

MENTORING STORIFIED REPORT

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1. Introduction

One part of the capacity-building actions within the project “European Cultural Route of Reformation (ECRR)” is a mentoring and peer reviewing process to help the members of the consortium that are responsible for developing pilot regions to apply valuable experiences and lessons learnt from other partners to their own similar projects and activities. As such realisations and inputs very often depend on the quality of relations within a partnership and mostly cannot be measured by facts and figures this report is written - as its title says - in a prosaic way in order to provide the readers a deeper insight in collaboration within a challenging project like ECRR.

The mentoring process within ECRR shall establish the spirit of collaboration amongst the partnership. Gaining success in carrying out regional projects and measures will be supported by collegial advisory amongst the partners. Learning from experiences of others who faced similar challenges on their way as well as being introduced to good practices are help- and meaningful approaches on the way of establishing a cultural route.

“Nobody is as wise as we all together!” Following this motto the consortium tried to take profit of the “wisdom of the many” by using possibilities of formal and informal mutual exchange of experiences and advisory.

This is one of the lessons learnt within the WP 2 (“capacity building”) of the ECRR project: to provide space and time not only for formal measures (such as trainings or peer reviews) but also for individual exchange and mentoring on demand helps the different partners to raise the level and the quality of their regional activities and projects.

Within the frame of such a project like ECRR there is no division between the “trainers” and the “learners” - this only exists on paper. In reality all participants are shifting permanently from trainer to learners and vice versa. In some cases one can be an expert but in others he or she appears as learner at the same time. So this common learning and mutual mentoring enriches all people actively involved in the project.

2. Goals of the Mentoring Process

The goals of this capacity-building activity are as follows:

- (1) Supporting the presumably less experienced partners by offering them know-how, experiences and lessons learnt by other (more experienced) partners.
- (2) Discovering similar interests, frameworks and challenging amongst the pilot regions.
- (3) Raising awareness of regional stakeholders for the international significance of their projects by being involved in a peer review performed by a foreign partner.
- (4) Building meaningful relationships between the partners that should be of use not only for the ECRR project period but beyond that when it comes to run the “Routes of Reformation”.



3. Initial situation

Within ECRR there are eight different regions within seven countries that work on the implementation of a transnational action plan in order to be part of the “Routes of Reformation” - the final main output of ECRR. Those regions are:

3.1 Austria

In Austria the so-called “Trail of the Book” had already been established earlier. The “trail of the book” begins in Schärding on the Bavarian border and leads across the Salzkammergut, the Dachstein, the Carinthian Nockberge to the Slovenian-Italian border to Arnoldstein/Agoritschach. It’s based on the history about the bible smugglers and the routes they used for bringing some Bibles to their homes safely. Also the pilgrims can visit some secret meeting places (like caves) where the Lutherans met in those times.

Based on this experience Austria is regarded as one of the more experienced partners within ECRR. In complementation PP 12 (a partner not implementing the TAP) can provide professional expertise in tourism and civil participation.

3.2 Czech Republic - South Bohemia Region & Plzen Region

The stories in the Czech regions mainly are about the life and work of Jan Hus who was martyred in 1415. Visitors can explore sites like the birth house of Jan Hus, Baldov Hill in Domažlice (a memorial of the Hussite movement) or the monument of Jan Žižka of Trocnov, a hussite military leader. A great challenge is the establishing and completion of the cross-border “Route of Jan Hus” (which leads from Prague to Germany) in the Plzen region.

Concerning the issues that there is still a lot of effort needed to put sites together to a route and to develop packages and accessibility strategies for visitors the Czech partners can be regarded as developers within ECRR.

3.3 Germany

The region in Germany covers the federal states of Thuringia, Saxony-Anhalt and Brandenburg. The most imprinting and famous main actor of the reformation there is of course Martin Luther, whose life mainly took place in this area. Successfully established projects like the “Luther trail” or the well known sites of the Wartburg, Luthers birth house and others make the German partners very experienced ones within the frame of the ECRR project.

3.4 Hungary

In the Upper Tisza Area you can find the “Route of Medieval Churches” including a lot of local churches and sacral monuments in these areas. Although cultural heritage has an important



value in the regional development of this district (Szabolcs-Szatmár-Bereg County) there do not exist any regional and/or transnational strategies for their preservation.

So, on an overall dimension there is still a great challenge and a lot of effort left to develop this part of the “Routes of Reformation” in a sustainable manner.

3.5 Italy

When it comes to Italy, it’s all about the Waldensian movement, which had been born in Lyon and been developed in Italy. The Piedmont region with Torino and the Waldensian valley has a very strong relation to the Reformation history in Europe. A core element of the project is the Waldensian district in Torre Pelice with many interesting sites. The Waldensian temples in Turin and Bergamo are also part of the regional attractions for the Routes of Reformation.

