of Kazakhstan, a Mexican one talked about the mexican Heritage sites, a Italian volunteer from Venezia shared his knowledge about the Murano glass-making art.

Among the participants, leisure activities and common free time moments played a big role as well in the social life of the group.

The project turned out to be successful and had different positive outbacks:

¹² Source: Materials provided by the Technical University of Freiberg

1. The concrete task of producing the sufficient quantity of shingle was accomplished. There are the material conditions to organize a future project in order to complete the restoration of the roofs.
2. The objectives of the project were in respect of the principles sustained by UNESCO and in the framework of the EU initiative “2018 European Year of Cultural Heritage”.
3. Dignity was given to virtually disused techniques and practices by rediscovering them through a Heritage Restoration perspective.
4. Production of the shingles was realized with a low ecological impact. No chemicals or polluting materials were used.
5. The city of Freiberg and the Bergakademie gained visibility on many levels, from local to international, also through the Social media activities, brought forward by all people and institutions involved in the project.
6. Participants developed a deeper knowledge about Cultural Heritage taking part to a concrete and practical activity. Some participants, could put in practice what learned in their study-field.
7. International Co-operation was developed by the synergy between Artisanate, Industry and Cultural Heritage. Actors involved in the project made possible the creation of a network interconnecting local enterprises and International Organizations influencing positively the relations between States.
8. It was established a bilateral exchange of knowledge between the local partners and the international volunteers.
9. The objectives of the project were pursued relying on a small budget.
10. Nobody suffered serious injuries, as safety measures were taken in professional consideration.
11. Multicultural diversity of the participants promoted a better cultural understanding among the nationalities involved in the project.
12. Volunteers enjoyed the project and established good relations among them.

After European Year of Cultural Heritage

On november 2018 after a conference of the Council in Brussels, EU ministers adopted the **Conclusions on the Work Plan for Culture 2019-2022**.

Ministers acknowledged that the European Year of Cultural Heritage 2018 *“considerably raised public and political awareness about culture and Heritage in Europe, and the importance of taking this momentum forward to tap the full potential of the social and economic value of culture of Europe”*¹³.

The Council Work Plan selected 5 priorities for a new global dimension European Agenda for culture and spells out specific actions to be undertaken for each of the five:

- A. **Sustainability in Cultural Heritage:** Cultural Heritage represents both the cultural diversity passed down from previous generation and a resource for sustainable development. Initiatives that will promote exchange of good practices and innovative measures in the field of Heritage preservation, will lead to a raising awareness on the sustainability of Cultural Heritage. This will contribute to discussions and planning of Climate Change measures at European and national level.
- B. **Cohesion and well-being:** The aim is to identify best practices of cross-sectorial cooperation which have relevant social and economic impact and establish synergies which will contribute to the funding of EU programmes. Also, exploring and developing an approach concerned with the well-being of all citizens in order to promote the importance of the Culture for society and democracy.
- C. **An ecosystem supporting artists, cultural and creative professionals:** The aim is to improve knowledge of the working conditions of artists, cultural and creative professionals in Europe in order to create a framework to support them and to discuss suitable policy measures at European and national level.

¹³ “Council of Europe – Conclusions on the Workplans for culture 2019-2022” Retrieved from <http://data.consilium.europa.eu/doc/document/ST-13948-2018-INIT/en/pdf>

- D. **Gender equality:** The aim is to raise awareness of gender equality in cultural sectors in order to propose concrete measures under EU Programmes
- E. **International cultural relations:** Identifying common principles, objectives and priorities in order to develop a common EU strategic approach to international cultural relations.

As regards Cultural Heritage, cooperation will focus on the following topics:

1. Participatory governance
2. Adaptation to Climate Change
3. Quality principles for Cultural Heritage interventions, also with the aim of developing guidelines regarding the next generation of EU funds
4. Alternative funding for Cultural Heritage
5. Social Cohesion
6. High quality architecture and built environment for everyone
7. Citizenship, values and democracy and impact of culture on each of these

During 2018 during the EYCH, a large number of activities took place all across Europe built on one, or more, of these thematics. The ambition is now to follow up many of the initiatives.

Many of the Heritage stakeholders and national coordinators worked put lot of efforts to make the Year a success, all is needed now is continuity. A significant role will have to be played by volunteer associations, which every year, organize projects that bridge volunteers from all over the world to the initiatives launched for the Cultural Heritage preservation.

One of these associations is called **Open Houses**, and its headquarter is located in Weimar, Germany.

Second part: Open Houses and the Workcamps

I devoted this second part to my experience with Open Houses.

Open Houses is nothing new in its kind. Since many years, volunteer associations and NGOs organize activities called “International Workcamps”. These projects consist in a group of volunteers, coming from abroad, gather for a short term-period (usually two weeks) and work together in order to complete a task. Through a online research, you can easily find the opportunity to do volunteering in a foreign country. You can pet elephants in Indonesia, help organizing Matsuri festivals in Japan, teach English to children in Nepal.

Many young people (with a big majority of girls) take part in these activities for different reasons. Between the reasons I collected among participants: some believe it is a complete experience of travel that allows you to live directly a place by working in close contact with other people; others find it a cheaper alternative to an Erasmus and equally recognized by universities; many are trying to improve their linguistic skills or their CV; many of them also want to take actively part in a volunteering activity meeting people from all around the world.

The workcamp experience offered by Open Houses range through many different thematics. I believe it is interesting to analyze how Open Houses structured projects that develop topics closely matching with those selected as prioritarian by European Union, discussed in the previous chapter.

I will procede by briefly explaining how I came in contact with Open Houses. Then, after describing the history and the vision of the association, I will describe the structure of Open Houses’ projects. Having been personally involved, I could give an insight view of one of the main initiatives offered by Open Houses. Therefore I will illustrate how the practice of the project was like.

I will conclude in showing the photos of the technical work I personally coordinated, in collaboration with volunteers, during summer 2018 in Grosslohra. The efforts made for the accomplishments of the tasks will be beneficial to those who will use the castle in the future. That is what Cultural Heritage is about.

Personal Background

Since I was 12 years old, I have been voluntarily involved in: twinning projects in Slovenia and Germany linked to the “Comenius Programme”¹⁴, study abroad trips in England and Ireland, EVS¹⁵ in the Açores Islands with the association “ArciStrauss”¹⁶, a LMTV¹⁷ in Japan with the association “NICE”¹⁸.

In March 2017, I was searching for a volunteering workcamp organized by Lunaria¹⁹, an Italian association for social promotion with its headquarters in Rome, operating with many NGOs of all over the world.

After having identified several summer workcamps, according to the type of activity and the period, I decided to apply for a project by Open Houses, a German NGO operating in Germany and in many countries in the eastern Europe.

Open Houses was looking for “Camp Leaders” from 3rd July to 26th August.

The project was taking place in Lohra Castle in the north of Thuringen, in the middle of Germany. Volunteers in the workcamp would have been involved in agricultural and communitarian activities.

I applied to the project following the procedure required by Lunaria.

The procedure consisted in filling and sending the VEF “Volunteer Exchange Form”, writing a motivation letter, attaching the CV and paying for the subscription to Lunaria and the quota for the Camp. Lunaria would have sent all the documentation to the “Incoming Coordinator” at the headquarter of Open Houses in Weimar.

I received an e-mail containing an Infosheet with some useful informations the project. There was a general overview about the roles, the duties and the responsibilities of camp leaders; an introduction to the working site; some general infos about accommodation, food and what-to-bring; the instructions for getting to the place and the phone numbers to call in case of emergency.

¹⁴ http://www.programmallp.it/index.php?id_cnt=19

¹⁵ European Voluntary Service

¹⁶ <http://www.arcistrauss.it/>

¹⁷ Long and Mid-Term Volunteering

¹⁸ <http://www.nice1.gr.jp/en/>

¹⁹ <https://www.lunaria.org/>

Before becoming officially a campleader, I was supposed to take part as a volunteer for a workcamp of two weeks, during which I would have been able to learn about Workcamp activities and trained to become a leader.

I became it at the end of the training and, until August 2017, I have been leading 3 different workcamps in Lohra Castle.

The experience was positive for me. In December 2017, I received an email by the association asking me to come back for the season 2018.

Open Houses: History and Vision



Open Houses logo and motto

The history of Open Houses dates back to the mid-1980s, when a group of young volunteers started to restore abandoned churches in the area of Thuringia to protect them from decay²⁰.

In november 1989, the initiative involved the city of Wettin as it owned a 13th century Gothic Chapel, virtually disused for several centuries. The works began in spring 1990 and involved about a hundred volunteers.

²⁰ Source: Materials provided by the organization

The preservation and restoration work on the chapel was distinguished by the European Commission as a pilot scheme for preserving European Heritage. In order to publicly demonstrate its orientation towards a long lasting and effective recovery of historic buildings, the Open Houses network was therefore launched.

After the trusteeship of Lohra Castle was assumed in 1991, the concept of a permanent, comprehensive and functional commitment to endangered monuments in Eastern Germany began to take shape.

Open Houses is a network that has been bringing people of different social, professional and regional backgrounds together for more than thirty years.

Open Houses aims at creating areas where people meet, work together and create something, in co-operation with others. Founded in a Protestant environment, the intention was to promote endangered historic monuments as open spaces that must be preserved, gradually restored and filled with life. Since 1992, Open Houses has organized international Workcamps at historical monuments and buildings.

Every year, more than thirty camps take place also in cooperation with other partners (charitable associations, cultural initiatives, local parishes, etc.). Also, Open Houses is a member of several European and international networks. The associations and the initiatives which are part of these networks promote Open Houses project in their countries²¹. Most of the volunteers come from Europe, some also come from North Africa, Latin America and Asia.

Currently, Open Houses has several historic buildings in East Germany under its care, unaffected by the bulldozers in GDR times or by the modern construction industry.

However, decades without a proper maintenance have left their mark on the buildings. Most of them lied vacant for a very long time and, because of exposition to climate elements, suffered serious damage.

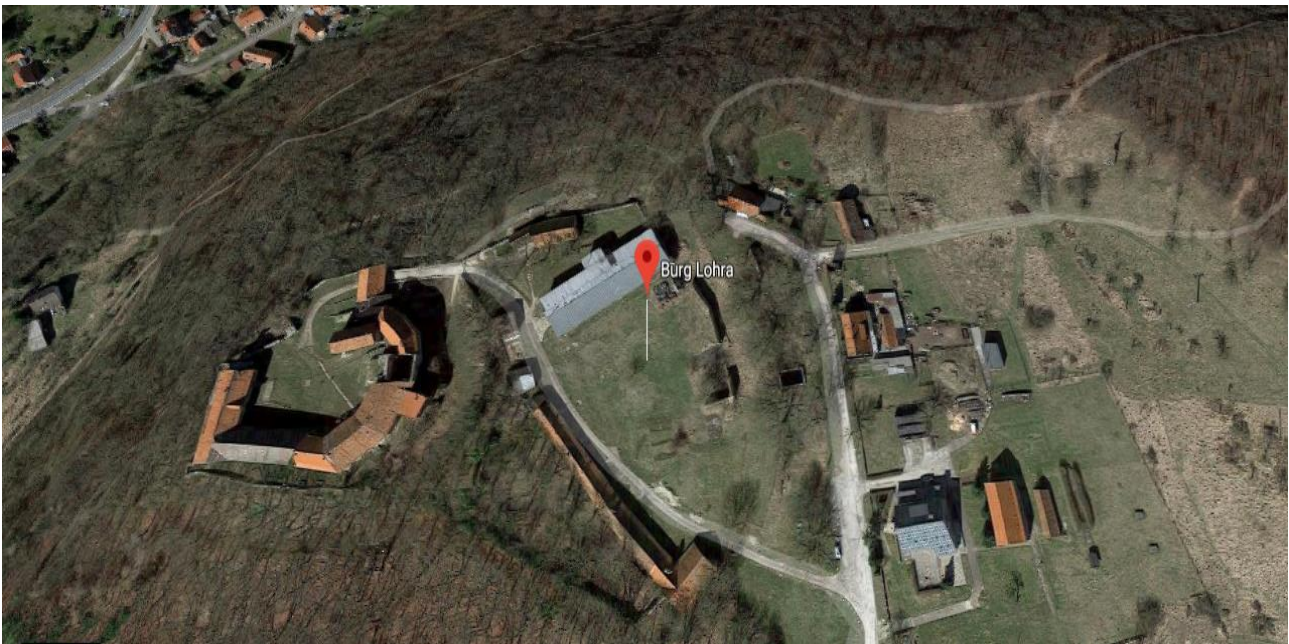
According to Open Houses vision, the construction and the maintenance of buildings should bring people and historical monuments closer and facilitate meetings, exchanges and learning.

²¹ As regard Italy, the associations closer to Open Houses are Lunaria, Legambiente and YAP.

For the correct handling of an historical building, it is also often required a particular attention to the natural surroundings, that often become integral part of the facility.

The projects are mostly situated in the countryside and most of them are surrounded by amazing landscapes. Open Houses aims at making its buildings accessible to anyone who is interested, and the only form of participation is personal commitment.

Burg Lohra



GoogleEarth satellite image of Burg Lohra

Lohra Castle is situated in the heart of Germany in Northern Thuringia, in the district of Nordhausen. Surrounded by a scenic hilly landscape, is located on the edge of a nature reserve area, in the south west part of the foothills of the Harz Mountains. The area was populated since germanic times, the site presumably is named after a possible nearby sanctuary to the ancient goddess *Lare*.



Burg Lohra (photo by Alexander Agafonov)

During Middle Age, the castle area was understood as a strategically important vantage point allowing to overlook the plains between Hainleite and Harz. The construction of the first fortifications dates back to 11th century. In the same period, the building of the Doppelkapelle, which is considered the most significant evidence from an artistic and historical perspectives.



Lohra Doppelkapelle exterior (photo by Alexander Agafonov)

The Romanesque Double Chapel represent one of the few preserved examples of this rare type of medieval church. The purpose of constructing the Chapel on two

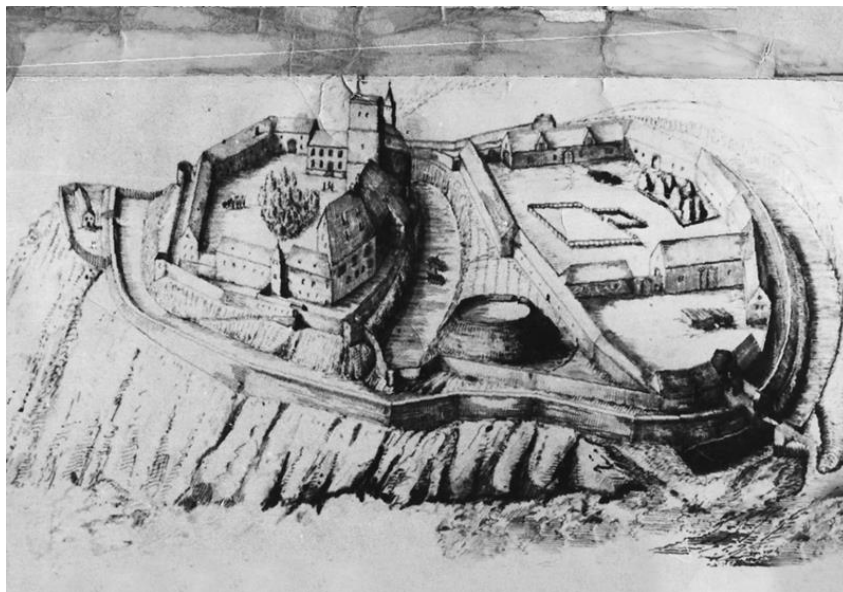
floors was to enable a separation between the “common people”, to which was assigned the lower level, and the “feudal lords”, in the upper floor.



Doppelkapelle interior: on the left, the lower level; on the right, the upper floor

(photos by Alexander Agafonov)

In 12th and 13th centuries the Castle was domicile of the Counts of Lare, a family who had a close relation with the royal house of Staufer. Under Count Ludwig III (1162-1214) the castle was in its most successful period and was gradually extended²². After the Counts of Lare died (around 1227) the ownership of the castle often changed. Under the long dominance of the House of Hohnstein (1320-1593), the site experienced a certain revival. During 15th century, the castle was rebuilt many times and the main buildings underwent radical transformations.



Lohra Castle around 15th century, from an 18th century drawing

²² Source: Materials provided by the association

During Thirty Years War, the castle was repeatedly destroyed and refortified and kept changing ownership. With the Peace of Westphalia the grounds were acquired by the Count of Sayn-Wittgenstein, and became Prussian property.

Between 1712 and 1945, the Castle lost its military significance and served as an agricultural demesne. The erection of several agricultural buildings still shape the Castle today, including the houses of demesne workers (built around 1706), the administration building (built around 1880) and the large sheep shelter (built with the stones of the former keep in 1909).

After World War II, the area was inglobated in the East Germany. The agricultural use continued: cows, sheeps and pigs were kept until 1974. Since 1977, the Castle has been completely abandoned.

Open Houses's commitment

In 1991, Nordhausen district assumed ownership of the castle and signed a lease agreement for a period of 99 years with the Working Committee for the Preservation of Monuments and Historic Buildings, under which Open Houses operated at that time.

Since 1992, OH began restorations to make the Castle habitable once more. Several million euros worth of work has been invested and hundreds of volunteers were involved in supporting the initiative.

In the following years, dozens of students and other young people came to the castle on weekends, not only to help to restore the facility step by step, but also to debate, make music and throw parties. In the summer months helpers from abroad soon joined in.

Their working conditions were quite uncomfortable: almost every stove was out of use, the water pipe to the castle had burst the winter before, the electrics dated back to pre-war times, the castle bridge and many roofs had collapsed because of storms and vandalism. The accomodation conditions were simple and the extent of the work at the castle appeared unmanageable.



1991 photos. On the left: the workers accomodation. On the right: North eastern building of the core castle.

In the beginning, the priority was, obviously, making the site usable once more. During the first phase of work, between 1991 and 1996, the former demesner house was restored as group accomodation and the heavily damaged roofs of the castle and the chapel were repaired.



On the left: Northern east part of the building during the restoration. On the right: Today's outlook of the repaired building. Under: Today's outlook of the restored accomodation for groups (Photo by Alexander Agafonov)



In order to maintain a permanent use of the Castle, extensive investments into its infrastructure were needed. This included, among other things, relaying the water pipes (dating from 1923), installing a water tank in case of fire and repeated restorations of the path leading up to the castle. Moreover, the renovation included the installation of ecologically innovative heating and the erection of a photovoltaic panel on the roof of the main building.

Projects and structure

There are three types of projects offered by Open Houses: Workcamps, Building Weeks and Heritage Volunteers Project.

These projects take place in several historical buildings, mostly in the Eastern part of Germany, situated in villages far away from the nearest big city. They are mostly focused on intercultural exchange and anyone can take part regardless of previous experience or specific competences. The differences between the projects are based on the interests of the participants.

1. In **Workcamps**, everybody can take part. Participants are helping with the works concerning the buildings and their surroundings, carrying out simple manual work. During the two weeks of the workcamp, participants work from Monday to Friday, six hours per day. The tasks in the workcamps vary according to the skills of the volunteers and the work which is needed to do (cutting grass, cleaning areas, painting rooms, etc.)
2. **Building weeks** are projects for people more interested in handcraft and restoration. At Building Weeks, participants work the same amount of time (six hours/five days per week) but the tasks are more labour-intensive than the workcamps. This type of project is often focussed on a particular building discipline (woodcarving, carpentry, glassmaking, etc.). The participants are taught by a professional in this special discipline.
3. The third category are **Heritage Volunteers Project**, and their programmes are quite full. In fact, these projects combine practical work at a Heritage site with a study part linked to heritage and conservation, and presentations about Heritage sites offered by every participant for the group or a wider public.