The local partners, especially the Waldensian Foundation, has managed to advocate for the preservation of the history incl. the tangible ones such as buildings and churches and intangible ones such as traditions and oral stories.

The Italian partners and their stakeholders contribute to the mentoring process with a lot of professional expertise.

3.6 Poland

Luther and Calvin have been the most significant Reformation actors that influenced Poland. In the region of Lower Silesia - which is really rich in reformation-themed cultural heritage - you can visit amongst others sites like the Evangelical Church of Peace in Jawor or the Historical House of Prayer from Rzęśnik. The centre of the region is Wrocław, a city that is accessible, friendly and exceptionally beautiful.

It has always been a crucial question how to use this heritage for touristic and cultural purposes. And in the past it has also been an important factor to preserve and protect this tangible and intangible heritage with a strong cooperation between stakeholders relating to the reformation.

Probably the greatest challenge nowadays is to raise awareness for the Protestant minority and strengthen the position of the Evangelical Church in the face of a very dominant Catholic one.

3.7 Slovenia

The Reformation giant of the Slovene nation is undoubtedly Primož Trubar who died in a foreign country because he had been exiled. The Slovenian part of the Routes of Reformation focuses on two destinations: the city of Velenje, the sixth largest town in Slovenia, and Murska Sobota with its important Evangelical Church. In total the Municipality of Velenje with help of Primož Trubar Institute has identified 10 points for the RoR in Velenje and Murska Sobota and its surrounding (Velenje castle, First Primary school - House of Minerals), Church of St. Mary and Church of St. Andrej, Lutheran Church of Alexander Terplan in Puconci, Lutheran Church of Martin Luther in Murska Sobota, Regional and Study Library in Murska Sobota, Pomurje Museum in Murska Sobota, Lutheran Church of Hodoš, Lutheran Church of Križevci).



Furthermore during the ongoing process within ECRR other points of interest that are somehow related to Primož Trubar have been discovered and presented in a documentation “Along the Route of the Reformation in Slovenia”.

The project partner and their colleagues in Slovenia have a lot of experience in collaborating within EU projects and thus in project management.

4. Peer Reviewing

4.1. Relevant Topics and Goals

One of the first steps within the peer reviewing was to collect information about the partners' expertise on the one hand and their needs on the other hand (see Annex 8.1).

The range of the expertise collected varies from (religious) history (7 mentions), regional management, tourism (5), management (3), facility management, science and marketing (2) to fundraising, volunteering and arts (1).

Situations that the partners would have liked to be reviewed were following: marketing strategies and tools (5 mentions), fundraising campaigns and financing, enforce public participation and raise awareness, building up a network of stakeholders (3), our project/situation in general (2), restoration of historical buildings, management of our project and organisational issues and involving politicians and public bodies (1).

This information helped to match possible partners so that the needs of the reviewed party could be addressed with expertise of the reviewing team.

Of course the reviewing parties had the chance and were supposed to define clear goals and expectations of the on-site review at the beginning of their mentoring activities.

4.1.1. Slovenia (PP 5) - Austria (PP 11)

Besides the reflection of the current status-quo of the Primož Trubar Trail-project the Austrian experience of crating and developing the Trail of the Book should enrich the Slovenian party in their efforts of implementing the Primož Trubar Trail.

Another interesting and challenging goal that this peer review session has been the kick-off for is the discovery of possible linkages between those two trails. And as a conclusion the two reviewing parties came up to settle a long-lasting collaboration between the neighbouring projects as a goal that should be pursued in excess of the duration of ECRR.

4.1.2. Italy (PP 4) - Germany (PP 7)

For the peer review it was particularly interesting to learn how a rather difficult to reach area for tourists such as the Waldensian valley can be and is connected to the larger hub of Torino.



The reviewing partner Church and Tourism was especially interested in seeing how this plays out in the day to day business and how communication with the local tourism partners is done.

So for the on-site review it seemed important to share knowledge on how to connect rural and urban areas as well as to reflect how to create cooperation and collaboration opportunities with tourism stakeholders.

Additionally some ideas on ways of connecting with the Cultural Route of the Huguenots and the Waldensian had been on the agenda.

A more general topic of the mentoring was the discussion on increasing awareness of the Reformation-themed heritage sites among tourists and local citizens.

4.1.3. Poland (PP 8) - Hungary (PP 2, PP 3)

This peer review definitely had been planned and designed as a two-way review. Both Polish and Hungarian partners had interests on transferring experience and know-how on specific topics in either direction.

The purpose of the Polish partner, DOT, was to familiarize with the cultural heritage of reformation in the Hungarian regions Szabolcs-Szatmár-Bereg (PP2) and Upper Tisza (PP3). There was great interest in examining the promotional activities of existing cultural facilities and local government units in the visited Hungarian region.