For all OH projects there is the same “structure of responsibilities”, filled with different persons and specifics depending on the place.

This is the general structure:

1. Every project (Workcamp, Building Week or Heritage Volunteers Project) has one or more **Social Leader(s)** and one or two **Technical Leader(s)** who support the volunteers during the project time and they are both responsible for the success of the project.

When a Workcamp and a Building Week are running parallel, both groups have different working tasks but common social life. Therefore there will be two technical leaders: one for the Workcamp and one for the Building Week, and two social leaders managing together the social life for all the participants.

2. In the Heritage Volunteers Projects the technical leaders are not from Open Houses, but from the Heritage site. Therefore the team of Open Houses consists of a **Social Leader** and a **Group Coordinator** from Open Houses, who is responsible for the contact with the technical leaders, with the people responsible for the studying part of the day and for the general timetable.
3. The partner of the Social Leader is the **Camp Leader’s Coordinator** who was most of the time based at Lohra Castle. This figure is responsible for the introduction, the supervision and the evaluation of the Social Leaders, but also for the social and every-day life questions from the Technical Leaders.
4. The placement process of the volunteers, including the contact with the sending organizations and the visa procedures, is responsibility of the **Incoming Coordinator**. Most of this work must be already done when the camp starts. Only if a volunteer doesn’t arrive to the camp, the social leader has to contact the Incoming Coordinator and to inform her about it.
5. The partner of the Technical Leaders of the Workcamps is the **House’s Craftsman**, a person normally living in the neighbourhood and working on a part-time contract for Open Houses. The House’s Craftsman shows the Technical Leader the works and the priorities, brings material and tools and evaluates the final result. He meets every day after work with the Technical Leaders to discuss the tasks for the following day, which tools are therefore necessary etc. He also must be consulted in case of practical problems during work time.

6. The technical supervision of the Building Weeks is in the hands of the **Technical Leader of the Building Weeks**. They are not international volunteers but, depending on the different topic of the particular Building Weeks, craftsmen with different specialisations: carpenter, glassmaker, blacksmith, woodcarver etc.
7. The partner of the Technical Leader and House's Craftsman is the **Buildings Supervisor**, usually responsible for two or three monuments or areas managed by Open Houses. He is usually at the place once every one or two weeks.

Beside all these people there are many other cooperating voluntarily or working as paid staff for Open Houses, responsible for the guest groups or in charge of administration tasks.

The practice of the Project

The representants from Open Houses more close to the volunteers are without doubts the **Leaders**.

The **Technical Leader** is responsible for the aspect of the practical work. As a first task, S/He must explain the health and safety instructions. In short terms, all the instructions concerning the working clothes, the handling of tools and equipment and the appropriate behaviour on the work place. Furthermore, the Technical Leader has to explain to volunteers the work which has to be done, and creates the working groups and supervises them. In addition, S/He is responsible for all working tools, that they are in order and back in the evening at their usual place, that there are enough gloves, etc. The Technical leader works closely with the House's Craftsman to ask him for the work details or to discuss the purchase of new Material or tools.

The **Social Leader** is responsible for making sure that every day "runs smoothly". It is her/his task to make sure that the whole group is becoming a group and getting a rhythm for the day. Furthermore, S/He is buying all the food, taking care of bureaucratical procedures (e.g. Insurance list) and helping to prepare the meals. And of course there is also to organize free time activities.

Usually, the Social Leader is in charge as well for the Camp Budget. Open Houses is a non-profit and non-governmental organisation and that means the funding of the projects is quite limited. Open Houses receives some grants for the international projects from the German Ministry of Family and Youth, which help to cover part of the camp costs. Therefore, finances for the realisation of the projects need to be calculated in a good way. The amount of funding depends on the number of participants.

For every project, there are 6 € for every participant for every day. This is the maximum spendable for food and cultural activities (like travel to the next city and the entrance fee for an exhibition there). Budget can be counted like about 4 € per day per food and about 2 € per day for cultural activities.

For example, in case of a Workcamp, with 13 participants, 1 Social leader and 1 Technical leader, 15 people are counted for the budget. The camps are 14 days, but arrival and departure days are counted as one, so this means 13 days. The budget maximally spendable for the workcamp will be $6 \text{ €} \times 15 \text{ Participants} \times 13 \text{ days} = 1170 \text{ €}$.

In addition, there are 100 € for emergency cases (hospital expenses, problems with the camp car, etc.). Working tools and equipment are usually bought by the House's Craftsman.

Therefore, a correct managing of budget and maintaining the bookkeeping procedures are responsibilities of the Social Leader.

Both Leaders share common duties since the beginning of the Project. Before the camp started, leaders ought to create a welcoming atmosphere. Some nice flowers here, a candle there or some funny pictures on the wall always made a nice atmosphere. More important, was to clean volunteers accommodation, to prepare a rubbish system in the kitchen and make sure the provisions (in terms of food and cleaning products) were enough to cover the first days of the project.

At the arrival day, there always happened confusing problems. Because of problems with the train company or missing a bus, participants were arriving not all in time. As mentioned before, it is duty of the Incoming Coordinator to manage the arrivals issues. Leaders had to make sure that participants receive a warm welcome and that they are showed the accommodation.

At the first evening, there was the first meal together with everybody. After the dinner, Leaders described shortly to volunteers what to expect for the following two weeks. In this moment, an official timetable to be followed was illustrated:

8.00 - 9.00 Breakfast

9.00 - 11.00 First working time

11.00 - 11.15 Coffee Break

11.15 – 13.00 Second working time

13.00 – 14.00 Lunch

14.00 – 16.00 Afternoon working time

16.00 – 19.30 Free time

19.30 – 20.30 Dinner

20.30 - ... Free time

After the explanations concerning timetable, a first set of rules was explained to volunteers. In order to not overload the participants, tired because of the travel or jetlag, with too many informations, many other things would have been explained the day after. But first, Leaders had to organize Kitchen Teams for the week, a group of 1-2 volunteers responsible of preparing the food for each meal and cleaning up.

In order to make volunteers more comfortable with the place and the other members of groups, some group games useful for volunteers, as well as for leaders, were suggested in order to make them present and open up to others. A simple but particularly useful game, in case of big groups, was the "Namegame". Once gathered around in circle (or around the campfire, in Lohra), one guy started by saying "My name is ... and I like ..." saying something with the first letter of his name (e.g. "My name is Marc and I like Music"). The participants standing besides, one by one, should repeat all the names of the members who spoke before and

whatever they said they liked, and then present themselves and say something they like starting with the capital letter of their name (e.g. "Marc likes Music, my name is Kim and I like Kellogg's ...") until the end of the circle. Thanks to the repetition of the names and something to associate people with, volunteers (and leaders) were able to memorize the names of other participants in less than half an hour.

The second day, was the first normal working day. In the morning, after first breakfast together, Technical Leader had to explain the Safety Instructions to the group, and to make sure everybody heard them, making them sign a list. Meanwhile indeed, Social Leader made volunteers sign some papers concerning the Insurance. The time remaining before the coffee break was usually devoted to an explanation tour around the place. Social Leaders usually explained about the information regarding the history of the place and the projects held by Open Houses. Technical Leader indeed, showed participants some anticipations about the works that were to be carried out during the project, as well as instructing them about the tools and their storage.

After the coffee break, prepared by a Social Leader in collaboration with day's Kitchen team, the Technical Leader had to divide the group in small groups each carrying out one of different tasks. The division into groups, at the beginning, was being made randomly, as the Leader was unaware of the personalities, potentialities and resistance of the volunteers. Day after day, a more efficient division into groups was made accordingly to the specific competences of each volunteer.

The Technical Leader then proceeded to explain each group the nature of the works to be carried out. Partnering with the Build Supervisor, S/He supervised the groups in order to respect safety measures and proper Heritage handling procedures. Important skill for a Technical Leader is the ability to favour the **Teamwork**, among the working groups, in order to make the experience less sufferable and hard. It is important also being able to **motivate** volunteers to carry out the harder or the most boring works. A good way for this, was to make the volunteers feel involved in the **planning** of works, for example, discussing with them a more efficient way of carrying out one task, or collecting experiences and suggestions that may turn out to be useful for the success of the work completion.

A good planning ability is required, as well, by the Social Leader. Other than the, above mentioned, budget book-keeping, shopping and kitchen organization, the Social Leader is in charge for the leisure time. That doesn't mean that the role is similar to that of an animator or entertainer. But it's up to the Social Leader to suggest initiatives in order to make the volunteers socialize. Whether it being a football game, a party or a walk in the forest, the only demand is that there should not be any serious consequence or no one should feel excluded.

This include the careful organization and planning of a weekend excursion. On Saturday and Sunday, the volunteers are not working, so usually an excursion to a big city is discussed among the group. In the budget, 2 € per day can cover some of the travel expenses or the entrance to museums. How these cultural events are organized, is discussed among the group and the leaders together.

Also, since one of the main aim of Open Houses is to support cultural exchange, it is a tradition that every country of origin of the participants would be presented by the volunteers on one evening. Countries were presented usually after dinner, for which volunteers usually prepared a typical dish, and ranged from a sharing of basic informations up to some cultural presentations, for example an exhibition of traditional products, dances or songs.

After the two weeks and a goodbye party, the workcamp finished with Volunteers leaving the place. Feedbacks about the project were collected among both the participants and the Leaders.

The works

In this section I will describe the main works accomplished by different groups throughout all summer 2018. I personally believe that a visual component is more crucial in the description of the nature of the works. I photographed the evolution of the main works throughout all summer.

On may 2018, some problems occurred to the water pypes system, which could be dated back to 1990's when the first groups of volunteers began working at the castle. Therefore, as the Volunteers accomodation (next page, photo on the left)

lacked the access to water for shower and toilets²³, the priority of the works was set first on the reparation of the old system.

The work was never simple, as the hot temperatures were quite a huge externality to deal with. Also, there was no clear idea of the structure of the system, and most of the volunteers involved had no competences in canalization. First, it was necessary to bring out from the ground the old waste disposal tank(photo on the right).



Everyday, the Technical leaders had to choose a “**Digging team**”, in order to dig around the tank.

²³ In order to use showers and toilets, volunteers had to use those of a guest house nearby



After the first week of "Digging team"

It took almost an entire Workcamp to accomplish this first task, as the tank was almost 3 meters grounded in the terrain. This first part of the work required the manual labour of almost 17 people and the use of spades and shovels, as using an excavator may have caused serious damage to the tank and the pre-existing water pipes and there was the possibility of finding exposed electric cables.

Finally, the old tank was successfully removed and substituted on the basement (see photos on the upper part, next page).

As the first set of pipes to be substituted were the ones bringing liquid wastes away from the accommodation, the procedure was very delicate. It was thanks to the professional knowledge of a Craftsman, in collaboration with volunteers from a second Workcamp, that a new set of pipes was fixed. Volunteers, after having buried the pipes again, could finally be able to use toilets in the accommodation.



The tank before and after the removal from the ground.



The first pype installed

The second part of the work consisted in the installation of the pipes that were supposed to take clean water (for shower and washing machine) to the accommodation. It seemed an easy job at the beginning, but soon the groups working there realized the presence of a very huge layer of rocks that made almost impossible to work there with just shovels and spades. Therefore, for an entire month, two workcamps, digging teams were using jackhammers in order to dig through the rocks a path in the ground, about 3 m deep X no more than 1 meter wide X 150 m long.



A participant posing with the jackhammer in the hole dug by Volunteers

Once this hard job was accomplished, the pipes were installed successfully and then buried again. Later, the terrain was accurately made flat by the last group of volunteers.

Finally, once the new tank arrived, it was immediately fixed by professionals. As I left Lohra Castle in October 2018, only the hole surrounding the tank was left to be refilled.



The installation of clean water pipes



Volunteers teamworking to refill the hole



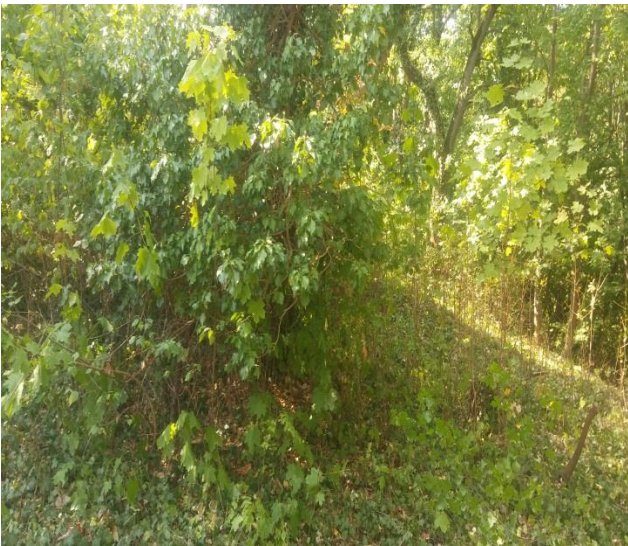
Another main work was the one brought forward by the so-called “**Jungle team**”.

Since the castle during winter is virtually disused, nobody is in charge of the cleaning and maintenance of the natural surroundings of the castle. As happens in every place which becomes abandoned and left to itself, plant colonisers and some other indigenous flora claim back their belongings. Therefore, one of the more classic tasks to be accomplished by participants to the workcamps is to clean areas from the jungle of nettles that every year grows rapidly. Since one of Open Houses' principles is concerned with the respect of the natural environment, no chemical products or even machinery are used for this work. Many groups of volunteers, through manual labour, cleaned many parts surrounding the castle removing nettles, branches and any kind of garbage that came into their way.

The final results were impressive, and are observable in the following series of “Before-After” photos that I personally took.

Aside of these main works, many other exceptional works were to be carried out by volunteers. For example, collecting cherries for a local partner's farm, cutting woods for the heating as autumn was approaching, painting rooms of the accommodation, and so on.











Third part: Looking for Leaders

The concept of Leadership has been discussed so much, it is quite difficult to give a unitarian and universal definition. Leadership is the relationship between Leaders and Followers. It follows naturally that both parties are important in order to make this relationship: there cannot be leaders without followers²⁴.

The leadership is important in the area of Cultural Heritage for at least two reasons.

First, as Cultural Heritage issue is very complex, in terms of the number of actors involved and of the variety of approaches and problematics. The leadership literature recognizes that *“the greater the complexity of the issue, the greater the importance of leadership²⁵”*.

Second, the stakes involved are high and there are easily identifiable short and long terms costs, as actors try to forge solutions to counter the problematics concerning Cultural Heritage preservation. Leadership is essential in situations like these where stakes are high. By making the first move a leader provides a model that others may try to emulate and removes uncertainty about whether the leader is actually devoted to action rather than engaging in cheap talk.

Studies of International Co-operation report that leadership is crucial in determining the success or failure while dealing with transnational issues. Leadership makes a difference by establishing a *“relationship of influence in which one actor guides or directs the behaviour of others toward a certain goal”²⁶*

The importance of the Leadership in Cultural Heritage issues has been recognized by the world community only recently. The creation of the World Heritage Leadership Programme (WHLP) represents the more recent development in the field of empowering competences regarding Cultural Heritage. It was funded by Norway thanks to a partnership with the International Union for Conservation of

²⁴ Underdal A., *Leadership Theory: Rediscovering the Arts of Management*, San Francisco, ed. Jossey-Bass Publishers, 1994 p. 178

²⁵ *Supra* p. 182

²⁶ *Supra* p.178

Nature (IUCN), headquartered in Gland (Switzerland) and the International Center for the Study of the Preservation and Restoration of Cultural Property (ICCROM), headquartered in Rome (Italy).

The programme aims at improving the practices of conservation and the competences in the management of Cultural Heritages. This programme is not gonna focus exclusively on the activities in the frame of World Heritage Conventions, as it will adopt a holistic vision on the practices of leadership and preservation. It will examine how, through the Heritage sites and their respective specialists, Cultural Heritage can provide a new Leadership in order to foster innovation, the performances and the excellence in the practice.

I will first enter into the analysis of a great number of articles and books that have been devoted to the supply side of Leadership. Second, since limited researches have been devoted to examining the demand side of leadership relationships, the aim of this study is to increase the knowledge of this aspect by studying the perceptions of followers concerning potential leaders in the matter of Cultural Heritage politics. More specifically, whether there are any leaders in the international effort to preserve and valorize the importance of Cultural Heritage, and if so, who are they? Drawing on leadership theories, I also sought to provide evidence that can help confirm whether the perceptions of leadership vary according to different components.

The data used in this analysis derive from a series of interviews and surveys conducted on Participants of different Workcamps. Rather than providing respondents with a fixed number of alternatives, I used a *vis a vis* approach asking open ended questions to tap into their views on which actors they recognized as playing a leading role in the Cultural Heritage politics.

Theories of Leadership

According to behavioral psychology, there are 10 main basic approaches in order to analyze the Leadership.

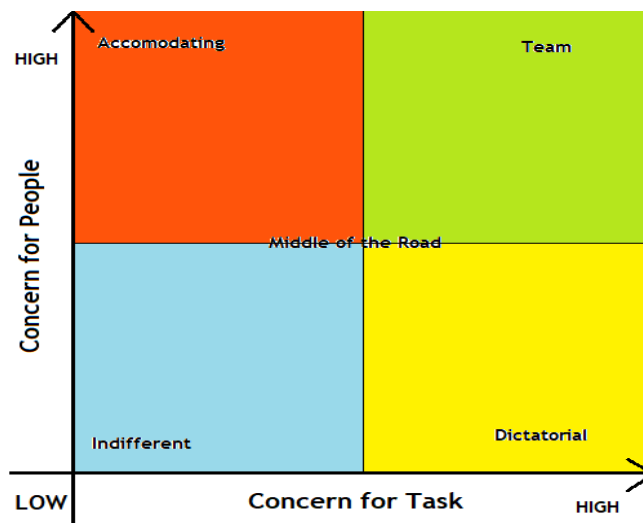
- 1) **“Great Man” Theory:** This theory postulates that great leaders are born so, not made. Theorists like Thomas Carlyle²⁷ tried to identify a set of attributes that all these natural born leaders have in common. There is indeed truth to the notion that some people apparently have some more leadership gift than others. Yet, this was one of the most criticized theory as it was considered to simplistic and not based on scientific arguments.
- 2) **Traits Theory:** An evolution of the Great Man theory, brought forward by Francis Galton²⁸. He analyzed which characteristics a Leader should pursue in order to lead effectively. The upside is that this perspective is easy to understand (‘Be like this, and people will follow you’). But the downside is that thousands of traits have been identified and no single set has emerged as ideal for all circumstances, and would even be overwhelming to attempt to define one.
- 3) **Skills Theory:** Just like Traits Theory, it tries to identify a set of key attributes. But, in this case, it focuses on the practical skills rather than the general qualities of a Leader. In order to be a Leader it is required, for example: a set of technical skills in the field enough to gain credibility; social and people skills, like persuasion or diplomacy; conceptual skills like problem-solving and strategic-planning
- 4) **Style Theory:** According to this approach, the style of Leadership is the key to success. Many researches and social experiments (e.g. Lippitt-White experiment) have been studied and discussed about this theory. Styles like being autocratic and demanding, or being democratic and participative, or *laissez-faire* leaving people alone, affect the Leadership relations. Probably the

²⁷ Carlyle T., *On Heroes. Hero-worship and the Heroic in History*, London, ed. Chapman and Hall, 2006 (pp. 2-5).