In turn, the Hungarian partners wanted to learn from PP 8 how to obtain EU funds for the promotion and development of cultural heritage (a fundraising topic).

4.1.4. Czech Republic (PP 10) - Austria (PP 12)

In general the peer review should reflect on the main problems of the Route of Jan Hus, which are transportation and mobility, accommodation and water resources along the route.

Another issue brought up in the preparation for the peer review was the lack of awareness of villages and their representatives for the chances real rural tourism can offer for their development. People in the region are not really prepared for international tourism - how can they be involved in a better way?

And finally the international marketing activities will have to be increased in quality and quantity. To meet this goal in the peer review process was too early a time though...

4.1.5. Germany (PP 6) - Germany PP 7

During the preparation of the peer review the partners decided to focus on following issues:

Firstly the implementation process of the Routes of Reformation in Thuringia and Saxony-Anhalt should be reviewed. Relevant questions had been posted, such as: "Is RoR visible at the nominated sights?" "Do the partners see themselves as a part of the route?" "Did you manage to install a functional network?" "Did you face any problems during this process?"



A second goal of the peer review was to examine the future exchange between Thuringia and Saxony-Anhalt (plus Brandenburg in the next step and further members of central Germany) including the discussion of possible projects and marketing activities.

The third issue dealt with the exchange of experiences, discussing lessons learned and proposing advices for the implementation of RoR/ECRR in both partner regions.

4.2. The Setting of the Peer Reviews

All project partners have been provided with a guideline and a suggestion for designing the on-site review (see Annex 8.1) in advance. Depending on the disposability of time length and methods/actions used could of course differ from case to case. The following has been a rough suggestion for a full 2-days review. Given the fact that there is no budget for personnel costs it may occur that the two parties agree on a more condensed review which means that analysis issues should be dealt with beforehand.

Day 1: Arrival and informal get together. A first introduction should be given about relevant people and the region, including its projects.

Day 2: Visit to the (planned) site. Stakeholder dialogues on challenges. Problem analysis, clear definition of reviewing goals, exchange of experiences could be carried out.

Day 3: Workshop on necessary future tasks to reach the defined goals with selected project group. Elaboration of a work breakdown structure for the future should be discussed.

Day 4: Departure.

4.2.1. Slovenia (PP 5) - Austria (PP 11)

Following steps have been chosen for the peer review in Slovenia:

- a) An introduction round will make sure to have all the necessary information about all present persons, their background and their involvement in the ECRR project.
- b) The Slovenian situation has been visualised by using maps. This was to gain a clear understanding of the Slovenian situation including the relevant geographical context.
- c) Subsequently the main challenges concerning as well as possible and meaningful measures (including reflection of Austrian experiences) have been collected by brainstorming method. The result was meant to be an open creative collection of different options to deal with the existing challenges.
- d) A facilitated open discussion concluded the session with the aim to prioritize the different ideas and to come to concrete measures/activities incl. responsibilities and time forecasts.

4.2.2. Italy (PP 4) - Germany (PP 7)

In this case the peer review started with an off-site conversation via email in order to set up the objectives and methods of the visit. Then the reviewing parties decided that PP7 (Germany) would be travelling to Italy with the goal of experiencing the local Reformation history there and



how it is imbedded in the tourism sector. Further goals and interests were discussed beforehand to make sure that expectations from both parties could be managed. The on-site visits should take place in Pinerolo and Torre Pellice.

Unfortunately, due to travel delays, this plan later had to be adapted and the partners met in Torino instead. These were the final steps of the peer review visit in the end:

- a) Firstly the technicalities and the theoretical knowledge and understanding of the Waldensian history have been discussed. In the setting of a coffee house, Davide Rosso pointed out in a map where the local sites are situated and how they are connected and collaborating with one another.
- b) A following-up stroll through relevant places in Torino showcased the many small hints at the Waldensian history. Davide expertly introduced and pointed out the smallest of details such as a plate at the former city walls of Torino that has been only hung there in the year of 2000 - despite the hundreds of years of Waldensian history. The team also visited the city square - where an important pastor and reformer had been killed in the 16th century - and the Waldensian Temple among others.

A rather underrated (because quite non-formal) method of experiencing was used for the review: "Walk and talk". By strolling and walking with the eyes of a tourist and the interest of an ECRR partner. From walking the streets of Torino to listening to the expert knowledge of Davide and seeing the countless sites in Torino, it was especially eye-opening that despite the rich history of the Reformation history, it is not a given fact that it is incorporated into the tourism sector.

Additionally and finally, the partners sat together speaking frankly and answering questions to one another. This method of open exchange was very helpful and fostered once again the great relationships that ECRR helped to create between the members.