²⁸ Galton F., *Hereditary genius* New York, ed. Appleton, 2009 (pp. 3-8).

best known Style-based model is called the Managerial Grid, developed by Blake and Mouton²⁹. Also known as Theory X-Y, the model took into account the orientation of Leadership according to task (X) and to relations with people (Y) and identified five different styles of Leadership:

- a) **Indifferent:** low concern for both tasks and relations.
- b) **Accomodating:** high concern for people, low for tasks.
- c) **Dictatorial:** high concern for tasks, low for people.
- d) **Middle-of-the-road:** balanced concern between tasks and people.
- e) **Team:** high concern for both tasks and people.



A rapresentation of the X-Y model Managerial Grid

5) **Situational Leadership Theory:** This model was developed by Hersey and Blanchard³⁰. According to this theory, it's impossible to identify a single "best style of Leadership as certain traits and styles of Leadership fit better according to the situation. In order to establish an effective relation of Leadership, Leaders must measure the performance readiness of the group, which is attempting to lead, according to maturity exhibited by the Followers. Hersey and Blanchard identified four levels of maturity (in terms

²⁹ Blake R., Mouton J. *The Managerial Grid: The Key to Leadership Excellence*, Houston, ed. Gulf Publishing Co, 1964 (pp. 3-14).

³⁰ Hersey P., Blanchard K. H., *Management of Organizational Behavior – Utilizing Human Resources*, New Jersey, ed. Prentice Hall, 1969 (pp. 3-21).

of task capacity and willingness to pursue the goal) and an effective leadership style for each of those:

- a) **High maturity → Delegating:** Individuals are experienced at the task and willing to take responsibility for that;
- b) **High-moderate maturity → Supporting:** Individuals are experienced at the task, but lack confidence and willingness to take responsibility for that;
- c) **Low-moderate maturity → Selling:** Individuals are experienced at the task, but are unmotivated and unwilling to do it;
- d) **Low maturity → Directing:** Individuals lack the specific skills required for the task;

Situational Leadership is commonly perceived as one of the more successful theories in the field of leadership. However, is not without negatives. First of all, it is quite difficult to measure maturity in quantitative terms. On a practical perspective, this approach create too much emphasis on immediate needs and shift attention away from long term goals. Moreover, consistency is crucial: if situational leadership is applied inexpertly, followers may not know what sort of response to expect from the leader on a long term period. Potentially, this may generate a work environment characterized by confusion and uncertainty.

- 6) **Contingency Leadership Theory:** This theory was proposed by Fred Fiedler³¹. Whereas the Situational Leadership approach assumes that situation is static and the leader should adapt to it, the Contingency theory assumes that Leader's style is fixed.

Depending on Leader's orientation whether it being more oriented to fulfilling a task or to establish relations, the trick is to fit the right Leader to the right situation. The concept of situation is characterized by three factors:

- a) **Leader-Members relation**
- b) **Task structure**
- c) **Leader's position**

³¹Fiedler F.E., *A Theory of Leadership Effectiveness*, New York, ed. McGraw-Hill, 1967 (pp. 2-6).

Contingency Theory is considered a valid and reliable approach because grounded in empirical research. However, it generally fails in explaining why leaders with certain leadership styles are effective in some situations. Finally, Contingency Theory fails to adequately explain what should be done in case of a Leader/Situation mismatch in a work environment.

- 7) **Transactional Leadership Theory:** As the term suggest, this Theory implies a reciprocity between Leader and Followers. It is based on the assumption that workers are not self-motivated and require structure, instructions and supervision in order to accomplish a task. Leaders give Followers something they want (such as pay), in exchange of their performances. Transactional Leaders are able to keep followers motivated trough a system of rewards and punishments. This style of leadership works optimally in a structured environment with established processes and defined roles (such as the Workcamp one). The benefits of this Leadership include: the ability to achieve short-term goals; it enables to mantain established procedures; rewards and penalties are clearly defined for workers. On the other hand, this Leadership style has been criticized for its inability to foster and inspire innovation, as maintaining established procedures gives a little space for personal initiatives.

- 8) **Transformational Leadership Theory:** This Theory is often compaired to the Transactional one. Both Theories were introduced by James Macgregor Burns³², and both focus on the relation Leader-Followers. In contrast to Transactional Leadership, the focus is set on the development of individual followers by paying attention to their needs. Transformational Leadership, trough a variety of mechanisms, empowers the motivation, the morale and the performances of followers. The Leader, by being a role model, inspires followers making them interested in the project. Doing so, the Leader can assign Followers to tasks that enhance their performances. For a successful Transformational Leadership, four components are to be taken into account:
 - a) **Charisma**
 - b) **Inspirational motivation**

³²Macgregor Burns J., *Transforming Leadership: A New Pursuit of Happiness*, New York, ed. Atlantic Monthly Press, 2003 (pp. 11-13).

c) Intellectual stimulation

d) Personal and individual attention

Transformational Leadership has positive effects on organizations by improving work productivity, performances and creativity. Among the criticisms: TL is considered to be very difficult to be trained or taught; may lead to abusing power; the components are more suited to be a set of personal characteristics rather than special requirements.

- 9) **Leader-Follower Exchange Theory:** This Theory is really close to the Transactional one because it suggest that Leadership is based on a fair exchange between Leader and Followers. In this case, the focus is set on the relationship and the quality of the exchange characterized by trust, liking and mutual respect. The nature of this relationship influence both the pursuing of a goal and the effectiveness of the people. The central concept of this Theory is that Leadership is more effective when *“Leaders and followers are able to develop a mature partnership and thus gain access to the many benefits these relationships bring”*³³. Relationships are different with each Follower, with some being of higher quality than others. Followers exhibiting a higher level of efficacy, or whose personality is similar to the Leader’s one, are more likely to be part of the inner circle of the Leader. Leaders who acknowledge the significance of this Theory needs to avoid the creation of out-groups, and maximize the size of in-groups. A sharp distinction is not desirable because it may generate negative externalities. One of the major critics to the Theory, in fact, point at the potential danger of the alienation of some followers, leading to resentment and perception of an unfair and unequal treatment by the Leader. Some other critics³⁴, through an empirical research, explored the effect of group identity in several organizations. In contrast to what this Theory suggested, more for a highly personalized interactive style of Leadership, Followers involved in the research indicated their preferences for

³³ Lunenburg F., *Leader-member exchange theory: Another perspective on the leadership process*, in International Journal of Management, Business and Administration, 13, 2010 (pp. 45-48).

³⁴ Hogg, M. A., Martin, R., Epitropaki, O., Mankad, A., Svensson, A., & Weeden, K. *Effective leadership in salient groups: Revisiting leader-member exchange theory from the perspective of the social identity theory of leadership*, in Personality and Social Psychology Bulletin, 31, 2005 (pp.7-8).

a highly depersonalized one, where leaders were recognized for practicing less favoritism, and perceived as more fair and equitable.

10) **“Servant” Leadership Theory:** The phrase Servant Leadership was coined by Robert K. Greenleaf³⁵. Traditional Leadership theories generally are based on the assumption that one individual “at the top of pyramid” accumulate and exercise the power. The Servant Leadership Theory, in contrast, postulates that if a Leader makes a priority in identifying and meeting Followers’ needs, serving rather than being served, that Leader creates an environment of trust, cooperation and reciprocal service that will lead to higher performances. On the advantage point, by adopting this kind of Leadership, it is sure that decisions are taken in the best interest of the group and helps personal growth of both Leaders and Followers. On a long term period, it may turn out beneficial for the work environment. However, it takes too long to teach and train Leaders to think as Servant Leader, and it may take a lot of time before achieving positive results. It has as well a deep impact on mental stability of the Leader as S/He must do whatever is asked to.

Although these approaches have contributed to the understanding of Leadership, none of them have provided a completely satisfactory explanation of Leadership and Leadership effectiveness.

Demand for Leadership

Let’s now shift to the demand side of Cultural Heritage Leadership and analyze which actors are perceived as Leaders on Cultural Heritage policies.

Before entering into the analysis, it may be useful to illustrate some numbers. According to the list of UNESCO Heritage sites, updated to december 2018, comprehends 1092 sites³⁶: Europe and North America count 514 sites, followed by Asia and Pacific region with 258 sites, Latin America and Caribbean region 141, Africa 95, and Arab States 84. According to countries, Italy ranks top with 54

³⁵ Greenleaf R.K., *The Servant Leader within: a Transformative Path*, New York ed. Paulist Press, 2003 (pp. 2-19)

³⁶ UNESCO Statistics Portal, *Source:* <https://whc.unesco.org/en/list/stat/>

Heritage sites, followed by China 53, Spain 47, Germany 44, France 44, India 37 and Mexico 35, and so on.

In the analysis I could take into account the opinions of 97 respondents (more or less informed about the CH issues), 55 coming from countries belonging to EU, 22 coming from 5 Asian countries (China, Hong Kong, Japan, Kazakhstan and South Korea), 20 coming from Mexico.

According to the opinions recollected, and unsurprisingly, 3 actors were identified as the main potential contenders for a leadership role in the field of CH policies: European Union considered as a whole, China and US.

Based on the results of the studies that I personally have examined, I have reason to believe that perception about leadership may vary according to three factors.

- a) **Geographical Belonging**
- b) **Issue-specific Leadership**
- c) **Individual backgrounds**

Geographical Belonging

	EU as Leader	China as Leader	US as Leader	Others as Leaders
EU respondents	50	0	4	1 (Russia)
Asian resp.	6	10	4	2 (Japan)
Mexican resp.	5	0	15	0
<i>Total</i>	62	10	22	3

As we can see in the table above, the European Union is commonly viewed as a Leader as almost 60 % of respondents identified the EU as having a leading role in Cultural Heritage policies.

The EU is perceived as a Leader by almost 28% of outside-EU citizens in the survey. It becomes clear that China and US find very difficult to be recognized as leaders

outside of their continental dimension. The survey also reveals that Mexicans view US as one of the Leaders, in contrast, outside of North America’s dimension, a little percentage of respondents acknowledge US leadership in the matter of CH policies.

Issue-specific leadership

Is there an issue-specific perception of leadership within the Cultural Heritage field? The respondent’s views by primary issues are presented in table below. The issues concerning CH that I took into account are fundamental pyllars of World Heritage Leadership programme: the research and development of technologies, the international exchange of practices and know-how, the diffusion of informations and the engagement in activities and initiatives regarding preservation of Heritage sites.

	EU	China	US	Others
R&D	27	20	23	27
Int. Exch.	40	18	17	22
Informations	45	22	17	13
Engagement	53	22	12	12

As regard the issues of research and development of technologies for preservation of Cultural Heritage, it doesn’t emerge a clear common view of Leadership. For what concerns the other issues, EU Leadership is confirmed. It is quite interesting to point out the significance of chinese Leadership, almost unanimously acknowledged by the Asian respondents. US Leadership is decreasing. However, Mexican respondents pointed out the role played by International agreements signed between EU and Mexico in recent years, which took away several barriers and incentified the bilateral exchanges not just in commercial terms, but also in terms of people engaged in EU initiatives concerning Cultural Heritage.

Individual backgrounds

In order to go further in my analysis, I focussed also on some individual characteristics of respondents, results were suprisingly interesting. I asked

respondents to go beyond their personal opinion and share their perceptions about CH leadership according to their knowledges developed in their field of studies or works. This included students who pursued humanities-related studies (35 out of 97), science-related (23) and economists (25), and respondents pursuing a professional career (14).

	EU	China	US	Others
Humanities	25	4	0	6
Scientific	5	12	6	0
Economy	3	17	4	1
Workers	5	2	4	3
Total	38	35	14	10

Among Humanities students, about 70 % agreed on the EU leadership, undisputed even considering a mixed range of nationalities, while none of them acknowledged a US Leadership. China is perceived as a powerful leader mostly among Scientific and Economy students. According to the total results, with a small difference, China and EU are the main contenders for Leadership.

Outcome of the analysis

If we turn the attention to datas collected, among the leadership candidates European Union is most widely recognized as Leader in the policymaking concerning Cultural Heritage. Furthermore, three important dimensions of Leadership can be recognized.

First, in order to exercise leadership effectively, an actor needs to be acknowledged as a Leader across the board and not only by a small group of close supporters. Therefore, a strong geographical component is implied as various participants are more likely to view “their” actor as a Leader. The results are in line with what could be expected. EU respondents and those outside of EU have different perceptions about Leadership. The latter appeared to be more critical about the

leadership provided by EU whose respondents portrayed EU leadership as undisputable.

The second dimension, shows evidence of issue-specific Cultural Heritage leadership perception. Due to the fact that Cultural Heritage range through a wide complexity of issues, it may be difficult for any actor to be recognized a unique leadership according to all matters. EU is confirmed as Leader, as a reflection not just of the large number of UNESCO sites located in Europe, but also of programmes and initiatives launched by European Union, such as the “2018 European Year of Cultural Heritage” or the planning of “Horizon 2020”. Therefore, it is possible to see how, on an International level, political decisions about CH deeply shapes the perception of Leadership. It’s evident particularly in the case of United States. The decision by US to withdraw from UNESCO, in 2017, shows evident reflections on the perception as “Cultural Leaders”.

Finally, as far as concerns the third dimension, even if more indicative than descriptive, knowledges and informations arising from different individual backgrounds shape and define a different perception of Leadership. According to the results, the important difference is reflected in a view among scientists and economists that China is likely to play an increasingly active role in the matter of Cultural Heritage.

Fourth Part: Italy as a Leader?

In a moment of deep socio-economic changes, cultural sector is seeking to play a new significant role in the future. Furthermore, if we consider that the preservation and the valorization of Cultural Heritage has always set the focus on sustainability, its significance becomes even more clear.

Following the call for action by EU “2108 European Year of Cultural Heritage”, Italy promptly responded by organizing 1364 events³⁷, and many more are likely to be organized in the view of “Horizon 2020”

Potentially, the experience of the Italian case in the matter of Cultural Heritage could be a decisive factor to claim for a “cultural leadership”. A leadership relation can be established by exercising a cultural influence over a group of followers. Indeed, culture is commonly acknowledged in the field of international relations as a tool of soft-power.

However, the emergence of some compelling issues are shaping an increasingly globalized world. The relevance of these matters redefine the rules of the competition for a leading role in the interconnected net established by globalizing processes.

Therefore, it is necessary to understand some key dimensions of the phenomenon of Globalization.

³⁷ Source: Ministero per i beni e le attività culturali (MIBAC)

Cultural Tourism

There is a strong connection between Culture and Tourism.

On one hand, Culture is a crucial resource for touristical innovation, on the other tourism is understood as an effective funding channel, spreading Culture as well.

In the last decades, a continuous increase can be observed in what is commonly called "Cultural Tourism". Once it was considered more of a niche phenomenon, as was largely associated with "high cultured people". Nowadays, an increasing number of tourist are looking for an authentic experience of travel, which enables them to discover the history, the architectures and the true identity of the places visited.

The globalization of this phenomenon reflects cultural and social changes in the structure of tourism. As Richards³⁸ stated: *"the culturization of society has led to more and more areas of consumption being viewed as 'cultural'. This has shifted the focus of cultural tourism (...) toward a broader range of heritage, popular culture, and living cultural attractions"*. As the demand for culture grows in the society, institutions needs to fund and support more cultural facilities. Tourism represent one means of finding sources to finance the initiatives. The resources associated with cultural tourism range from the tangible Heritage to the intangible products of contemporary culture.

Italy represents the country with more Heritage listed sites by UNESCO (54) and the attractiveness of Italy stands in the rich variety of Italian Cultural Heritage, observable in: monuments, museums, historical buildings, landscapes, archaeological sites, art and literature, movies and musics, cuisine and traditional folklores.

According to ISTAT statistics, related to 2017, an increase of 5,5 % in the touristic flows is registered. The impact of cultural tourism is even more evident if we consider the revenues growth, extimated at 53% since 2013. Still according to ISTAT, the business volume generated by Cultural Heritage stands at around 89,7 billions € and provides job opportunities to 1,5 million people.

³⁸ Richards G., *Cultural Tourism: Global and local perspectives*, Philadelphia, ed. Haworth Press, 2007 (pp. 2-5).

Cultural tourism is a huge phenomenon, even in economic terms, and will even possibly expand. However, the plans and the choices adopted by the cities will be crucial in determining the future of the sector

The Global City

Globalization has been a major debate argument in the intellectual, political and economic discourse. A large plurality of meanings was given to the phenomenon, but what is indeed observable, is that in recent decades we saw an increasing worldwide interconnection.

Paul Knox³⁹ postulated that world is structured by six typologies of fluxes: ethnoscape (flows of tourists, migrants, businessmen, refugees etc.) technoscape (technologies, softwares, etc.) finanscape (capital and money) mediascape (informations) ideoscape (ideologies) commodityscape (consumption goods and services).

Understanding the complexity of this interconnections highlights the importance of the cities as crucial nodes, through which the fluxes flow, in the global net. More than half of world population lives in cities, and many metropolises are more economically significant than many States.

However, the relevance of the city is nothing new. From ancient to modern times, the history of civilization is connected to cities: cities were centers of economic and political power and people moved to and from cities in search for labour and satisfaction to their needs. As places of continuous interactions and exchange of informations and knowledge, cities were essential for culture and civilization.

The acceleration of the 'globalizing' process didn't cancel the significance of the cities, but gradually shifted it toward a new conception. For example, considering an economic perspective, industrial production is increasingly being located in places far from the cities, where indeed financial or innovation-related processes take place.

³⁹ Knox P., *Globalization and the Changing U. S. City* in *The Annals of the American Academy of Political and Social Science* Vol. 551, 1997 (pp. 18)

Political integration on regional levels, advancement in transports and a wider diffusion of informations were some of the keys that benefited the sector of tourism, and shaped as well the nature of the cities.

According to Richard⁴⁰: *“not only do cultural attractions such as museums and monuments constitute the larger sector of the European attraction market, but they are also increasingly being placed at the centre of urban and rural development strategies and image enhancement programme”*.

Museums and monuments always represented the relationship between the cities and art. Other than fostering the touristic appeal, museums and monuments are strategically important in defining the urban planning of the city and its position in the global economy.

In recent decades, many cities basing on cultural and artistic initiatives, experienced different policies of valorization and urban regeneration.

Areas with a low territorial and environmental quality were valorized/restored through a series of intervents, involving the presence of a museum, which could trigger economic development in a sustainable and efficient way. In other cases, whole neighborhood in highly populated city were planned according to the location of cultural facilities.

Once acknowledged the significance of the city in a world shaped by globalization, and the role of Culture in determining effective strategies concerning urban planning, we can shift the attention to the matter of climate change, which deeply impact the cities and their approach with Cultural Heritage

Climate Change

According to the Intergovernmental Panel for Climate Change (IPCC), a specialized UN body to assess climate change, planet Earth is experiencing an increase of temperatures, mostly attributable to human activities. Moreover, increased global temperature is just one of the consequences of human impact on climate

⁴⁰ Knox P., *Globalization and the Changing U. S. City* in *The Annals of the American Academy of Political and Social Science* Vol. 551, 1997 (p. 22)

equilibrium: sea-level rise, modifications of precipitation patterns, ocean acidification, desertification, etc. If this trend is to be confirmed in the future, climate change will represent one of the most serious threats impacting the conservation of Cultural Heritage.