4.2.3. Poland (PP 8) - Hungary (PP 2, PP 3)

This peer review started with a presentation of the representatives of the Polish partner. They showed a scheme of activities and good practices in the field of obtaining EU funds for promotional activities and cultural heritage. They especially focused on the implementation of the regional cultural route, the European Route of Castles and Palaces, which at the initiative of the DOT received EU funding for promotional activities - especially in the field of online marketing.

On the other hand the Hungarian partners provided knowledge about the implementation of promotional activities of individual objects of the Reformation heritage in their region relevant for this review.

Further on a very important element of the peer review visit was to experience the objects of the Reformation heritage and to meet the stakeholders of the route so far. During this occasion the Polish partner provided detailed information on how to find proper resources and how to implement fundraising activities for projects like ECRR.

The method used during the visit was a round table discussion which allowed the partners to draw conclusions of the first day of the peer review.

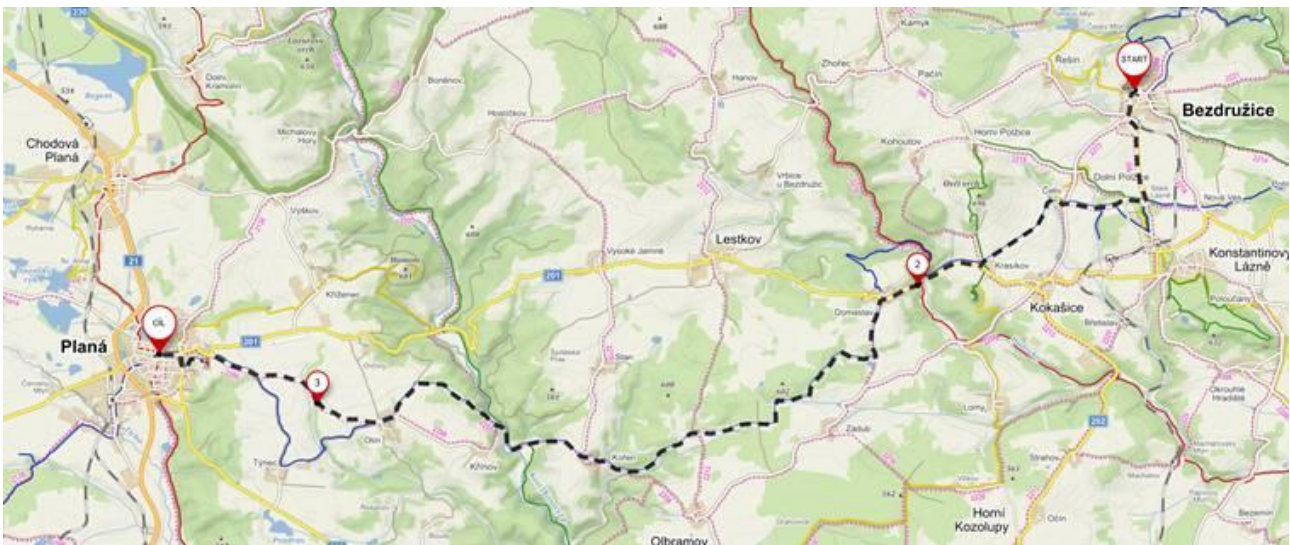


On the second day the most important attractions of the cultural heritage of the Reformation in the region could be observed. Finally the peer review was concluded with a summary reflection meeting.

Additionally it should be mentioned that the Hungarian partners had already conducted a visit to the region of Wroclaw at the beginning of the project, when they had the opportunity to collect the appropriate inputs about the region affected by the ECRR. This was the reason why within the peer review the way of visiting was vice versa.

4.2.4. Czech Republic (PP 10) - Austria (PP 12)

The peer review started with a visit to the small village of Lestkov, which is not (yet) linked with the trail (see map below). Mayor Renata Šilingová explained the present situation, the progress made with the land owners and talked about her ideas how to plan a trail that would go through Lestkov. For the reviewing party it was just interesting and helpful to get some insight into the everyday life (and problems) of RRPAs work within ECRR. The discussion mainly was about how to plan the trail through the village's area so that it will be attractive for both travelers and local suppliers.



Afterward other relevant sites like Krasíkov where a ruin can be visited and an accommodation including a little farm shop are an important possible stop on the route have been paid a visit.

During travelling by car there had been plenty of time to talk over the relevant topics for the Route of Jan Hus. The day has been concluded by a final meeting in RRPAs' office.

The reviewing party got more and more involved in the regional challenges and topics by being involved in the meetings with the regional actors and by getting acquainted with the landscape and the sites.

There hadn't been a special method applied during this peer review but it had been very useful to go to the countryside, to talk to regional stakeholders and to get a real impression of the project's region.

So it was site visits, studying of maps discussions and a final conclusion at the very end. An exception was a kind of “mystery shopping” at the farm Krasíkov to see if the concept of working on the farm and serving guests on demand (call a certain phone number) really is working - and it did ;-).