The World Heritage Committee recognized such emerging threat and, along the years, launched different initiatives to assess the impact of climate change. In 2006, a group experts selected by the Committee prepared two reports called “Protecting and managing the impacts of climate change on World Heritage” and “Strategy to assist States parties to implement appropriate management responses”⁴¹.

Substantially, strategies to be implemented are of two kinds: those related to actions to cut CO₂ emissions in order to reduce climate change, and those related to actions taken to help communities and ecosystems struggling with climate change.

Ancient sites designed for a specific local climate are exposed to this threat, especially if we consider coastal sites, endangered by sea-level rise. Beside the dangerous impacts on biodiversity and ecosystems, climate change will affect the social and cultural lives of human beings. As many endangered sites are depending on their communities (and viceversa) to be substained and maintained, CC will change the way people relate to their environment.

As far as concern the physical impacts on buildings and monuments, climate change endangers the hydrological, chemical and biological equilibrium of the soil on which sites stand on. Also the materials may be affected by climate change risks. For example, acid rains may cause the corrosion of metals or stone recession.

As established by the World Heritage Convention, it is responsibility of the States parties to take care of the endangered sites. Therefore, the risk posed by climate change has several implications for the World Heritage Convention.

First, within the legal framework of the Convention, climate change raises some critical questions: for example, whether a site should be inscribed in the List if its “outstanding universal value” may disappear because of climate change impacts?

⁴¹ “Protecting and managing the impacts of climate change on World Heritage” and “Strategy to assist States parties to implement appropriate management responses”. Retrieved from https://whc.unesco.org/documents/publi_wh_papers_22_en.pdf

Second, as many countries declared the intention to undertake specific actions, the relevance of periodic reporting, reactive monitoring of impacts and adaptation measures will be crucial in preserving the “outstanding universal values” of Heritage sites. In a vision which take in consideration the change of climate and weather patterns, the focus should be set on the importance of ordinary maintenance and preservation procedures rather than on sporadic restorations.

Finally, as a non-renewable resource, Cultural Heritage is an extremely complex issue and addressing climate change issues at different levels requires the development of synergies and partnerships with actors working on this issue. A strong focus needs to be set on local communities and their resilience to climate change.

Italian struggle

Let’s now shift the attention back to the possibility of italian cultural leadership.

“Il Belpaese” is worldwide acknowledged for its Cultural Heritage, in both its tangible and intangible forms. However, despite the richness of its historical and artistic tradition, and the variety of natural landscapes, Italy struggle to be competitive on international markets. Italy is facing a decreasing attractiveness as evidenced by some international rankings. According to the latest National Brand Index⁴², in 2017 Italy lost one position moving to 7th place behind Germany, France, UK, Canada, Japan and USA (which lost 5 positions, compaired to 1st place in 2016). The NBI was elaborated by Simon Anholt and the GFK Roper association for market interviews. It is used to monitor the strength and the appeal of the national image of a State, basing on 6 dimensions: tourism, exports, governance, investment and immigration, culture and heritage, people. This result in the “hexagon of competitive identity”⁴³.

⁴² Anholt-GFK Nation Brands Index 2017, source: gfk.com

⁴³ S. Anholt, *Branding places and nations*, in *Brands and Branding* (pp. 213-226), London: Profile Books, 2003



If we examine singularly the six dimensions of the hexagon, the primacy of Italy emerge for what concern tourism. Beside, Italy shows a remarkable attractiveness related to its cultural capital. Art and culture inherited from the past are actually advantage points in the touristic supply.

However, the main weaknesses of the supply system are observable in public institutions competences: mobility, environmental conditions, public services and services for tourists. Such inadequacies are causing a gradual decrease in one of the most strategical sectors in the economy of Italy.

Despite the significance of international tourism and the great opportunities arising from the valorization of Cultural Heritage, according to statistics from UN World Tourism Organization⁴⁴, Italy gradually lost its incidence in global touristic market. Italy occupied a leadership position in 50's with almost a fifth of the whole international touristic flow. Since WWII, the volume of tourists visiting Italy increased by ten times, however, the worldwide touristic flow increased for almost 40 times.

Therefore, even if Cultural Heritage is a powerful attractor, italian art cities have lost terrain in the international competition with other european capital cities (Prague, Berlin, London, etc.). Italian museum system cannot struggle effectively, in terms of performance, in the international arena. To make a comparison, just Louvre museum attract almost 25 million of visitors every year, almost 75% of total

⁴⁴Retrieved from <http://statistics.unwto.org/content/yearbook-tourism-statistics>

visitors in Italian cultural facilities. As far as concern revenues, Louvre alone generate more income than all Italian museums.

To proceed in the analysis it is useful to analyze why Italy hasn't been able to valorize effectively its rich Cultural Heritage.

One of the reasons has to be search in the lack of attention by policymakers to the role of cultural capital for the economic and social development of the country, and the gradual reduction of the budget destined to Culture. According to Eurostat⁴⁵, Italy ranks last in EU as far as concern the percentage of public expenditure on culture (1,7 %, average EU 2,2 %).

Italy also is suffering a lack of coordinated and effective policies. This is mainly due to difficulties arising from communication problems among decisional levels, bureaucratic obstacles and a common disregard for cultural production.

Furthermore, the inability to cope with global challenges led to the failure in the creation of a dirigent class investing in research and innovation. This resulted in a static management of Cultural Heritage which was unable to generate economic and social value from the cultural activities.

Finally, not only Italy has the largest number of Heritage sites (54), but also the larger number of Sites endangered by climate change (13). According to a 2016 survey⁴⁶, 83% of Italian citizens (higher percentage in Europe) are aware of the dangers of climate change. However, the common perception is that governments, both of European Union and Italy, have to be the main responsables for coping with climate change. Governments need to implement strategies and infrastructures which could compensate damages caused by human activities.

An interesting example of the struggle against the three dimensions of globalization analyzed in this chapter is represented by Venezia.

⁴⁵ "Eurostat database – Culture datas" Retrieved from <https://ec.europa.eu/eurostat/web/culture/data/database>

⁴⁶ "European and Italian citizens perception on Climate change Survey" Retrieved from http://www.isprambiente.gov.it/files/pubblicazioni/statoambiente/annuario-2016/0_IV_percezione_cittadini_2016_finale.pdf

Case study: Venice Lagoon



"Support" by Lorenzo Quinn. An installation on Canal Grande realized in order to raise awareness on the matter of climate change

Founded in the fifth century, throughout history, Venice represented one of the major maritime powers in the Mediterranean sea. The whole city, home for 50000 residents, is an extraordinary architectural masterpiece full of historical and artistic testimoniances and attract tourists from all around the world.

There is no doubt that tourism, on one hand, impacts positively Venice by generating wealth and job opportunities, and improving the image of the city. According to a research by Ciset⁴⁷, it is estimated that every year almost 12 million tourists⁴⁸ visits Venice and the Lagoon, attracted by the rich cultural variety: monuments and churches, museums and historical buildings, events and traditions, and so on. The business volume generated by tourism is estimated around 2,5 billions €. Souvenir shops represent 40% of all shops located in the city,

⁴⁷ Centro Internazionale di Studi sull' Economia Turistica, All datas are retrieved from the 2017 report "Extra EU Tourism in Venice"

⁴⁸ Number doesn't take into account almost 13 millions of the so-called "occasional tourists", which come and visit Venice for less than 24 hours

and the offer by receptive structures (hotels, hostels, BnB, etc.) is estimated around 48000 beds in 25000 bedrooms.

However, if we consider the touristic flow which is around 30000 people per day, with a peak of 200000 during the main events, it becomes apparent that the city is often facing congestion problems concerning the mobility and system of public transports. The huge mass of tourists that every year visits the city far exceed the load capacity of Venice, estimated around 7,5 million per year. Negative effects are observable in the marginalization of residents, gradually decreasing year after year, and the basic commercial activities are being gradually replaced by touristic shops. In addition, local people are vibrantly protesting for damages to monuments caused by vandalism.

Tourism became unsustainable and many residents accuse public institutions, considered unable to balance between different interests.

One of the most controversial critique is that concerning the so-called “Big Ships”. Every year, about 2 million tourists arrive to Venice on almost 500 cruiseships transiting through the Giudecca channel. Even if it represents a big slice of the total arrivals, as they are scheduled and well-organized, the controversy is not primarily regarding the touristic flow. The “Comitato NoGrandiNavi” sees in these huge cruising ships one of the bigger environmental problems and asks publicly not to let enter boats, heavier than 40000 tons, in the Lagoon. According to the Comitato, cruiseships are problematic mainly for two reasons: the huge volume of water and sediment moved during the transit, and the high polluting emission of carburants by the ships.

The Lagoon has a delicate ecosystem, shaped since centuries by the human action. However, the intensification of human activities following the rapid industrialization and touristic development in recent decades endangered the equilibrium of the Lagoon. According to archaeological records, Venice have been sinking about 10 cm per century as a natural result of the rise of the water level. But during the twentieth century, the sinking rate doubled because the neighboring factories in the industrial complex of Porto Marghera, until 1970s, were pumping groundwater out of the deep aquifers, causing irreversible damages.

The local sea-level rise must be also considered on a broader context which involve the role played by climate change. The global sea-level caused by melting of glaciers and icecaps was mentioned before.

In recent years, the frequency in flooding and damage to the city has increased. As far as concern future projections, according to moderate scenarios, Venice will have a net altitude loss of 50 cm by 2100. That means if nothing is done, Venice will be flooded daily.

Solutions to the problem of flooding in Venice are the subject of a continuous debate. It's the case of the "Modulo Sperimentale Elettromeccanico", commonly called MOSE. This project consists in the implementation of mobile barriers in order to defend Venice from high waters. After a long bureaucratic iter, dating back to 1975, the works were initiated in 2003. The realization of system, after years of scandals and protests, costed about 5,5 billion € and works are apparently close to the conclusion⁴⁹. However, it will be take 3 more years of testing before becoming effective.

The City entered the World Heritage List in 1987, as its Outstanding Universal Value is symbol of *"the victorious struggle of humanity against the elements, and the mastery men and women have imposed upon hostile nature"*.

However, recent years saw the emergence of a controversy with UNESCO which may lead to the exclusion of Venice from the List.

All started around 2011, when local influential associations launched an appeal to UNESCO. According to ItaliaNostra, the conditions allowing to include Venice in the list were no longer applicable, as italian government and local administration did not fulfil the commitment to preservation established by the Principles of UNESCO. Protesters highlighted the unregulated mass tourism, the increasing portual activity (and the BigShips issue) and the planification of invasive infrastructural projects (e.g. "Pierre Cardin tower", a 60 floors skyscraper meant to be built in Porto Marghera) as negative results of the irresponsible behavior by local administration. Initially, UNESCO didn't respond directly to the appeal.

⁴⁹ Source: Corriere della Sera. Retrieved from https://www.corriere.it/cronache/18_ottobre_29/mose-3d39a72a-dbab-11e8-a9c5-62cf8efd543f.shtml

In June 2014, 35 people (among politicians, public functionaries and private investors) involved in MOSE project were arrested for corruption. The scandal drew international attention, and some days later, during the annual congress in Doha (Qatar), UNESCO approved a resolution setting up an inspection.

In 2015, three international inspectors arrive to Venice. After few months, they sent a detailed report to UNESCO, attached to it, a table of the decline of public funding for preservation (in ten years, decrease from 140 million to 10 per year) and a photographic gallery showing the decay of historical buildings, mass tourism, environmental disregard and garbage pollution. Inspectors highlighted deleterial effects on the integrity and authenticity of the city, and therefore its “outstanding universal value”.

Following concerns for deterioration, decay and an irreversible change in the relation city-lagoon, UNESCO launched an Ultimatum to Italian government. UNESCO asked for an integrated strategy for a sustainable development and tourism, limitations to maritime traffic and a moratorium on urban planning projects which may turn out to be invasive. In case of no progresses by July 2017, UNESCO would have considered the exclusion of Venice from the World Heritage List.

In the 41st session of the World Heritage Committee, held in Krakow in 2017, UNESCO showed appreciation for the steps taken by Italian Government in synergy with the municipality and the local authorities, acknowledging the complexity of thematics inherent to the site conservation. However, because of the necessity for an adequate time to evaluate the individuated solutions, the final decision by UNESCO on the status of Venice was delayed to 2019.

Furthermore, Italian Government received the task to compile a report on the State of Conservation by December 2018. The responsibility to fulfill such document was delegated to the local administration

The dossier shows the most relevant updates concerning the responses to the recommendations by the Committee, contained in previous WHC sessions. The intention was to describe an image “*different from the usual clichés, a living and vital Venice, one which will look at the future without renouncing its traditions and which sets*

out to become one of the world's most important metropolitan cities"⁵⁰. The dossier focuses the attention on some key points.

One of those is concerning the tourist and visitors flow, as both of them have been reminded of the myriad of attractions beside San Marco square and how Venice is more suited for a "slow" tourism rather than a "hit-and-run" one. All the solutions, in order to cope with the mass touristic flow, that are to be implemented are explained in the dossier. It is mentioned about the "landing fee" recently approved by the administration which will seek to limit the tourist number in the more crowded events and periods. Moreover, how local administration are trying to promote the hinterland and the islands of the Lagoon's touristic attractiveness. A clear example is represented by the opening of the M9 museum in Mestre.

The document proceeds in illustrating how the administration launched campaigns in order to raise awareness on the proper behaviours to be adopted in order to protect Venice and its residence. An example was the campaign #EnjoyRespectVenezia which promoted a set of basic rules to be respected.

The report underlines the role played by the administration in finding solutions regarding the maritime traffic and all the measures concerning Lagoon environmental protection and city waste collection system (it is outlined that Venice ranks 1st in Italy in recycling). As far as concern the BigShips issue, the city council agreed that the transit of cruiseships needs to be shifted away from San Marco basin, and that some alternative solutions (such as the reopening of Vittorio Emanuele III channel, close to Porto Marghera) are to be implemented in the future.

Furthermore, the description of strategies for the safeguard of the intangible Heritage of Venice, represented in the variety of its artisanal tradition such as Murano glass, 'Battioro', 'Tajapiera', masks of Carnival, etc.

Finally, the implementation of the "Pact for development of the city of Venice" signed between Italian Government and the city in 2016: how interventions were defined, how budget allocations were committed and how synergies on different levels were developed in order to protect the "Universal Outstanding Value".

⁵⁰ Source: "Format for the submission of State of Conservation reports by States Parties - Venice and its Lagoon"

Even if the document became accessible to public very recently, a wave of critics is already emerging. ItaliaNostra defined the document as *“a sci-fi novel, in which a utopic and perfect city is described, far from reality”* and points out at the fact that statistics concerning maritime traffic and wave monitoring are lacking of too many dimensions.

Moreover, many citizens advanced critics to the lack of transparency of the local administration since the document, signed by the Mayor Brugnaro, was not discussed in the Council.

Finally, the bigger critic is concerning the shifting of cruise industry to Porto Marghera. It is pointed out that reopening the Vittorio Emanuele III channel would imply a huge excavation project of one of the most polluted areas of the Lagoon. The solutions opted by the Administration are accused of not taking into account properly the impact on the ecosystem of the Lagoon.

Such report will be evaluated by the WHC during its 43rd session in Baku, and the destiny of the city will be decided. Will the city be able to maintain its Heritage status?

Conclusion

The “2018 European Year of Cultural Heritage” was launched in order to raise awareness about the Cultural Heritage issues.

Participants contributed in creating a network that involved actors on many levels, ranging from students to representatives of Ministers. Given the complexity of the CH issue, it was difficult to coordinate all the events and the projects. The experience developed throughout decades by organizations, like Open Houses, played a crucial role in the success of the initiatives. The projects showed positive outcomes in developing good relations among States, and developing skills and knowledges of the participants, now all that is needed is continuity in pursuing the priorities set in the view of “Horizon 2020”

I chose to devote a big part of my analysis to the workcamps of Open Houses as I believe it is a well organized and formative individual experience. The position that I occupied enabled me to acquire some technical knowledges that I hardly could have learned at university. Moreover, I had the possibility of work in a heterogeneous work environment open to exchange of ideas and knowledges. And I got interested in the idea of Leadership, I could try different approaches that were studied and analyze the limits. I understood that an effective leadership is required to address the complexity of any issue. That is valid on all levels, from the workcamp participant to the international system of actors cooperating synergically for preserving Cultural Heritage

Nevertheless, approaches on Leadership cannot give a unitarian vision about who is to be considered a possible contender for a leading role.

According to the perceptions of the Followers, however, EU leadership is undisputable, as the success of the strategies is acknowledged. China as well is likely to play an increasing role, but its significance is limited to Asia. United States, indeed, opted to withdraw from UNESCO framework and are decreasingly perceived as cultural leaders, as a representation of deep entanglement between International politics and Cultural Heritage issues.

By contrast, analyzing the Italian example, I sought to provide an explanation of why indeed Italy, despite the potential of its Cultural Heritage, failed to valorize it and is unable to establish an effective leadership role. The example of Venice is the most emblematic as the inadequacies and lacks of administration may lead to the exclusion of the city from the World Heritage List.

In conclusion, this research sought to define Cultural Heritage and outline its significance in relation to the strategies and the policies brought forward by UNESCO and European Union.

The approach adopted by EU aims at creating a Common European Identity, based on social values, that could enhance international co-operation on many levels. In this sense, Cultural Heritage is a powerful tool to foster human development and promote social cohesion.

Bibliography

- Anholt S., *Branding places and nations*, in *Brands and Branding*, London, ed. Profile Books, 2003 (pp. 213-226).
- Blake R., Mouton J. *The Managerial Grid: The Key to Leadership Excellence*, Houston, ed. Gulf Publishing Co, 1964 (pp. 3-14).
- Carlyle T., *On Heroes. Hero-worship and the Heroic in History*, London, ed. Chapman and Hall, 2006.
- Fiedler F.E. *A Theory of Leadership Effectiveness*, New York, ed. McGraw-Hill, 1967.
- Galton F., *Hereditary genius*, New York, ed. Appleton, 2009.
- Greenleaf R.K., *The Servant Leader within: a Transformative Path*, New York ed. Paulist Press, 2003.
- Hersey P., Blanchard K. H., *Management of Organizational Behavior – Utilizing Human Resources*, New Jersey, ed. Prentice Hall, 1969.
- Hogg, M. A., Martin, R., Epitropaki, O., Mankad, A., Svensson, A., & Weeden, K. *Effective leadership in salient groups: Revisiting leader-member exchange theory from the perspective of the social identity theory of leadership*, in *Personality and Social Psychology Bulletin*, 31, 2005 (pp.7-8).
- Knox P., *Globalization and the Changing U. S. City* in *The Annals of the American Academy of Political and Social Science* Vol. 551, 1997 (pp. 17-27)
- Lunenburg F., *Leader-member exchange theory: Another perspective on the leadership process*, in *International Journal of Management, Business and Administration*, 13, 2010 (pp. 45-48).

- Macgregor Burns J., *Transforming Leadership: A New Pursuit of Happiness*, New York, ed. Atlantic Monthly Press, 2003.
- Richards G., *Cultural Tourism: Global and local perspectives*, Philadelphia, ed. Haworth Press, 2007.
- Throsby D., *Cultural Capital*, in *Handbook on the Economics of Cultural Heritage*, Cambridge, ed. Cambridge University Press, 2013 (pp.166-169).
- Underdal A., *Leadership Theory: Rediscovering the Arts of Management*, San Francisco, ed. Jossey-Bass Publishers, 1994.