4.2.5. Germany (PP 6) - Germany (PP 7)

The peer review started with a welcoming introduction about the tasks and the situation of Church and Tourism. After some 90 minutes of discussion about the topics set for the peer review a guided tour lead by Mr. Boelter through the exhibition of the Luther path centre and a short explanation of the Routes of Reformation info terminal and how RoR is integrated in the exhibition followed.

The issues agreed on the agenda had been explored, especially the parts concerning the implementation of RoR and ways of future exchange of the regions had been discussed very intensely, whereas other topics like future projects and marketing activities had only been discussed shortly - so both parties agreed on that they needed to arrange a second meeting in the near future to talk about those fields of collaboration more intensely.

4.3. Results and Benefits

4.3.1. Slovenia (PP 5) - Austria (PP 11)

The peer review (amongst a lot of talks and conversations along other meetings like the train-the-trainer seminars or steering committee meetings) resulted in very concrete agreements.

A central one is the decision of the Slovenian (Velenje) and the Austrian project partners (Protestant Church) to cooperate further on in the development of the Primoz-Trubar-Trail. The goal is to fix the trail, designed mainly as cycling trail.

As a quick win the first tangible product will be a booklet about the live and background of Primoz Trubar.

The Austrian project partner on their hand agreed on checking the possibilities of providing the basic design for leaflets about the trail (target group: tourists / hikers / cyclists) as well as of providing the planned internet platform including outdoor-active features for the Primoz Trubar Trail (main point is the question, if Slovenian language is included).

On a general level Austrian and Slovenian (associated) project partners agreed on continuing their cooperation beyond the life-span of the ECRR project.

4.3.2. Italy (PP 4) - Germany (PP 7)

The reviewing parties decided on remaining in close contact and continuous exchanging of valuable details on how to create synergies with the tourism sector despite divisions between rural and urban areas.



Additionally a common sense is that the visit will likely support the communication with the cultural route on the Huguenots and Waldensians that will further allow RoR to work transnational and with other important cultural experts of Europe.

A further issue discussed was to make use of the opportunity that the “ReiseMission” is planning to offer a travel along the route and thus facilitate the issue of bringing and exposing tourists to the rural areas rich of history.

4.3.3. Poland (PP 8) - Hungary (PP 2, PP 3)

The overall mutual evaluation concerned individual issues and was set at a high level.

In the case of Poland, cooperation with many partners in various areas of tourism should be extended. Establishing (inter)national cooperation with other countries or regions will probably result in a greater chance of implementing new EU projects.

The poor cooperation between countries and regions as well as local governments and tourist information centres with local attractions in the case of Poland is and should be definitely improving. There is a challenge for these regions, the implementation of which will raise the level of recognition and will increase the attractiveness of tourism, taking into account the greater chances of obtaining EU funds for further development.

In the case of Hungarian partners, the cooperation between individual tourist facilities and the local government should be stressed more strongly. This also applies to local and regional tourist information networks, which unsatisfactorily promote tourist facilities located in a given region.

The implementation of these tasks will result in the future assessment being even higher than before.

4.3.4. Czech Republic (PP 10) - Austria (PP 12)

An approved 3-years cross-border project will enable PP 10 and its regional partners to develop their parts of the Route of Jan Hus (as a part of the RoR) further on in all necessary dimensions: infrastructure, participation and awareness building, (physical) quality of the trails and marketing.

During the peer review some specific possible measures have been brought up. Perhaps the most important proposal was to build and found a legal association as a responsible body for the trail because now it is RRPAAK (a regional development agency) that is in charge of all the development and administration. A regional association could raise the meaning and identification for the project and integrate regional actors as “owners” of the idea and project.

Concerning marketing the fact that the region around Krasíkov (as it is true for almost all parts of the trail in the Plzen area) is weak in infrastructure can be turned into a chance and USP for communicating towards customers. A slogan like “We have nothing, so enjoy staying here” could be very attractive for some target groups like pilgrims or bikers who search for some peace and rest in their holidays.

What also could still be taken into account is to scan the region continuously with the question in mind: “Where are strengths and unique offers here?” (like nature beauties, agricultural



products, arts etc.). Generally spoken a clear focus on well-defined target groups could be of help in improving this part of the route.

To make success measurable perhaps there is a way to quantify the status quo of visitors to the route by e.g. 2020 and to keep on monitoring this and/or other relevant criteria in the future. This is to get a clear impression about the touristic market potential of the region and the topic of Jan Hus.

4.3.5. Germany (PP 6) - Germany (PP 7)

The main result of the meeting was that both partners have to face similar difficulties in the exchange with network partners and sights under the umbrella of routes of reformation and that it would be very effective and useful to develop common strategies to improve that particular part.

To be more detailed PP7 and PP6 agreed on some beneficiary measures for different terms of time.

Some activities that could be carried out rather quickly are the exchange of information material (printed brochures, sights, and activities), as well as the organisation of a meeting of all nominated sights under RoR network in Germany at the beginning of 2020. A preparation meeting in November 2019 in SMMS region will be the very first step of achieving this goal.

Another measure shall be a bilateral meeting between partners that are especially involved in the topic of “Thomas Müntzer and the Reformation” including the perspective of winning new members for the Routes of Reformation.

And a third step will be the exchange of the audio visual testimonials of both regions to be included in the info-terminals.

For a mid-term period a quarterly meeting between Thuringia and Saxony-Anhalt (eventually plus Brandenburg) should be held and active meetings between the sites of RoR should be used for exchange. Also a common newsletter to the network „Cities of Reformation“ could be created with the intention to share content and events as well as further relevant information more active.

Long term measures could deal with consultation and agreement with LEADER Managements in both regions for joint projects and to check possibilities to join established projects such as Luther path passport or Harzer Wandernadel. In addition to that both partners will work on finding solutions to install further info-terminals at nominated sights under the roof of RoR.

4.4. Conclusions

The satisfaction with the peer reviews as they happened is very high - this is true for all partners having been involved. They were regarded as useful for collecting good quality inputs both for the reviewed region´s future development and for the reviewing party. And additionally many of the partners having been involved stated that it was a meaningful occasion to strengthen the bilateral partnerships for future collaboration as well. Especially for regions that are rather close to each other the feedback was that the peer review should be continued on a regular base.



Generally the peer review method is valuable because it fosters exchange, knowledge and common understanding. One partner recommended that this should be renewed and be continued in the frame of RoR later on.

For all participating partners has it been a very useful approach to spend time off the offices and to discuss and experience things in the countryside/the places where the challenges really do exist, because in meeting reports or picture shows one usually tries to outline reality a little bit more shiny than it occurs to oneself.

Some improvements concerning the method have been suggested, though. An ideal a peer-review could consist of two steps: First, a site-visit and/or a meeting will take place in the country to be reviewed in order to provide an overview of status-quo, present challenges, etc. And following up a site-visit and/or a meeting should be conducted in the reviewing country with similar sites to be visited and persons to be met and so on. This could be planned along the impressions during step one.

The methods and timetable of a peer review should be designed in a way that the context and the expectations can be addressed as exact as possible. One design for all peer reviews will not allow this flexibility.

Although the method has been approved to be useful the question remains if it is a practicable solution when regions are not close to each other and travel costs and time frames must be taken into consideration.

Concerning future collaboration the most important thing is that the partners feel responsible for the agreed goals and measures. To stay in touch continuously seems to be crucial. Another perspective is to enclose other partners that have not been involved in the former ECRR project.

5. Informal Mentoring

Within a project like ECRR that lasts three years and schedules a lot of meetings joined by different members of partner institutions many occasions for mentoring will occur - although not really planned. For those responsible for designing meetings and workshops within a project we can suggest taking care at least about the following two options for informal mentoring (and to really leave them informal) - all other occasions may arise spontaneously and by surprise...

5.1.1. Site Visits

During ECRR meetings there had always been some time for visiting the town or village, the more rural region, special sites and places. Sometimes these visits had been guided tours, in some occasions it had just been “walking and talking”.

Every partner within an EU project is proud to host a meeting, a seminar, a workshop or whatever - at least that’s what we assume. And therefore those partner institutions will be eager to introduce the places and people that are relevant for the project’s context. And that offers the chance to tell about specialities, challenges and achievements as well as to receive response and feedback from the other consortium partners. And although this talks and occasions will not be recorded in any way they often are useful inputs for different partners and remain in the memory of those who have been touched in any way by these site visits.

In ECRR project the partners’ meeting participants had opportunities to visit various sites like the city of Erfurt with a long reformatory and Lutheran tradition (e.g. the Augustiner Kloster, where the first train-the-trainer- event took place). On the other hand they could look for some (almost hidden) Reformatory traces in countries/regions dominated by the Catholic Church (such as Wroclaw in Poland or the Inner Salzkammergut in Austria).

Different history, different stories, different starting positions for preserving cultural heritage, different levels of professionalism - but how enlightening and enriching those visits had been for most of the participants! We admit that the difference between exchanging experiences and mentoring is not always easy to tell and clear. But we are so free to take this rather easy because mere exchange of experience to some extent may lead to mentoring activities (at least for some of the people taking part in site visits) when discussions and conversations take place. Just thinking of some locals telling their story of a museum and how they could manage to develop it successfully talking to project partners with similar interests. These are moments of mentoring and not only of passing on information...

5.1.2. The Importance of Breaks

How important the spirit of meeting or working breaks can be is proven by the fact that a lot of participatory methods like “Open Space” and others try to capture this power by designing them in a similar way. Breaks allow people to discuss topics and questions that arise instantly without predetermined results. This atmosphere may create thoughts and perceptions that would never occur within the tight frame of formal settings.



Partners of ECRR project told about situations where occurring questions or problems have been discussed very fruitfully during meeting breaks. For example the procedure of creating a real professional app by shifting budget items had been a result of break conversations. The first steps of designing a subsequent project to ECRR had been initiated by some partners in using breaks and flexible time bands during meetings.

Of course one can never plan or foresee what happens during breaks but very often these are time windows that are appropriate to enhance either steps of the project itself or to create new ideas that haven't been thought of so far.

So we recommend leaving enough space and time for breaks and/or evening activities when it comes to find something new (always respecting to reach the goals scheduled within meetings of course) or to evolve some project issues. Reality shows that rather often a value added is generated during these occasions.

6. Annexes

6.1. Peer Review Methodology



PEER REVIEW METHODOLOGY (D.T 2.5.3)

Introduction

The aim behind peer reviewing is to support and mentor the less experienced partners in establishing sites and offers in the framework of the Route of Reformation by offering them advice and help provided by the more experienced partners within the consortium.

Every partner shall take full advantage of the European cultural route.

Since there is no allocation of personnel costs for carrying out the peer reviews (only travelling costs) the process has to be short and effective for both parties.

Step 1: Selection of reviewers¹

- Description of a reviewer's profile (skills and tasks)
- Survey and invitation for nominating reviewers: Who is willing to? Who is able to? Who has which skills and competences?
- List including a short description of every reviewer.

→ See the additional document "*Annex 1: Profile Reviewing Team*".

Step 2: Selection of reviewees

- Survey of regions/partners that need and want support by peer reviewing: Who is willing to receive peer reviews? Which competences are needed? Which reviewers would be preferred?
- List including a short description of every region concerning their needs.

→ See the additional document "*Annex 2: Information Request_Peer Reviewing*".

¹ The term „reviewer“ not necessarily means a single person, in fact it should be a reviewing team.

Step 3: Matching

The crucial issue will be to find the right reviewer/reviewing team for each region/reviewee. It's not only competences and skills that count but also personal acceptance of each other's.

There are at least two possible ways of matching:

- a. Based on the two lists the reviewees contact their preferred reviewer directly.
- b. A task force elaborates suggestions for the matching of reviewee and reviewer.

Anyway the coordinating institution (SPES) will have to know who collaborates with whom.

Step 4: Exchange of information

Before the reviewers visit to the site, both sides should exchange information about

- the status quo of RoR's development in the region and the process so far,
- important stakeholders involved and
- concrete challenges in presence and future.

A checklist will be provided to make sure that all relevant information can be provided.

→ See the additional document "*Annex 3: Preparation of Peer Review*"

Step 5: Peer reviewing on the spot

The following is a suggestion for a full 2-days review. Given the fact that there is no budget for personnel costs it may occur that the two parties agree on a condensed 1-day review which means that analysis issues should be dealt with beforehand.

Day 1: Arrival and informal get together. First introduction to relevant people and the region, including its project.

Day 2: Visit to the (planned) site. Stakeholder dialogues on challenges. Problem analysis. Clear definition of goals. Exchange of experience.

Day 3: Workshop on necessary future tasks to reach the defined goals with selected project group. Elaboration of a work breakdown structure.

Day 4: Departure.

Step 6: Reporting

Not only reporting about the peer review itself will be interesting but also a kind of ex-post evaluation of the changes and achievements caused by the reviewing process.

The report on the peer review should include topics like

- starting situation,
- goals for the peer review,
- measures undertaken during the review,
- methods and settings applied,
- workplan for the future,
- way of supervision after finishing the on-site review.

→ See the additional document “*Annex 4: D.T2.5.4 Template Peer Review Report*”

Step 7: Ex-post evaluation (optional)

An ex-post evaluation can deal with questions like:

- Which of the measures had been carried out, and which not (reasons for that)?
- Which effects, which impact did those measures have on what and whom?
- Are the goals still relevant? If yes to what extent the goals have been reached (%)?
- Which experiences and lessons learned can be provided to potential new members of RoR?

Annex 2: Information Request_Peer Reviewing

INFORMATION REQUEST

Peer Review Process

July 31st 2018

Dear Partners!

In order to develop a good and sound peer review methodology I would like to ask you to fill in this questionnaire until September 15th 2018. It should help us in matching the right reviewers for the reviewed regions/partners. Thank you for your efforts and help!

1. People of our region (or members of our network) who are willing and able to act as a reviewer within ECRR:

Name:

Institution/organization:

Role within ECRR/RoR:

Expertise (please mark):

<input type="checkbox"/> Science	<input type="checkbox"/> management	<input type="checkbox"/> politics
<input type="checkbox"/> (religious) history	<input type="checkbox"/> volunteering	<input type="checkbox"/> marketing
<input type="checkbox"/> fundraising	<input type="checkbox"/> regional management	<input type="checkbox"/> tourism
<input type="checkbox"/> arts	<input type="checkbox"/> public & stakeholder participation	<input type="checkbox"/> facility management
<input type="checkbox"/> others (please fill in a short description):		

Contact data²:

Name:

Institution/organization:

Role within ECRR/RoR:

Expertise (please mark):

<input type="checkbox"/> Science	<input type="checkbox"/> management	<input type="checkbox"/> politics
<input type="checkbox"/> (religious) history	<input type="checkbox"/> volunteering	<input type="checkbox"/> marketing

² Contact data will be used to build the reviewing teams and to allow both sides (reviewers and reviewees) to get in contact before the on-site-review.

<input type="checkbox"/> fundraising	<input type="checkbox"/> regional management	<input type="checkbox"/> tourism
<input type="checkbox"/> arts	<input type="checkbox"/> public & stakeholder participation	<input type="checkbox"/> facility management
<input type="checkbox"/> others (please fill in a short description):		
Contact data:		

Name:

Institution/organization:

Role within ECRR/RoR:

Expertise (please mark):

<input type="checkbox"/> Science	<input type="checkbox"/> management	<input type="checkbox"/> politics
<input type="checkbox"/> (religious) history	<input type="checkbox"/> volunteering	<input type="checkbox"/> marketing
<input type="checkbox"/> fundraising	<input type="checkbox"/> regional management	<input type="checkbox"/> tourism
<input type="checkbox"/> arts	<input type="checkbox"/> public & stakeholder participation	<input type="checkbox"/> facility management
<input type="checkbox"/> others (please fill in a short description):		

Contact data:

2. Specific situations in our region/our project that we would like to be reviewed:

A review by experienced colleagues would support us in following concerns (please mark):

<input type="checkbox"/> our project/situation in general	<input type="checkbox"/> management of our project and organisational issues
<input type="checkbox"/> marketing strategies and tools	<input type="checkbox"/> building up a network of stakeholders
<input type="checkbox"/> fundraising campaigns & financing	<input type="checkbox"/> involving politicians and public bodies
<input type="checkbox"/> enforce public participation and raise awareness	<input type="checkbox"/> involving church and its councils
<input type="checkbox"/> historical knowledge and background	<input type="checkbox"/> restoration of historical buildings
<input type="checkbox"/> others (please fill in a short description):	

Further remarks, comments or specifications:
--

Thank you for your support!

Annex 3: Preparation of Peer Review

PREPARATION OF THE PEER REVIEW

as part of the Peer Review Methodology (D.T2.5.3)

Short Checklist

Project index number and acronym	CE81, ECRR
Lead partner	Rural Association for Development ThLG
Responsible partner for D. T2.5.3	Upper Austrian Tourism Board (PP 12)

ECRR and Routes of Reformation: information on the status quo

- Information on regional (reformatory) history and geographical features as long as they are relevant for the peer review.
- Which goals had been developed as basis for the work and process within ECRR before the project started?
- Steps undertaken (milestones) in the frame of ECRR to implement the Route of Reformation (RoR) in the region?
- Stakeholders reached so far and ways of addressing them (stakeholder mapping, stakeholder management)? Who of them became members of The RoR?
- Actions of marketing and promotion performed so far.

Requirements for the peer review

The peer review should cover at least the following issues (provided by the hosts):

- Which results do we expect from the reviewing process?
- Which specific questions shall be examined within the peer review?
- Which challenges do we expect for the future and how to deal with them?
- Any other things we would like to tell the reviewing team beforehand?

Organisational issues

- Fix a date for the on-site review.
- Fix an agenda for the two-days-visit (meetings with relevant stakeholder, visits to sites, time for reflecting the reviewing process etc.).
- Book rooms and meeting venues.
- Care for meals and provisions.

6.2. Peer Review Report Template

TEMPLATE

Peer Review Report (D.T2.5.4)

Project index number and acronym	CE81, ECRR
Lead partner	Rural Association for Development ThLG
Reviewed partner and region	Partner: Region: People present during the reviewing process:
Reviewing team	
Date of the peer review	xx.yy.zzzz
Summary description of the status quo concerning the regional project within ECRR.	
Goals defined for the peer reviewing process.	

Short description of the peer review 's process and the progress achieved during the review.

Short description of different methods and settings applied.

Outline of future measures and tasks to enhance capacities as a result of the peer review.

Common impression and feedback of the peer review in general (Is the method useful and applicable? What should be improved?)

Empty response area for peer review feedback.

Imprint:



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